



FY 26-30 Strategic Plan Workshop

April 14, 2026



Mayor's Opening Remarks

City Council's Opening Remarks

City Manager's Opening Remarks

Program Overview

- Summary of Staff and Executive Team Feedback
- Review of Current Goals and Progress Update
- Development of New and/or Modified Goals
- Development of Strategies
- Lunch
- Strategy Prioritization and Presentation of New Priority Strategies
- Next Steps and Department Handoff to Develop Action Items



Employee Feedback

Overall Sentiment

Staff are broadly supportive of the Strategic Plan's direction and demonstrate strong engagement in the organization's future. Feedback reflects alignment with leadership priorities, coupled with practical concerns about execution, workload, and organizational capacity.

Top Priority Goals

- Goal 4 – Quality Workforce
- Goal 1 - Infrastructure and Technology Modernization
- Goal 5 - Fiscal Sustainability

Implementation Considerations

- Infrastructure and Technology is perceived as both highly important and highly difficult to implement.
- Workforce challenges including recruitment, retention, performance expectations, and morale are viewed as complex and resource intensive.

Executive Team Feedback

Overall Sentiment

The Executive Team broadly supports the current Strategic Plan framework.

Feedback reflects strong alignment around core priorities, with recommendations focused on refinement and execution discipline rather than structural overhaul.

Top Priority Goals

- Goal 1 - Develop and maintain quality infrastructure and technology
- Goal 5 - Champion economic development and fiscal sustainability

Suggested Refinements

- Separating infrastructure and technology into distinct focus areas
- Incorporating environmental regulatory compliance
- Elevating customer service as an explicit priority
- Reframing organizational excellence toward becoming an employer of choice

Executive Team Feedback

Suggested Priority Strategies

- Capital improvement project implementation
- Technology modernization
- Business attraction and retention
- Strengthening fiscal sustainability measures

Implementation Considerations

- Structural budget pressures driven by rising costs and flat or declining revenues
- Potential structural deficits
- Staffing capacity and workload constraints
- Long term infrastructure maintenance funding
- Economic volatility affecting business retention and lease renewals

Strategic Plan Components

Goals (City Council) - Reflective of community priorities, Council's vision and values, and the City's operational and financial capacity.



Strategies (City Council) - Broad approach the City will use to advance each goal. Strategies focus on methods and approaches rather than specific initiatives.

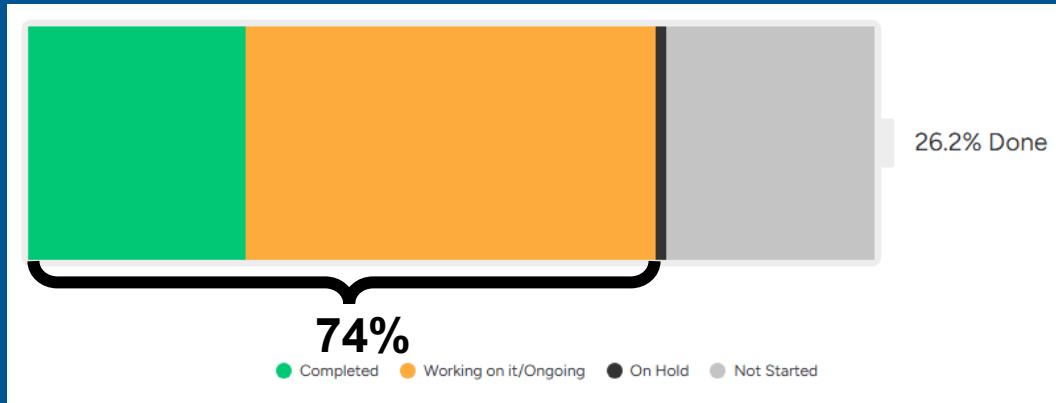


Action Items (City Manager and Department Directors) – Specific initiatives, tasks, and projects necessary to achieve the goals.

Progress Update

Current Goals

Progress (As of April 10, 2026)



Total number of strategies: 17

Total number of action items: 172

- Completed: 45
- Ongoing/Work in progress: 82
- Completed or work in progress: 74%

GOAL #1 – DEVELOP AND MAINTAIN QUALITY INFRASTRUCTURE AND TECHNOLOGY

Strategy A: CIP

Seek opportunities to implement and expedite the projects in the Capital Improvement Program and ensure that City-owned infrastructure is well maintained, including streets, entryways, and facilities.

Strategy B: Technology

Seek opportunities to implement the use of innovative technology to improve services, efficiency, and transparency.

Strategy C: General Plan/LUE Update (also part of Goal 5)

Maintain an innovative General Plan to ensure responsible growth while preserving El Segundo's quality of life and small-town character.

Strategy D: Improve mobility and transportation throughout the city.

- Total # of action items: 45
- Completed: 12
- Ongoing/Work in progress: 26
- Completed or in progress: 84%

GOAL #2 – OPTIMIZE COMMUNITY SAFETY AND PREPAREDNESS

Strategy A: PATCHES

Comprehensively address the unsheltered homeless population.

Strategy B: Fire/Emergency Response

Provide cost-effective and excellent fire protection and emergency response services.

Strategy C: Emergency Preparedness

Protect and prepare the El Segundo community and staff for any emergency, disaster, or environmental violation.

Strategy D: Public Safety Satisfaction

Ensure that the community feels safe and is satisfied with the services of the El Segundo Police Department.

Total # of action items: 34

Completed: 11

Ongoing/Work in progress: 16

Completed or in progress: 79%

GOAL #3 – DELIVER SOLUTION-ORIENTED CUSTOMER SERVICE, COMMUNICATION, DIVERSITY, EQUITY, AND INCLUSION

Strategy A: **Communications**

Enhance proactive community engagement program to educate and inform the public about City services, programs, and issues.

Strategy B: **DEI Committee Workplan/Arts and Culture**

Implement Diversity, Equity, and Inclusion (DEI) initiatives to cultivate representation and opportunities for all the members of the community.

Total # of action items: 35

Completed: 8

Ongoing/Work in progress: 15

Completed or work in progress: 66%

GOAL #4 – PROMOTE AND CELEBRATE A QUALITY WORKFORCE THROUGH TEAMWORK AND ORGANIZATIONAL EXCELLENCE

Strategy A:

Enhance staff **recruitment, retention, and training** to ensure delivery of unparalleled City services and implementation of City Council policies.

Strategy B: **Process Improvement**

Improve organizational excellence by implementing processes and tools that facilitate effective data collection and analysis while promoting data-driven decision making.

Strategy C: **Claims Reduction/Resolution**

Reduce the number of workers' comp. and general liability claims and expedite the resolution of existing claims.

Total # of action items: 35

Completed: 13

Ongoing/Work in progress: 10

Completed or work in progress: 66%

GOAL #5 – CHAMPION ECONOMIC DEVELOPMENT AND FISCAL SUSTAINABILITY

Strategy A: **Increase Revenue**

Identify opportunities for new revenues, enhancement of existing revenues, and exploration of potential funding options to support programs and projects.

Strategy B: **Long-Term Financial Planning**

Utilize the City's long-term financial plan to make financial decisions that support the goals of the strategic plan.

Strategy C: **Economic Development**

Implement strategic initiatives to attract new businesses and foster business to business networking and collaboration to retain and grow existing businesses.

Strategy D: **Land Use/Neighborhood Preservation (also part of Goal 1)**

Implement community planning, land use, and enforcement policies that encourage growth while preserving El Segundo's quality of life and small-town character.

Total # of action items: 23

Completed: 1

Ongoing/Work in progress: 15

Completed or in progress: 70%

Current Goals

- **Goal 1:** Develop and Maintain Quality Infrastructure and Technology
- **Goal 2:** Optimize Community Safety and Preparedness
- **Goal 3:** Deliver Solution Oriented Customer Service, Communication, Diversity, Equity, and Inclusion
- **Goal 4:** Promote and Celebrate a Quality Workforce Through Teamwork and Organizational Excellence
- **Goal 5:** Champion Economic Development and Fiscal Sustainability

Draft FY 2026-2030 Goals

(Based on preliminary feedback from City Council, E-Team, and Staff.)

Infrastructure

Current Goal: Develop and Maintain Quality Infrastructure

Options

A. Goal: Deliver High-Quality Infrastructure that Enhances Quality of Life.

Develop and Maintain High-Quality Infrastructure that Enhances Quality of Life.

Draft FY 2026-2030 Goals

(Based on preliminary feedback from City Council, E-Team, and Staff.)

Public Safety

Current Goal: Optimize Community Safety and Preparedness

Options

A. Goal: Advance Community Safety, Health, and Emergency Preparedness.

- Optimize Community Safety, Emergency Preparedness, and Regulatory Compliance.

Draft FY 2026-2030 Goals

(Based on preliminary feedback from City Council, E-Team, and Staff.)

Customer Service/Community Engagement

Current Goal: Deliver Solution Oriented Customer Service, Communication, Diversity, Equity, and Inclusion

Options

- A. Goal:** Optimize Technology for Better Customer Service and Communication
- B. Goal:** Provide Exceptional Customer Service and Clear Communication
- C. Goal:** Foster a Connected and Inclusive Community for All Who Live and Work Here

Leverage Technology to Deliver Exceptional Customer Service and Clear Communication.

Draft FY 2026-2030 Goals

(Based on preliminary feedback from City Council, E-Team, and Staff.)

Economy and Finance

Current Goal: Champion Economic Development and Fiscal Sustainability.

Options

A. Goal: Promote Economic Growth and Financial Sustainability.

B. Goal: Advance Fiscal Sustainability and Long-Term Financial Planning and Foster Economic Growth through Business Attraction, Retention, and Expansion

Two Goals:

Advance Fiscal Sustainability and Long-Term Financial Planning.

Foster Economic Growth through Business Attraction, Retention, and Expansion.

Draft FY 2026-2030 Goals

(Based on preliminary feedback from City Council, E-Team, and Staff.)

Staff Support

Current Goal: Promote and celebrate a quality workforce through teamwork and organizational excellence

Options

A. Goal: Cultivate a high-performing and supportive workplace to position the City of El Segundo as an employer of choice

Cultivate a High-Performing and Supportive Workplace.

Strategic Goals for FY 26-27, FY 27-28, FY 28-29, FY 29-30

- GOAL: Champion Economic Development and Fiscal Sustainability.
- GOAL: Develop and Maintain High-Quality Infrastructure and Technology.
- GOAL: Optimize Community Safety, Emergency Preparedness, and Regulatory Compliance.
- GOAL: Deliver Exceptional Customer Service and Clear Communication.
- GOAL: Cultivate a High-Performing Workforce and Supportive Workplace.
- GOAL: Foster a Connected and Inclusive Community for All Who Live, Work, and Visit El Segundo

Development of Strategies

Development of General Strategies

DEFINITION

- A general strategy is a high-level statement that outlines a broad approach the City will use to advance a goal. Strategies should focus on methods and approaches rather than specific initiatives, timelines, or departmental assignments.

OUTPUT

- Set of five to seven general strategies for each goal. These strategies will provide clear policy direction and serve as the basis for subsequent prioritization, departmental action planning, and performance measurement.

Infrastructure/Technology Strategies

Current Strategies

- Seek opportunities to implement and expedite the projects in the Capital Improvement Program and ensure that City-owned infrastructure is well maintained, including streets, entryways, and facilities.
- Maintain an innovative General Plan to ensure responsible growth while preserving El Segundo's quality of life and small-town character.
- Improve mobility and transportation throughout the City.

Proposed Strategies

- Implement the projects in the Capital Improvement Program.
- Implement proactive, data-driven maintenance programs to extend asset life and reduce costs.
- Maintain an innovative General Plan to ensure responsible growth while preserving El Segundo's quality of life and small-town character.
- Improve mobility and transportation throughout the City.
- Integrate sustainability, climate adaptation, water efficiency, and energy performance, into infrastructure planning and delivery.
- Implement the use of innovative technology to improve safety, services, efficiency, and transparency.
- Transition from traditional software-based contracts to scalable, AI-driven solutions, and prioritizing intelligent automation to improve efficiency.

Public Safety Strategies

Current Strategies

- Comprehensively address the unsheltered homeless population.
- Provide cost-effective and excellent fire protection and emergency response services.
- Protect and prepare the El Segundo community and staff for any emergency, disaster, or environmental violation.
- Ensure that the community feels safe and is satisfied with the services of the El Segundo Police Department.

Proposed Strategies

- Comprehensively address the unsheltered homeless population.
- Provide cost-effective and excellent fire protection and emergency response services.
- Ensure that the community feels safe and maintains high satisfaction with the services provided by the El Segundo Police and Fire Departments.
- Implement disaster readiness through interagency coordination and updated response plans.
- Address air quality and industrial adjacent impacts.
- Deliver timely, accurate, and actionable emergency information to the public.

Customer Service/Community Engagement Strategies

Current Strategies

- Seek opportunities to implement the use of innovative technology to improve services, efficiency, and transparency.
- Improve organizational excellence by implementing processes and tools that facilitate effective data collection and analysis while promoting data-driven decision making.
- Enhance proactive community engagement program to educate and inform the public about City services, programs, and issues.
- Implement Diversity, Equity, and Inclusion (DEI) initiatives to cultivate representation and opportunities for all the members of the community.

Proposed Strategies

- Enhance proactive community engagement program to educate and inform the public about City services, programs, events, and issues.
- Implement the interdepartmental crisis communication plan.
- Deliver excellent customer service.

Finance Strategies

Current Strategies

- Identify opportunities for new revenues, enhancement of existing revenues, and exploration of potential funding options to support programs and projects.
- Utilize the City's long-term financial plan to make financial decisions that support the goals of the strategic plan.

Proposed Strategies

- Utilize the City's long-term financial plan to make financial decisions that support the goals of the strategic plan.
- Ensure long-term fiscal sustainability by adopting a balanced budget and optimizing operational efficiency.
- Identify opportunities for new revenues, enhancement of existing revenues, and exploration of potential funding options to support programs and projects.

Economic Development Strategies

Current Strategies

- Implement strategic initiatives to attract new businesses and foster business to business networking and collaboration to retain and grow existing businesses.
- Implement community planning, land use, and enforcement policies that encourage growth while preserving El Segundo's quality of life and small-town character.

Proposed Strategies

- Implement strategic initiatives to retain, attract, and grow, a diverse mix of businesses and high-quality jobs.
- Foster business-to-business networking and collaboration.
- Implement community planning, land use, and enforcement policies that encourage growth while preserving El Segundo's quality of life and small-town character.

Staff Support Strategies

Current Strategies

- Enhance staff recruitment, retention, and training to ensure delivery of unparalleled City services and implementation of City Council policies.
- Reduce the number of workers' comp. and general liability claims and expedite the resolution of existing claims.

Proposed Strategies

- Implement retention and employee engagement strategies that foster a positive workplace culture and enhance morale.
- Strengthen and modernize hiring strategies to attract highly qualified and diverse talent pool.
- Provide ongoing training and development to equip employees with the skills needed to deliver high-quality city services, while ensuring a safe and secure work environment.

New Goal (6th) Strategies

Foster a connected and inclusive community for all who live, work, and visit El Segundo

Proposed Strategies

- Cultivate representation and opportunities for all the members of the community.
- Implement hospitality and tourism initiatives to welcome visitors to the community.
- Create opportunities for community engagement and celebration.

New Strategies

Champion Economic Development and Fiscal Sustainability.

- Utilize the City's long-term financial plan to make financial decisions that support the goals of the strategic plan.
- Ensure long-term fiscal sustainability by adopting a balanced budget and optimizing operational efficiency.
- Identify opportunities for new revenues, enhancement of existing revenues, and exploration of potential funding options to support programs and projects.
- Implement strategic initiatives to retain, attract, and grow a diverse mix of businesses and high-quality jobs.
- Foster business-to-business networking and collaboration.
- Implement community planning, land use, and enforcement policies that encourage growth while preserving El Segundo's quality of life and small-town character.

New Strategies

Develop and Maintain High-Quality Infrastructure and Technology.

- Implement the projects in the Capital Improvement Program.
- Implement proactive, data-driven maintenance programs to extend asset life and reduce costs.
- Maintain an innovative General Plan to ensure responsible growth while preserving El Segundo's quality of life and small-town character.
- Improve mobility and transportation throughout the City.
- Integrate sustainability, climate adaptation, water efficiency, and energy performance, into infrastructure planning and delivery.
- Implement the use of innovative technology to improve safety, services, efficiency, and transparency.
- Transition from traditional software-based contracts to scalable, AI-driven solutions, and prioritize intelligent automation to improve efficiency.

New Strategies

Optimize Community Safety, Emergency Preparedness, and Regulatory Compliance.

- Comprehensively address the unsheltered homeless population.
- Provide cost-effective and excellent fire protection and emergency response services.
- Ensure that the community feels safe and maintains high satisfaction with the services provided by the El Segundo Police and Fire Departments.
- Implement disaster readiness through interagency coordination and updated response plans.
- Address air quality and industrial adjacency impacts.
- Deliver timely, accurate, and actionable emergency information to the public.

New Strategies

Deliver Exceptional Customer Service and Clear Communication.

- Enhance proactive community engagement program to educate and inform the public about City services, programs, and issues.
- Implement the interdepartmental crisis communication plan.
- Maintain high level of customer satisfaction.

New Strategies

Cultivate a High-Performing Workforce and Supportive Workplace.

- Implement retention and employee engagement strategies that foster a positive workplace culture and enhance morale.
- Strengthen and modernize hiring strategies to attract a highly qualified and diverse talent pool.
- Provide ongoing training and development to equip employees with the skills needed to deliver high-quality city services, while ensuring a safe and secure work environment.

New Strategies

Foster a Connected and Inclusive Community for All Who Live, Work, and Visit El Segundo

- Cultivate representation and opportunities for all the members of the community.
- Implement hospitality and tourism initiatives to welcome visitors to the community.
- Create opportunities for community engagement and celebration.

Strategy Prioritization

Strategy Prioritization

INSTRUCTIONS

- Each Council member will receive three voting credits.
- Council members may use their voting credits on one strategy or across multiple strategies.
- Dots may be placed only on strategies that have been finalized during the strategy drafting exercise.

THINGS TO CONSIDER FOR PRIORITIZATION

- Alignment with adopted strategic goals
- Responsiveness to community and employee input
- Urgency of need or opportunity
- Feasibility given staffing capacity and operational constraints
- Fiscal impact and alignment with available or anticipated resources

Priority Strategies for FY 26-27 and FY 27-28

1. Implement disaster readiness through interagency coordination and updated response plans. (2 – Chris, Michelle)
2. Transition from traditional software-based contracts to scalable, AI-driven solutions, and prioritize intelligent automation to improve efficiency. (2 – Lance, Drew)
3. Implement the projects in the Capital Improvement Program. (2 – Michelle, Ryan)
4. Implement strategic initiatives to retain, attract, and grow a diverse mix of businesses and high-quality jobs. (2 – Drew, Lance)
5. Ensure long-term fiscal sustainability by adopting a balanced budget and optimizing operational efficiency. (2 – Drew, Chris)

Priority Strategies for FY 26-27 and FY 27-28

6. Maintain high level of customer satisfaction. (1 - Ryan)
7. Implement proactive, data-driven maintenance programs to extend asset life and reduce costs. (1 - Lance)
8. Implement community planning, land use, and enforcement policies that encourage growth while preserving El Segundo's quality of life and small-town character. (1 – Chris)
9. Identify opportunities for new revenues, enhancement of existing revenues, and exploration of potential funding options to support programs and projects. (1 - Michelle)
10. Utilize the City's long-term financial plan to make financial decisions that support the goals of the strategic plan. (1 - Ryan)

Next Steps and Department Handoff

Next Steps and Department Handoff

- Department Directors review the adopted strategic goals and strategies.
- Each department will assess how its programs, services, and projects support one or more of the adopted goals and strategies.
- Department Directors will engage their staff in the development of action items.
- Departments are encouraged to collaborate across functional areas, as appropriate, to develop coordinated action items for strategies that span multiple departments.
- Action items for each department will be discussed and finalized at a future E-Team meeting (anticipated July 14, 2026).

Department Handoff

Action items include the following elements:

- Clearly defined and measurable actions aligned to the intent of the strategy
- Expected outcomes and performance measures
- Key milestones and anticipated timelines
- Preliminary assessment of fiscal impacts or budget considerations

Action items should prioritize achievable outcomes within existing resources where possible and clearly identify where additional resources or policy direction may be required.

Ongoing Accountability

- Department Directors will monitor progress on assigned action items and report monthly to City Manager on status and outcomes.
- Adjustments may be necessary as conditions, resources, and/or priorities arise.
- Status reports provided to Council and all staff monthly.

Closing Remarks
