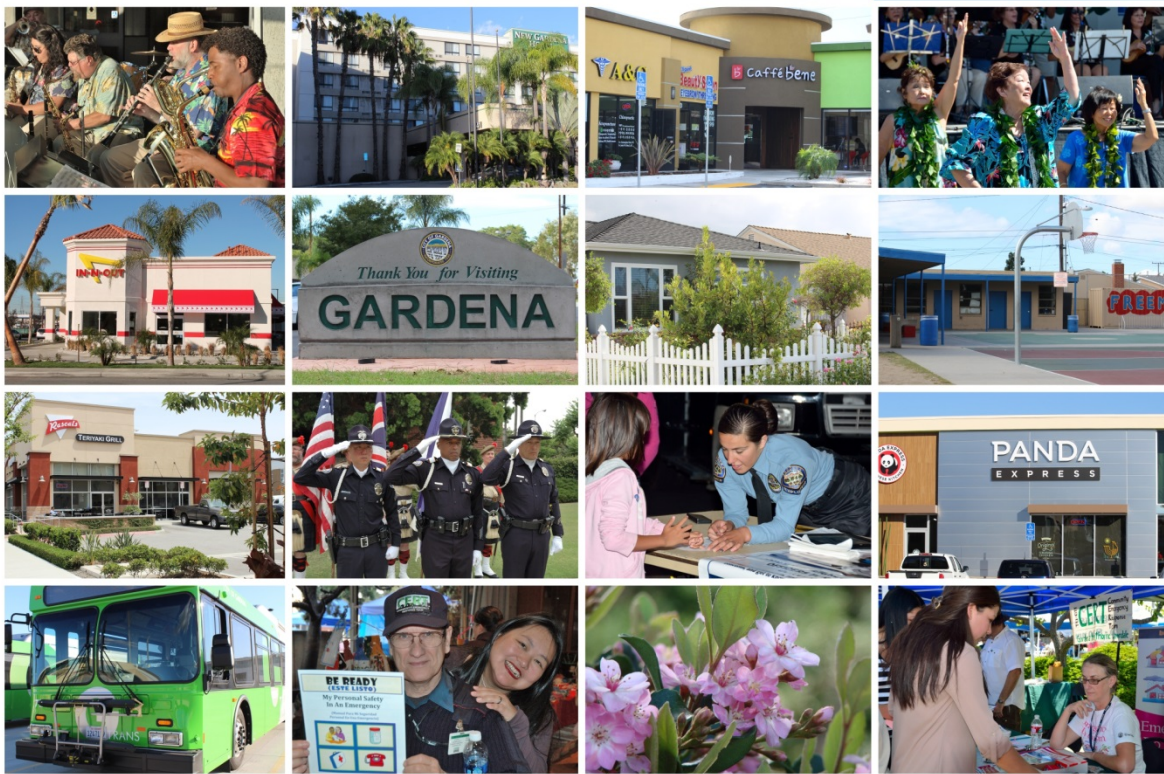


2016 to 2021

Gardena Strategic Plan



City of Gardena

March 8, 2016





City of Gardena 5-Year Strategic Plan 2016-2021

Gardena City Council



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Message from the City Manager

To: Honorable Mayor Tanaka and Members of City Council

I am pleased to present the City of Gardena's 2016-2021 Five-Year Strategic Plan. The plan will serve as a five-year roadmap of Gardena's vision for the future through a number of goals, objectives and strategies.

As Staff developed the Strategic Plan, we received substantial support and feedback from our community and our City employees.



The City held a total of fourteen community meetings, including the annual Community Forum, which was held on Thursday, February 18, 2016, at the Nakaoka Community Center. Approximately 150 residents and employees were in attendance, as well as State Assemblyman David Hadley and most of our council members. Community surveys were available in hard copy for attendees, and Staff was available to answer questions about the survey. Police Chief Ed Medrano spoke at length about how important it was that members of the community provide input to the City for the development of the Strategic Plan.

The City created two different surveys: a community based one and one for City of Gardena employees. Chief Ed Medrano explained that the survey could be accessed on Gardena's website, was available in hard copy format, and was also offered through the *Gardena Direct* application. The Recreation, Human Services, Parks, and Facilities Department also held events at Rowley Park and at the Nakaoka Community Center and received a number of surveys. The City received over 100 responses from the community and 117 responses from employees. The details of the both surveys are included in the appendix section of this Strategic Plan.

As the City implements the various projects and programs outlined in the Strategic Plan, City Staff will continue to work with our community to build upon the partnerships we have established.

I look forward to many years of progress and important developments within our City, and extend my personal appreciation to the Department Heads and City Staff for their hard work and cooperation while completing this Five-Year Strategic Plan.

Respectfully,

MITCHELL G. LANSDELL

City Manager

The City of Gardena was incorporated on September 11, 1930 as a general law city and operates under the Council-Manager form of government. Policy-making and legislative authority are vested in a governing council consisting of four members of the City Council and an elected Mayor. Gardena offers full range of municipal services, including police and code enforcement; recreation and human services; public works; streets and parks; planning and building services; engineering; transportation services (GTRANS); and general administration. Fire services are contracted with Los Angeles County.

A Strategic Plan is a living document which features a comprehensive framework that can be adjusted based on the current needs of the community; and to ensure that the priorities set by the City Council are clear, concise, and are being met by City staff. On a periodic basis, the City will provide updates on the progress and performance of each goal, objective, and strategy. As such, the plan may be modified to ensure that stated goals are aligned with the needs of the community.

Through a series of community and employee outreach efforts, the City identified seven key goals:

1. Community Safety
2. Recreation, Human Services, Parks & Facilities
3. Economic Development
4. City Financial Stability
5. Transportation
6. City Facilities & Infrastructure
7. Gardena Workforce Excellence

Each of these goals have specific goals and strategies identified and outlined in order to support, implement, accomplish these goals. The strategies are essentially the series of steps leading to the action plans to fully and successfully execute the completion of these goals. The Strategic Plan also incorporates an Action Plan Worksheet. This section takes the Goals, Objectives, and Strategies and assigns the responsible department and division, the frequency of progress and performance reviews, lists any unfunded areas and the associated estimated costs, and the timeframe in which the projects are to be completed. Finally, the Strategic Plan includes summaries of the surveys administered as well as the data compiled based on the feedback received from the community and employees, along with other important miscellaneous statistical data about the City.



Section One

What is a Strategic Plan?

A Strategic Plan is comprised of core components which are the organization's Mission, Vision, and Guiding Principles (Values); as well as the plan's Goals, Strategies, and Action Plan. A Mission Statement is a clear statement of where the City is going and how it intends to get there. The organization's Vision is a statement of the desired future state. The set of Guiding Principles (Values) illustrates the manner in which the mission and vision are executed and guide the overall conduct of the organization.

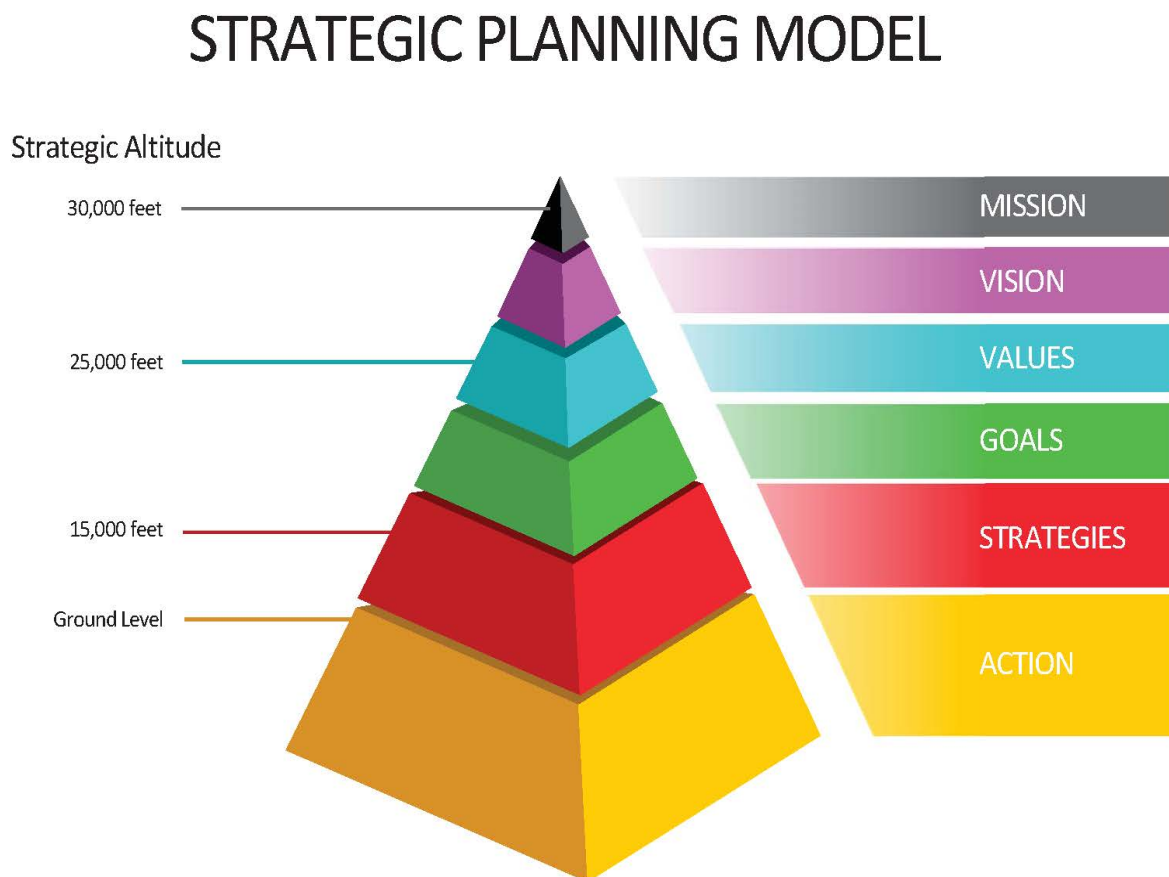
A Strategic Plan will provide the framework to link identified objectives to the budget process, capital improvement plan, important policy considerations, economic development initiatives, and the organization's desire for continuous improvement. In summary, a Strategic Plan helps translate the community's vision and City Council's goals to the organization – enabling the organization to better serve the community.

A Strategic Planning Model is used to frame this Strategic Plan. In the Strategic Planning Model seen below, there are six main levels of a Strategic Planning Pyramid. These levels are viewed from different vantage points within the organization and are commonly referred to as the Strategic Altitude. The Mission Statement explains the organization's reason for existence. It is often viewed from the highest vantage of the organization which is

at the 30,000-foot level. The vision statement describes the organization as it would appear in a future successful state. The values statement describes what the organization believes and how it will behave. Often, the values statement is viewed from the 25,000-foot level.

The Goals sections serve as the pillars which drives the organization to fulfill the vision's timeframe in which the plan is design for. Strategies are the means to achieve the Goals and it is often viewed from a relatively lower vantage point at around 15,000-foot level, which gives a more detailed view rather than a generalized view as seen from the 30,000-foot level. Lastly, the Action or Action Plan is at the ground level, and it is what sets the strategies into motion and becomes actionable. The Action Plan is also further discussed in greater detail during the budgetary process of the City.

The image below depicts the Strategic Planning Model and its various components as well as the relative Strategic Altitudes where the components are viewed and developed from.



The City of Gardena's Mission, Vision, and Values

Mission

The City of Gardena is committed to maintaining an efficient and effective government that ensures the highest quality of life, a safe and attractive environment, and a sound economic future.

Vision

We envision Gardena as one of the most desired communities in which to live, do business, work, and play in the South Bay.

Core Values

Community Values

- Safe Community Environment
- Sustainable Economic Development
- Attractive and Livable Neighborhoods

Organizational Values

- Fiscal Accountability
- Workforce Excellence
- Community Involvement

Reading the Plan

The Five-Year Strategic Plan identifies the goals and priorities that our City will complete in the coming years. This Strategic Plan guides readers through the City of Gardena's seven Goals resulting from the interviews, community meetings and forums, and community and employee survey information. Each of the Goals has Objectives and accompanying Strategies to be implemented within the next five years. The following is a brief definition of the Goals, Objectives and Strategies:

Goals are topics that are likely to involve either singular or multiple departments and have a number of different objectives. Combining objectives within goals helps to ensure that activities covering similar areas are aligned to produce effective and efficient results.

Objectives are typically multi-year in nature. The timeframe for achieving an objective differs, but is typically within three to five years. However, some are very complex and requires many years past the initial five years. There are some objectives that perpetuate indefinitely because they may evolve over time but the essential need is the same.

Strategies are the means to achieve the goals. The timeframe for implementing strategies can be within a single budget year and may span several years depending on the specific program or projects undertaken.

The Five-Year Strategic Plan should not be considered static by any means. The Strategic Plan will continue to evolve as City staff provides periodic updates to the City Council and its community during regularly scheduled Council meetings, Council Committee meetings, community forums and the budget process. We also live in a very dynamic and ever-changing economic environment and the need to revisit and review the Strategic Plan is more important than ever.



Section Two

Strategic Plan Goals / Objectives / Strategies





Goal One

Community Safety

A safe and secure community is essential to the quality of life and economic success for the City of Gardena. The City is committed to a high level of public safety and working in partnership with the community to maintain a safe and secure City.

Primary Objectives

The City of Gardena has identified five objectives to promote a safe and secure community. These objectives are:

1. To continue to evolve our Community Policing Programs and District Policing Model in order to strengthen trust with our community partners by incorporating the principles of Procedural Justice and Constitutional Policing.
2. Intelligently impact crime and disorder through evidence based efforts and best practices in order to enhance safety within our community.
3. Promote organizational accountability to ensure employee responsibility at all levels of the organization.
4. Focus on strategic development and the deployment of our workforce to offer opportunities for employee growth in order to develop the highest levels of professionalism.
5. Enhance the quality of life within our community by focusing on public safety integration, communications and community outreach.

Strategies

- 1. To continue to evolve our Community Policing Programs and District Policing Model in order to strengthen trust with our community partners by incorporating the principles of Procedural Justice and Constitutional Policing.**

Strategies		Start Year
1a.	Publish and analyze a community survey to measure the community's perceptions of Community Policing and police services provided by the Gardena Police Department.	2016
1b.	Provide training to all levels of the Gardena Police Department staff on the tenants of Procedural Justice to ensure compliance with the recommendations outlined in the President's task force on 21st century policing report.	2017
1c.	Develop a Community Affairs position which will focus on expanding community outreach, enhancing our involvement in victim advocacy, expanding our presence in social media and evolving our District Policing Program.	2016

- 2. Intelligently impact crime and disorder through evidence based efforts and best practices in order to enhance safety within our community.**

Strategies		Start Year
2a.	Use evidence based practices to strategically deploy our officers in order to efficiently address current stakeholder needs and decrease victimization within our community.	2016
2b.	Continue to utilize our Gardena/Hawthorne Mental Health Evaluation Team to address homelessness, mental illness and their effects on the community.	2016
2c.	Conduct de-escalation and tactical disengagement training with all sworn personnel	2016
2d.	Expand our School Resource Officer program which will broaden collaboration with our Gardena Juvenile Justice and Intervention Program to positively impact at-risk youth.	2017

Strategies

3. Promote organizational accountability to ensure employee responsibility at all levels of the organization.

Strategies		Start Year
3a.	Monitor and evolve our body worn camera technology and policies to remain current with best practices to ensure transparency in our community.	2016
3b.	Ensure all employees remain educated and updated on department policies and their application by utilizing the Lexipol system and Daily Training Bulletins.	2016
3c.	Develop a Professional Standards Bureau which will utilize technology to bring more efficiency and accountability to Internal Affairs investigations and risk management matters.	2016

4. Focus on strategic development and the deployment of our workforce to offer opportunities for employee growth in order to enhance the delivery of law enforcement services.

Strategies		Start Year
4a.	Enhance efforts in recruitment and retention of employees by actively seeking a diverse and talented pool of public safety candidates who possess the values and skills consistent with a “spirit of service” towards our organizational mission.	2016
4b.	Conduct a review of our annual employee evaluations to ensure our employees are receiving fair, honest and meaningful feedback designed to enhance employee performance	2017
4c.	Develop a supervisory core competency course designed to educate our supervisory staff on appropriate management techniques, problem resolution and customer service.	2016
4d.	Conduct a needs assessment for sworn and professional staff to ensure appropriate staffing levels throughout the organization.	2016

Strategies

- 5. Enhance the quality of life within our community by focusing on public safety integration, communications and community outreach.**

Flags line Gardena City Hall walkway in observance of Memorial Day.



Strategies		Start Year
5a.	Focus efforts on collaborating with established community groups and stakeholders within the City of Gardena in order to expand our services and involvement within the community.	2016
5b.	Utilize the Community Affairs position to identify innovative methods of reaching more diverse populations in order to increase the Police Departments understanding of our community needs.	2016
5c.	Leverage established relationships with other City departments to create innovative and collaborative inter-city problem solving models designed to resolve complex community issues.	2016
5d.	Continue to evolve our community outreach and involvement through District Policing Programs such as Community Forums, Neighborhood Watch, Coffee with a Cop and Cop in the Park.	2016
5e.	Finalize and implement the City of Gardena Emergency Operations Plan to include mobilizing the Emergency Operations Center and conducting city employee and community training.	2017



Goal Two

Recreation, Human Services, Parks & Facilities

The City of Gardena's Recreation, Human Services, Parks & Facilities Department is dedicated to enriching the lives of Gardena residents by providing clean and safe recreation facilities that allow for exceptional recreational, therapeutic, cultural, educational and social programs and services.

The City of Gardena's Recreation, Human Services, Parks & Facilities Department strives to provide high quality, affordable programs and services that help build strong families, empowered youth, content seniors and an overall healthy community.

Primary Objectives

The City of Gardena has identified six objectives to support the growth, development and health of all residents. These objectives are:

1. Provide comprehensive recreational, educational, cultural arts and human services based programs and services.
2. Serve an aging population with social, recreational, active and healthy opportunities.
3. Create positive experiences for families and residents of all ages, through special events that provide opportunities for multi-generational and diverse cultural interaction

Primary Objectives (continued)

4. Improve landscaped and hardscaped public areas in an environmentally responsible manner.
5. Continually strive to improve existing facilities while seeking opportunities for future development.
6. Optimize use of current technology trends to promote our activities, communicate with the public and encourage volunteerism

Goal 2: Recreation, Human Services, Parks, Facilities

Strategies

1. Provide comprehensive recreational, educational, cultural arts and human services based programs.

Strategies		Start Year
1a.	Anticipate the changing needs of our community by providing post event/service surveys and exit polls.	2016
1b.	Expand the Friends of Gardena Recreation non-profit to better assist the department	2016
1c.	Partner with the Gardena Youth Sports Advisory Board to host a youth sports summit and develop an on-going volunteer coaches training academy and parents group policy.	2017
1d.	Continue to seek additional funding for the Youth & Family Services Bureau's programs including the Gardena Food Bank, the juvenile diversion program and emergency services counseling for the needy, homeless and at-risk populations	2016

Strategies

2. Serve an aging population with social, recreational, active and healthy opportunities.

Strategies		Start Year
2a.	Create an enhanced social program for seniors that include additional recreational and social opportunities.	2016
2b.	Move the Gardena Senior Day Care Center to its own exclusive use facility in order to improve/expand services and help ensure the Center's viability.	2016
2c.	Create a major special event to support the Gardena Senior Day Care Center with a resource fair and community fundraiser.	2016
2d.	Continue to maximize existing grant funding while actively seeking additional partners and funding sources for our congregate and Meals on Wheels programs.	2016

3. Create positive experiences for families and residents of all ages, through special events that provide opportunities for multi-generational and diverse cultural interaction.

Strategies		Start Year
3a.	Continue to work towards 100% cost recovery (staff included) on the Gardena Jazz Festival and the Gardena Food, Wine & Cigar Festival.	2016
3b.	Continue to provide a wide variety of affordable family activities including cultural and holiday programming (MLK parade, Black History Month, Cymbidium Show, Easter Egg Hunt, Cinco de Mayo 4 th of July, Veteran's Day, Christmas and more	2016
3c.	Participate in National Youth Service Day	2017
3d.	Create an exciting plan that includes a full service excursion program from short half day family-style trips through full-cost recovery extended trips abroad.	2017

Strategies

4. Improve landscaped and hardscaped public areas in an environmentally responsible manner.

City of Gardena residents participate in the City's Annual Easter Egg Hunt in front of the Nakaoka Center.



Strategies		Start Year
4a.	Perform a comprehensive tree study to identify and update the condition of the City's trees and develop a master plan for long term maintenance.	2016
4b.	Update the City's median, trees and landscape design plans	2016
4c.	Work with West Basin Municipal Water District to install a system for reclaimed water to be used in landscaping at Johnson Park and additional parks in the future	2016
4d.	Assume the duties of the maintenance of the Rosecrans medians from Vermont to Van Ness Avenues.	2016

5 Continually strive to improve existing facilities while seeking opportunities for future development.

Strategies		Start Year
5a.	Replace Rowley Park's front doors with ADA compliant electronic doors and update its gymnasium, auditorium and classrooms.	2016
5b.	Replace the Primm Pool building (office and locker rooms).	2016
5c.	Replace and update three picnic shelters (2 at Bell Park, 1 at Mas Fukai Park)	2017
5d.	Develop a comprehensive Asset Management Plan for the City's existing facilities	2017

Strategies

6. Optimize use of current technology trends to promote our activities, communicate with the public and encourage volunteerism.

	Strategies	Start Year
6a.	Create and publish a monthly digital newsletter.	2016
6b.	Continue to produce the bi-annual brochure of classes and services.	2016
6c.	Re-introduce the monthly cable television program “Recreation Report”.	2016
6d.	Enhance and continue to update our social media presence through our department apps, webpages, Facebook pages, Twitter and Instagram.	2016



Community members and staff volunteer for “Keep Gardena Beautiful Day”



Goal Three

Community & Economic Development

Community and economic development balances an effective, collaborative effort focused on meeting the needs of the residential and business communities and establishing a foundation for sustainable growth. This symbiotic relationship is essential to the quality of life for all who live, work and play in Gardena.

Primary Objectives

The City of Gardena has identified three objectives to encourage and promote economic vitality citywide. These objectives are:

1. Promote a vibrant and sustainable community while improving vitality and livability.
2. Attract new businesses and private development.
3. Establish a sustainable and efficient Community and Economic Development Department.

Goal 3: Community & Economic Development

Strategies

1. Promote a vibrant and sustainable community while improving vitality and livability.



Newly opened Panda Express located in the Gardena Marketplace Shopping Center on Artesia Blvd., and Western Ave.

Strategies		Start Year
1a.	Update the City's General Plan and zoning codes to reflect current land uses, modern planning practices and placemaking trends.	2017
1b.	Create visual interest and a sense of place through a Public Art Program.	2017
1c.	Continue to seek new housing opportunity sites in order to create walkable neighborhoods.	2016
1d.	Ensure streets are safe for people of all ages and abilities, balance the needs of different transportation modes, and support local land uses, economies, cultures and natural environments.	2017
1e.	Continue efforts to seek public input by holding community-based forums and surveys.	2016
1f.	Expand opportunities for affordable housing by supporting the Community Development Block Grant (CDBG) which ensures quality affordable housing, provides services to the neediest households in our community, and creates jobs through expansion and retention of businesses.	2016

Goal 3: Community & Economic Development

Strategies

2. Attract new businesses and private development.

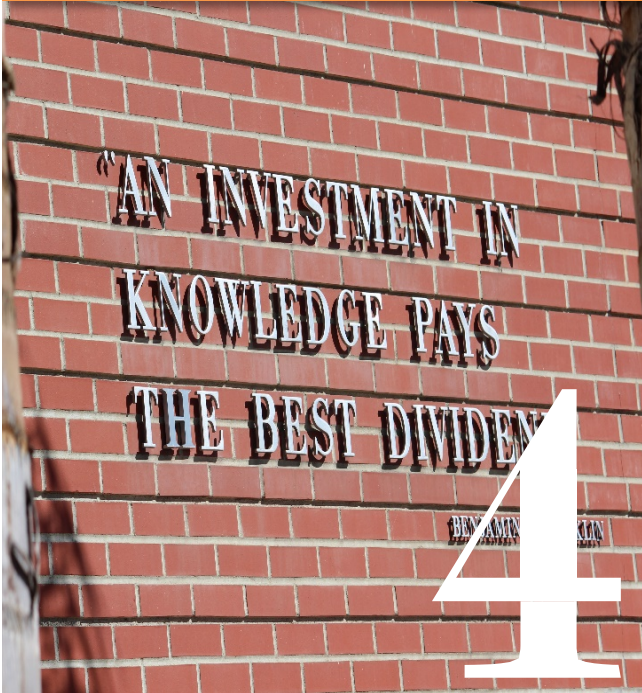
Starbucks, L&L Hawaiian BBQ and Togo's conveniently located in the Gardena Valley Shopping Center.



Strategies		Start Year
2a.	Develop a comprehensive marketing strategy that highlights the benefits of doing business and living in Gardena.	2016
2b.	Collaborate with outside agencies such as the South Bay Cities Council Of Government (SBCCOG) and the Los Angeles County Economic Development Corporation (LAEDC).	2016
2c.	Continue to improve business friendliness (i.e. new start-up ease, tax incentives, and business licensing ease).	2016

3. Establish a sustainable and efficient Community and Economic Development Department.

Strategies		Start Year
3a.	Continue to work with the Finance Division to ensure City fees are balanced and fair.	2016
3b.	Continue in-house audits of business license permits to ensure that the City is capturing all business license revenues.	2016
3c.	Establish on-going training and education of all Code Enforcement staff through the California Association of Code Enforcement Officers (CACEO).	2016



Goal Four

City Financial Stability

It is essential to maintain fiscal stability to be able to continually deliver high quality of service to our residents and community. This requires an effective and transparent financial system, accurate and reliable forecasting of revenues, and sophisticated controls in place to maintain spending levels as appropriated by the City Council.

Primary Objectives

The City of Gardena identified two objectives to facilitate a fiscally sound government. These objectives are:

1. Continue to maintain a commitment to exceptional fiscal responsibility.
2. Maintain and promote a transparent financial environment through community engagement and outreach.

Goal 4: City Financial Stability

Strategies

1. Continue to maintain a commitment to exceptional financial responsibility and accountability.

Strategies		Start Year
1a.	Ensure responsible spending of City revenues by continually assessing revenue streams and perform analytical processes of departmental expenditures.	2016
1b.	Adhere to best practice financial policies and procedures.	2016
1c.	Continually analyze future fiscal needs, economic trends and potential revenue opportunities and threats.	2016
1d.	Maintain appropriate financial reserves to ensure the City's fiscal solvency.	2016
1e.	Collaborate with the City Treasurer's office to continually assess and monitor the City's investment portfolio and to identify potential opportunities and threats due to market fluctuations.	2016

2. Maintain and promote a transparent financial environment through community engagement and outreach.

Strategies		Start Year
2a.	Develop and deliver Public Forums on reading/understanding the City Budget and financial statements.	2017
2b.	Increase the accessibility of financial information on the City's website by creating public view portals for City Finances, budget process, bid opportunities, etc.	2017
2c.	Increase community outreach through surveys and community meetings.	2016



Goal Five

Transportation

The City of Gardena is committed to providing safe, reliable, and outstanding public transportation to the community. Focus on key success factors will achieve operational excellence, contribute to an attractive and livable community, and promote workforce excellence and fiscal accountability. Those key success factors include: the delivery of excellent customer service, increased ridership and expanded service, recruitment and training. We deliver these services aligned with the following core values: integrity, commitment, teamwork, leadership, trust, “Being the Best”, and customer service. The alignment of these key success factors with the core values shape the process of the objectives to deliver outstanding public transportation.

Primary Objectives

The City of Gardena has identified four objectives to provide safe, reliable and outstanding public transportation to the community. These objectives are:

1. GTrans will improve the passenger experience to increase ridership and expand service to better serve our customers.
2. Focus on strategic development and the deployment of our workforce to offer opportunities for employee growth in order to develop the highest levels of professionalism.
3. Enhance the livability of our community by investing in and testing Clean Air technologies.
4. Protect and enhance the financial and administrative resources available to provide GTrans service by seeking additional capital funds and implementing administrative and financial systems.

Strategies

- 1. GTrans will improve passenger experience to increase ridership and expand service to better serve our customers.**

Strategies	Start Year
1a. Advance the strategies contained in the marketing plan that promote ridership retention and expansion.	2016
1b. Increase ridership and trial through route, corridor, and destination specific marketing	2016
1c. Investigate and develop new service opportunities.	2017
1d. Increase bus on-time performance.	2017
1e. Establish the “back of house” infrastructure that will allow real-time bus arrival information to be provided to the passenger. This system should also provide Automated Vehicle Location functionality to monitor and control fleet and operator deployment.	2016
1f. Institute procedures and systems that will ensure a timely complaint process.	2016
1g. Assess bus stop inventory and install bus benches and trash cans where necessary, and implement the Bus Stop Improvement Program to include new bus stop signs and poles.	2016-2017
1h. Perform feasibility study on the installation of security lighting at bus stops	2017



GTrans 100% Zero Emission Bus
Clean-Green-Electric

Strategies

2. Focus on strategic development and the deployment of our workforce to offer opportunities for employee growth in order to develop the highest levels of professionalism.

Strategies	Start Year
2a. Develop and implement a program that will address team-building skills and customer service delivery	2017
2b. Continue with the implementation of the Mechanic Apprenticeship Program.	2016
2c. Conduct assessment of the implementation of a Mechanics ASE Certification Incentive Program.	2017
2d. Develop and implement Employee Attendance Policy.	2016
2e. Develop and execute strategies for succession planning and employee retention by creating a key list of positions, determining those in the organization suitable for succession and implementing personal development plans..	2017
2f. Implement a new Operator Training Program.	2017
2g. Collaborate with the City's Human Resources Department to implement Operator Interviewing Skills Training.	2017
2h. Implement computer skills training for Administrative and Supervisory staff.	2017

3. Enhance the livability of our communities by investing in and testing Clean Air Technologies

Strategies	Start Year
3a. Conduct Electric Vehicle Demonstration Program.	2016
3b. Present analysis and recommendation of GTrans' Bus Alternative Fuel Path to City Council to set the stage for the FY2017 to FY 2022 57-bus replacement project	2017
3c. Seek additional grant funds for the balance of the bus replacement plan in FY 2021 & FY 2022 (39 buses)	2016
3d. Procure clean air replacement buses for 14 (FY2005) New Flyer Buses.	2017
3e. Procure clean air replacement buses for 18 (FY2009) New Flyer Buses.	2020
3f. Procure clean air replacement buses for 21 (FY2010) New Flyer Buses.	2021
3g. Seek grant funds for the purchase and demonstration of a solar electrical generation, storage and charging facility.	2016

Strategies



4. Protect and enhance the financial and administrative resources available to provide GTrans service, by seeking additional capital funds and implementing administrative and financial systems.

GTrans, providing exemplary service to our community since 1940.

Strategies	Start Year
4a. Pursue discretionary Grant opportunities that will fund GTrans' 5-year capital program	2016
4b. Procure and implement in-house scheduling software.	2017
4c. Update financial management and procurement processing procedures.	2016
4d. Conduct monthly comprehensive review of department revenues and expenses to ensure the most cost effective and efficient delivery of services.	2016
4e. Replacement of maintenance management software.	2018



Goal Six

Community Facilities & Infrastructure

The City of Gardena maintains the infrastructure required for a community to operate including streets, sidewalks and bikeways, sanitary sewers, and storm drains. Our goal is to continually maintain the safety and aesthetics of City streets, facilities, medians, and equipment, at the highest levels possible.

Primary Objectives

The City of Gardena has identified three objectives to maintain and enhance the physical environment and infrastructure. These objectives are:

1. Replace existing, outdated, and obsolete public safety facility with a new and modern Public Safety and Community Center able to handle the increasing demands of a growing and developing community.
2. Provide on-going maintenance and improvement of the City's physical infrastructure and facilities, and to provide high quality engineering services.
3. Provide maintenance and enhancement of the City's network infrastructure.

Goal 6: Community Facilities & Infrastructure

Strategies

- 1. Replace existing, outdated, and obsolete public safety facility with a new and modern Public Safety and Community Center able to handle the increasing demands of a growing and developing community.**

Strategies		Start Year
1a.	Use a variety of funding sources to supplement the General Fund in building a new Public Safety and Community Center. In addition to using General Fund reserves, other funding sources identified include the Asset Forfeiture Fund, Park-In-Lieu Fund, and a generous donation from the Gardena Police Foundation	2016
1b.	Use existing City-owned land to build the new Public Safety and Community Center. The City-owned land includes the Justin Plaza corner along with adjacent surrounding parcels of land.	2016
1c.	Incorporate a new senior center within the new Public Safety and Community Center, which would include the Alzheimer's day care program.	2016

- 2. Provide on-going maintenance and improvement of the City's physical infrastructure and facilities, and to provide high quality engineering services**

Strategies		Start Year
2a.	Maintain streets, sidewalks, sewers, traffic signals and public facilities according to the ten year master plan in a continual state of good repair to minimize cost and provide a clean, safe and attractive environment for the community.	2016
2b.	Continue to monitor and update the City's heavy equipment and Public Works fleet to ensure employee and community safety.	2016
2c.	Utilize a deferred maintenance plan to continually assess the condition of City facilities for adequacy and safety to determine necessary funding for future budget planning.	2016

Goal 6: Community Facilities & Infrastructure

Strategies

3. Provide maintenance and enhancement of the City's network infrastructure

Strategies		Start Year
3a.	Continuous operating software, stand-alone software, systems software, and server migrations to newer, state-of-the-art platforms in order to keep up with the constant change and improvements of information technology.	2016
3b.	Continuous hardware and system upgrades and refresh to newer platforms.	2016
3c.	Negotiate terms and develop new contracts for all contracted information technology systems.	2016
3d.	Negotiate terms and develop new contracts for all leased network infrastructure equipment.	2016
3e.	Increase network storage and network monitoring; increase network security to defend the City's network infrastructure against the threat of malware and security breaches.	2016
3f.	Upgrade the City's current phone system to a new Voice Over IP (VOIP) system.	2017
3g.	Upgrade the City Emergency Power Plan which would increase our emergency power to over 2 hours.	2017
3h.	Deploy the City's Emergency Preparedness System for both hardware and software systems. This feature would allow virtualization of server pool and would increase emergency network storage.	2017
3i.	Completely overhaul the City's internet website to project a new, clean, and fresh visual experience.	2016
3j.	Complete and deploy the City's intranet website to foster information sharing among other departments and staff.	2016



Goal Seven

Gardena Workforce Excellence

The City is committed to providing its employees a safe and desirable place to work as well as the tools and resources needed to continually perform at the highest level possible. The City continues to face increasing demands for service while its resources continue to be limited. The City has made the conscious effort to invest in its current and future workforce by creating a partnership between management and staff. This partnership is essential in order to properly train and equip staff to handle the demands of the public, and be better prepared for upcoming professional opportunities both internally and externally.

Primary Objectives

The City of Gardena has identified four objectives to promote an effective and customer friendly government. These objectives are:

1. Create a working environment that allows open communication between staff and management.
2. Create a working environment that fosters both professional and personal growth.
3. Create a culture of innovation and efficiency within the organization.
4. Develop a culture of motivated and innovative leaders in the organization.

Goal 7: Gardena Workforce Excellence

Strategies

- 1. Create a working environment that allows open communication between staff and management.**

Strategies	Start Year
1a. Establish departmental and divisional 360 degree evaluation programs to be completed by each department annually.	2016
1b. Perform annual employee survey.	2016
1c. Establish a system to inform staff of all available training programs	2016

- 2. Create a working environment that fosters both professional and personal growth.**

Strategies	Start Year
2a. Establish a Job Shadowing Program	2017
2b. Establish a Lunch and Learn Program	2017
2c. Encourage staff to pursue higher education and certification programs	2017
2d. Provide computer training to all new and existing staff as needed.	2016
2e. Encourage staff to participate in professional conferences.	2016

Strategies



3. Create a culture of innovation and efficiency within the organization.

The Public Works set up a sample intersection at the 2013 Park(ing) Day event to demonstrate safe practices when crossing the street.

Strategies	Start Year
3a. Establish a scanning program where every department can digitize documents to refrain from continually printing unnecessarily.	2016
3b. Establish a Records Management System	2017
3c. Implement an electronic Agenda Packet Program	2017

4. Develop a culture of motivated and innovative leaders in the organization.

Strategies	Start Year
4a. Create a City Mentoring Program.	2016
4b. Create a City Leadership Academy.	2017



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Section Three

Action Plan Worksheets

City of Gardena Strategic Plan

Summary of Unfunded Estimated Costs

	Unfunded Estimated Costs
Goal: Community Safety	\$0
Goal: Recreation, Human Services, Parks & Facilities	\$690,000
Goal: Economic Development	\$0
Goal: City Financial Stability	\$0
Goal: Transportation	\$42,006,000
Goal: Community Facilities and Infrastructure	\$0
Goal: Gardena Workforce Excellence	\$0
	\$42,696,000

Gardena Strategic Plan – Action Plan Worksheet

Goal: Community Safety				Funding		Estimated Cost	One-time/Recurring	Project/Program Start
Objective	Strategy	Responsible Dept./Agency	Frequency of Progress Review	Funded	Unfunded			
1. To continue to evolve our Community Policing Programs and District Policing Model in order to strengthen trust with our community partners by incorporating the principles of Procedural Justice and Constitutional Policing	a. Publish and analyze a community survey to measure the community’s perceptions of Community Policing and police services provided by the Gardena Police Department.	GPD		X		\$ 0		2016
	b. Provide training to all levels of the Gardena Police Department staff on the tenants of Procedural Justice and Constitutional Policing to ensure compliance with the recommendations outlined in the President’s Task Force an 21 st Century Policing Report.	GPD		X		\$ 0		2016
	c. Develop a Community Affairs position which will focus on expanding community outreach, enhancing our involvement in victim advocacy, expanding our presence in social media and evolving our District Policing Program.	GPD		X		\$ 0		2016
2. Intelligently impact crime and disorder through evidence based efforts and best practices in order to enhance safety in our community	a. Use evidence based practices to strategically deploy our officers in order to efficiently address current stakeholder needs and decrease victimization within our community.	GPD		X		\$ 0		2016
	b. Continue to utilize our Gardena/Hawthorne Mental Health Evaluation Team to address homelessness, mental illness and their effects on the community.	GPD		X		\$ 0		2016
	c. Conduct de-escalation and tactical disengagement training with all sworn personnel.	GPD		X		\$ 0		2016
	d. Expand our School Resource Officer program which will broaden collaboration with our Gardena Juvenile Justice and Intervention Program to positively impact at-risk youth.	GPD		X		\$ 0		2017
3. Promote organizational accountability to ensure employee responsibility at all levels of the organization.	a. Monitor and evolve our body worn camera technology and policies to remain current with best practices to ensure transparency in our community.	GPD		X		\$ 0		2016
	b. Ensure all employees remain educated and updated on department policies and their application by utilizing the Lexipol system and Daily Training Bulletins.	GPD		X		\$ 0		2016
	c. Develop a Professional Standards Bureau which will utilize technology to bring more efficiency and accountability to Internal Affairs investigations and risk management matters.	GPD		X		\$ 0		2016

Gardena Strategic Plan – Action Plan Worksheet

Goal: Community Safety				Funding		Estimated Cost	One-time/Recurring	Project/Program Start
Objective	Strategy	Responsible Dept./Agency	Frequency of Progress Review	Funded	Unfunded			
4. Focus on strategic development and the deployment of our workforce to offer opportunities for employee growth in order to develop the highest levels of professionalism.	a. Enhance efforts in recruitment and retention of employees by actively seeking a diverse and talented pool of public safety candidates who possess the values and skills consistent with a “spirit of service” towards our organizational mission.	GPD		X		\$ 0		2016
	b. Conduct a review of our annual employee evaluations to ensure our employees are receiving fair, honest and meaningful feedback designed to enhance employee performance.	GPD		X		\$ 0		2017
	c. Develop a supervisory core competency course designed to educate our supervisory staff on appropriate management techniques, problem resolution and customer service.	GPD		X		\$ 0		2016
	d. Conduct a needs assessment for sworn and professional staff to ensure appropriate staffing levels throughout the organization.	GPD		X		\$ 0		2016
5. Enhance the quality of life within our community by focusing on public safety integration, communications and community outreach.	a. Focus efforts on collaborating with established community groups and stakeholders within the City of Gardena in order to expand our services and involvement within our community.	GPD		X		\$ 0		2016
	b. Utilize the Community Affairs position to identify innovative methods of reaching more diverse populations in order to increase the Police Departments understanding of our community needs.	GPD		X		\$ 0		2016
	c. Leverage established relationships with other City departments to create innovative and collaborative inter-city problem solving models designed to resolve complex community issues.	GPD		X		\$ 0		2016
	d. Continue to evolve our community outreach and involvement through District Policing Programs such as Community Forums, Neighborhood Watch, Coffee with a Cop, and Cop in the Park.	GPD		X		\$ 0		2016
	e. Explore new integrated software systems designed to integrate current systems utilized by the Gardena Police Department to improve productivity and increase efficiencies and transparency	GPD		X		\$ 0		2016
	f. Finalize and implement the City of Gardena Emergency Operations Plan to include mobilizing the Emergency Operations Center and conducting city employee and community training	GPD		X		\$ 0		2017

Unfunded - Estimated Costs \$0

Gardena Strategic Plan – Action Plan Worksheet

Goal: Recreation, Human Services, Parks & Facilities				Funding		Estimated Cost	One-time/Recurring	Project/Program Start
Objective	Strategy	Responsible Dept./Agency	Frequency of Progress Review	Funded	Unfunded			
1. Provide comprehensive recreational, educational, cultural arts, and human services based programs and services.	a. Anticipate the changing needs of our community by providing post event/service surveys and exit polls.	ALL		X		\$ 0		2016
	b. Expand the Friends of Gardena Recreation non-profit to better assist the department	REC		X		\$ 0		2016
	c. Partner with Gardena Youth Sports Advisory Board to host a youth sports summit and develop an on-going volunteer coaches training academy and parents policy group.	REC			X	\$15,000		2017
	d. Continue to seek additional funding for the Youth & Family Services Bureau's programs including the Gardena Food Bank, the juvenile diversion program and emergency services counseling for the needy, homeless and at-risk population.	HS		X		\$ 0		2016
2. Serve an aging population with social, recreational, active and healthy opportunities.	a. Create an enhanced social program for seniors that includes additional recreational and social opportunities	HS			X	\$25,000		2016
	b. Move the Gardena Senior Day Care Center to its own exclusive use facility in order to improve/expand services and help ensure the Center's viability.	HS			X	\$75,000		2016
	c. Create a major special event to support the Gardena Senior Day Care Center with a resource fair and community fundraiser	HS		X		\$0		2016
	d. Continue to maximize existing grant funding while actively seeking additional partners and funding sources for our congregate and Meals on Wheels programs	HS		X		\$0		2016
3. Create positive experiences for families and residents of all ages, through special events that provide opportunities for multi-generational and diverse cultural interaction.	a. Continue to work toward 100% cost recovery on the Gardena Jazz Festival and the Gardena Food, Wine and Cigar Festival.	REC		X		\$0		2017
	b. Continue to provide a wide variety of affordable family activities including cultural and holiday programming (MLK Parade, Black History Month, Cymbidium Show, Easter Egg Hunts, Cinco de Mayo, 4 th of July, Veteran's Day, Christmas and more).	REC		X		\$45,000		2016
	c. Participate in National Youth Service Day	REC			X	\$10,000		2017
	d. Create an exciting plan that includes a full service excursion program from short half day family-style trips through full-cost recovery extended trips abroad.	REC			X	\$10,000		2017

Gardena Strategic Plan – Action Plan Worksheet

Goal: Recreation, Human Services, Parks & Facilities				Funding				
Objective	Strategy	Responsible Dept./Agency	Frequency of Progress Review	Funded	Unfunded	Estimated Cost	One-time/ Recurring	Project/Program Start
4. Improve landscaped and hardscaped public areas in an environmentally responsible manner.	a. Perform a comprehensive tree study to identify and update the condition of the City’s trees and develop a master plan for long term maintenance.	PARKS		X				2016
	b. Update the City’s median, trees and landscape design plans.	PARKS		X		\$0		2016
	c. Work with West Basin municipal Water District to install a system for reclaimed water to be used in landscaping at Johnson Park and additional parks in the future.	PARKS		X		\$0		2016
	d. Assume the duties of the maintenance of the Rosecrans medians from Vermont to Van Ness Avenues.	PARKS			X	\$15,000		2016
5. Continually strive to improve existing facilities while seeking opportunities for future development.	a. Replace Rowley Park’s front doors with ADA accessible electronic doors and update its gymnasium, auditorium and classrooms.	FAC		X				2016
	b. Replace Primm Pool’s Building (office and locker room).	FAC			X	\$500,000		2016
	c. Replace and update three picnic shelters (two at Bell Park and one at Mas Fukai Park).	FAC		X				2017
	d. Develop a comprehensive Asset Management Plan for the City’s existing facilities.	FAC		X		\$0		2017
6. Optimize use of current technology trends to promote our activities, communicate with the public and encourage volunteerism.	a. Create and publish a monthly newsletter.	REC			X	\$10,000		2016
	b. Continue to produce the bi-annual brochure of classes and services.	REC		X				2016
	c. Re-introduce the monthly cable television program “Recreation Report”.	REC		X		\$0		2016
	d. Enhance and continue to update our social media presence through our department apps, webpages, Facebook pages, Twitter and Instagram feeds.	REC			X	\$25,000		2016

Unfunded - Estimated Costs \$690,000

Gardena Strategic Plan – Action Plan Worksheet

Goal: Economic Development				Funding				
Objective	Strategy	Responsible Dept./Agency	Frequency of Progress Review	Funded	Unfunded	Estimated Cost	One-time/ Recurring	Project/Program Start
1. Promote a vibrant and sustainable community while improving vitality and livability.	a. Update the City’s general plan and zoning codes to reflect current land uses, modern planning practices and placemaking trends.	CD		X		\$0		2017
	b. Create visual interest and a sense of place through a Public Art Program.	CD		X		\$0		2017
	c. Continue to seek new housing opportunity sites in order to create walkable neighborhoods.	CD		X		\$0		2016
	d. Ensure streets are safe for people of all ages and abilities, balance the needs of different transportation modes, and support local land uses, economies, cultures, and natural environments.	CD		X		\$0		2017
	e. Continue efforts to seek public input by holding community-based forums and surveys.	CD/ED		X		\$0		2016
	f. Expand opportunities for affordable housing by supporting the Community Development Block Grant (CDBG) which ensures quality, affordable housing, provides services to the neediest households in our community, and creates jobs through expansion and retention of businesses.	CD/ED		X		\$0		2016
2. Attract new businesses and private development.	a. Develop a comprehensive marketing strategy that highlights the benefits of doing business and living in Gardena.	CD/ED		X		\$0		2016
	b. Collaborate with outside agencies such as the South Bay Cities Council of Government (SBCCOG) and the Los Angeles County Economic Development Corporation (LAEDC).	ED		X		\$0		2016
	c. Continue to improve business friendliness (i.e. new start-up ease, tax incentives, and business licensing ease).	ED		X		\$0		2016
3. Establish a sustainable and efficient Community and Economic Development Department.	a. Continue to work with the Finance Division to ensure fees are balanced and fair.	CD		X		\$0		2016
	b. Continue in-house audits of business license permits to ensure that the City is capturing all business license revenue.	CD		X		\$0		2016
	c. Establish on-going training and education of all Code Enforcement staff through the California Association of Code Enforcement Officers (CACEO).	CD		X		\$0		2016

Unfunded - Estimated Costs \$ 0

Gardena Strategic Plan – Action Plan Worksheet

Goal: City Financial Stability				Funding		Estimated Cost	One-time/Recurring	Project/Program Start
Objective	Strategy	Responsible Dept./Agency	Frequency of Progress Review	Funded	Unfunded			
1. Continue to maintain a commitment to exceptional fiscal responsibility.	a. Ensure responsible spending of City revenues by continually assessing revenue streams, and perform analytical processes of departmental expenditures.	FINANCE		X		\$0		2016
	b. Adhere to best practice financial policies and procedures.	FINANCE		X		\$0		2016
	c. Continually analyze future fiscal needs, economic trends and potential revenue opportunities and threats.	FINANCE		X		\$0		2016
	d. Maintain appropriate financial reserves to ensure the City’s financial solvency.	FINANCE		X		\$0		2016
	e. Collaborate with the City Treasurer’s office to continually assess and monitor the City’s investment portfolio and to identify potential opportunities and threats due to market fluctuations.	FINANCE		X		\$0		2016
2. Maintain and promote a transparent financial environment through community engagement and outreach.	a. Develop and deliver Public Forums on reading/understanding the City Budget and financial statements.	FINANCE		X		\$0		2017
	b. Increase accessibility of financial information on the City’s website by creating public view portals for City Finances, budget process, bid opportunities, etc.	FINANCE		X		\$0		2017
	c. Increase community outreach through surveys and community meetings.	FINANCE		X		\$0		2016

Unfunded - Estimated Costs \$0

Gardena Strategic Plan – Action Plan Worksheet

Goal: Transportation				Funding				
Objective	Strategy	Responsible Dept./Agency	Frequency of Progress Review	Funded	Unfunded	Estimated Cost	One-time /Recurring	Project/Program Start
1. GTrans will improve the passenger experience to increase ridership and expand service to better serve our customers	a. Advance the strategies contained in the marketing plan that promote ridership retention and expansion	GTRANS			X	\$581,000		2016
	b. Increase ridership through route, corridor, and destination specific marketing.	GTRANS		X		\$0		2016
	c. Investigate and develop new service opportunities	GTRANS		X		\$0		2017
	d. Increase bus on time performance	GTRANS		X		\$0		2017
	e. Establish the “back of house” infrastructure that will allow real-time bus arrival information to be provided to the passenger. This system should also provide Automated Vehicle Location functionality to monitor and control fleet and operator deployment.	GTRANS			X	\$1,300,000		2016
	f. Institute procedures and systems that will ensure a timely complaint process.	GTRANS		X		\$0		2016
	g. Assess bus stop inventory and install bus benches and trash cans where necessary, and implement the Bus Stop Improvement Program to include new bus stop signs and poles.	GTRANS		X		\$0		2016-2017
	h. Perform feasibility study on the installation of security lighting at bus stops.	GTRANS		X		\$0		2017
2. Focus on strategic development and the deployment of our workforce to offer opportunities for employee growth in order to develop the highest levels of professionalism.	a. Develop and implement a program that will address team-building skills and customer service delivery	GTRANS			X	\$50,000		2017
	b. Continue with implementation of the Mechanic Apprenticeship Program	GTRANS		X		\$0		2016
	c. Conduct assessment of the implementation of a Mechanics ASE Certification Incentive Program.	GTRANS		X		\$0		2017
	d. Develop and implement Employee Attendance Policy.	GTRANS/HR		X		\$0		2016
	e. Develop and execute strategies for succession planning and employee retention by creating a key list of positions, determining those in the organization suitable for succession and implementing a personal development plan.	GTRANS		X		\$0		2017
	f. Implement an Operator Training Program	GTRANS		X		\$0		2017
	g. Collaborate with the City’s Human Resources Department to implement Operator Interviewing Skills Training.	GTRANS/HR		X		\$0		2017
	h. Implement computer skills training for Administrative and Supervisory staff.	GTRANS			X	\$25,000		2017

Gardena Strategic Plan – Action Plan Worksheet

Goal: Transportation				Funding				
Objective	Strategy	Responsible Dept./Agency	Frequency of Progress Review	Funded	Unfunded	Estimated Cost	One-time /Recurring	Project/Program Start
3. Enhance the livability of our communities by investing in and testing Clean Air Technologies.	a. Conduct Electric Vehicle Demonstration Program.	GTRANS		X		\$0		2016
	b. Present analysis and recommendation of GTrans' Bus Alternative Fuel Path to City Council to set the stage for the FY 2017 to FY 2022 57-bus replacement project.	GTRANS		X		\$0		2017
	c. Seek additional grant funds for the balance of the bus replacement plan in FY 2021 & FY 2022 (39 buses).	GTRANS		X		\$0		2016
	d. Procure clean air replacement buses for 14 (FY2005) New Flyer Buses.	GTRANS		X		\$0		2017
	e. Procure clean air replacement buses for 18 (FY2009) New Flyer Buses.	GTRANS		X		\$0		2020
	f. Procure clean air replacements for 21 (FY2010) New Flyer Buses.	GTRANS			X	\$31,500,000		2021
	g. Seek grant funds for the purchase and demonstration of a solar electrical generation, storage and charging facility.	GTRANS			X	\$8,300,000		2016
4. Protect and enhance the financial and administrative resources available to provide GTrans service by seeking additional capital funds and implementing administrative and financial systems	a. Pursue discretionary grant opportunities that will fund GTrans' 5-year capital program.	GTRANS		X		\$0		2016
	b. Procure and implement in-house scheduling software.	GTRANS			X	\$250,000		2017
	c. Update financial management and procurement processing procedures.	GTRANS/ FINANCE		X		\$0		2016
	d. Conduct monthly comprehensive review of department revenues and expenses to ensure the most cost effective and efficient delivery of services.	GTRANS		X		\$0		2016
	e. Replacement of maintenance management software.	GTRANS		X		\$0		2018

Unfunded - Estimated Costs \$ 42,006,000

Gardena Strategic Plan – Action Plan Worksheet

Goal: Community Facilities and Infrastructure				Funding				
Objective	Strategy	Responsible Dept./Agency	Frequency of Progress Review	Funded	Unfunded	Estimated Cost	One-time/Recurring	Project/Program Start
1. Replace existing, outdated, and obsolete public safety facility with a new and modern Public Safety and Community Center able to handle the increasing demands of a growing and developing community.	a. Use a variety of funding sources to supplement the General Fund in building a new Public Safety and Community Center. In addition to using General Fund reserves, other funding sources identified include Asset Forfeiture, Park-in-Lieu funds, and donations from the Gardena Police Foundation	CITY WIDE		X		\$0		2016
	b. Use existing City-owned land to build the new Public Safety and Community Center. The City-owned land includes the Justin Plaza corner along with adjacent surrounding parcels of land.	CITY WIDE		X		\$0		2016
	c. Incorporate a new senior center within the new building, which would include the Alzheimer's Day Care Program.	CITY WIDE		X		\$0		2016
2. Provide on-going maintenance and improvement of the City's physical infrastructure and facilities, and provide high quality engineering services	a. Maintain streets, sidewalks, sewers, traffic signals and public facilities according to the ten year master plan in a continual state of good repair to minimize cost and provide a clean, safe and attractive environment for the community.	PW		X		\$0		2016
	b. Continue to monitor and update the City's heavy equipment and Public Works fleet to ensure employee and community safety.	PW		X		\$0		2016
	c. Utilize a deferred maintenance plan to continually assess the condition of City facilities for adequacy and safety to determine necessary funding for future budget planning.	FACILITIES		X		\$0		2016
3. Provide maintenance and enhancement of the City's network infrastructure.	a. Continuous operating software, stand-alone software, systems software, and server migrations to newer, state-of-the-art platforms in order to keep up with the constant change and improvements of information technology.	IT		X		\$0		2016
	b. Continuous hardware and system upgrades and refresh to new platforms.	IT		X		\$0		2016
	c. Negotiate terms and develop new contracts for all contracted information technology systems.	IT		X		\$0		2016
	d. Negotiate terms and develop new contracts for all leased network infrastructure equipment.	IT		X		\$0		2016
	e. Increase network storage and network monitoring; increase network security to defend the City's against the threat of malware and security breaches.	IT		X		\$0		2016
	f. Upgrade the City's current phone system to a new Voice Over IP (VOIP) system.	IT		X		\$0		2017
	g. Upgrade the City Emergency Power Plan which would increase our emergency power to over 2 hours.	IT		X		\$0		2017
	h. Deploy the City's Emergency Preparedness System for both hardware and software systems. This feature would allow virtualization of server pool and would increase emergency network storage.	IT		X		\$0		2017
	i. Completely overhaul the City's internet website to project a new, clean, and fresh visual experience.	IT		X		\$0		2016
	j. Complete and deploy the City's intranet website to foster information sharing among other departments and staff.	IT		X		\$0		2016

Unfunded - Estimated Costs \$0

Gardena Strategic Plan – Action Plan Worksheet

Goal: Gardena Workforce Excellence				Funding		Estimated Cost	One-time/Recurring	Project/Program Start
Objective	Strategy	Responsible Dept./Agency	Frequency of Progress Review	Funded	Unfunded			
1. Create a working environment that allows open communication between staff and management	a. Establish departmental and divisional 360 degree evaluation programs to be completed by each department annually.	HR		X		\$ 0		2016
	b. Perform annual employee survey.	HR	Annual	X		\$ 0		2016
	c. Establish a system to inform staff of all available training programs.	HR		X		\$ 0		2016
2. Create a working environment that fosters both professional and personal growth	a. Establish a Job Shadowing Program	HR		X		\$ 0		2017
	b. Establish a Lunch and Learn Program	HR		X		\$ 0		2017
	c. Encourage staff to pursue higher education and certification programs	ALL		X		\$ 0		2017
	d. Provide computer training to all new and existing staff as needed	IT		X		\$ 0		2016
	e. Encourage staff to participate in professional conferences	ALL		X		\$ 0		2016
3. Create a culture of innovation and efficiency within the organization	a. Establish a scanning program where every department can digitize documents to refrain from continually printing unnecessarily	CITY CLERK		X		\$ 0		2016
	b. Establish a Records Management System	CITY CLERK		X		\$ 0		2016
	c. Implement an electronic Agenda Packet System	CITY CLERK		X		\$ 0		2017
4. Develop a culture of motivated and innovative leaders in the organization	a. Create a City Mentoring Program	HR		X		\$ 0		2016
	b. Create a City Leadership Academy	HR		X		\$ 0		2017

Unfunded - Estimated Costs \$0



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Results of the Community and Employee Strategic Planning Survey

Methodology

- Strategic Planning survey administered on-line and on-site on all community events
- Survey remained open from 1/27/16 to 2/25/16
- Total of 103 Community Respondents
- Total of 117 Employee Respondents

Community & Employee Surveys

Survey Comments

Strategic Plan Comments

	Date Comment Received	Community or Employee	Comments/Questions
1	02/09/2016	Community	Don't treat residents like criminals; get rid of "public safety" police.
2	02/09/2016	Community	Bring back that 5K run and eliminate the wine cigar festival
3	02/09/2016	Community	Establish more parks in the north east quadrant , a dog park would be nice
4	02/09/2016	Community	Strengthen school choice by keeping our Gardena community enrolled in our school and not busing in outsiders that have no tie to the community
5	02/17/2016	Community	A cohesive community is very important
6	02/21/2016	Community	Greater economic development
7	02/03/2016	Community	We need a better City Center
8	02/09/2016	Community	We need public safety and private property protection
9	02/09/2016	Community	No bike lanes that take up a lane of traffic. Tree trimming is done too often.
10	02/09/2016	Community	Work with neighboring cities to bring metro rail access to Gardena.
11	02/10/2016	Community	Require business and apartment owners to keep trash cleaned up on their property.
12	02/11/2016	Community	Plant more trees in the City, it's starting to look like a ghetto you know with no trees. Trees make a city look more attractive.
13	02/14/2016	Community	The City should be teaching youth how to program and build electronics
14	02/18/2016	Community	The City should encourage the use of alternative fuels by providing electric vehicle charging stations at City Hall.
15	02/20/2016	Community	Bus transportation has to improve on line 2. Buses are too often late.
16	02/22/2016	Community	Landscape beautification is needed in the Northwest section of Gardena.
17	02/24/2016	Community	Make people clean up their yards and alleys!
18	02/24/2016	Community	Pay more attention to the complaints of the community
19	02/02/2016	Community	I feel that the mission statement is a good statement, but there are still parts of Gardena that don't represent highest quality, attractive or safe environment. Could be improved
20	02/03/2016	Community	It's just words. Sounds good on paper, but come on now, we know how impossible it is to maintain that mission
21	02/09/2016	Community	Get rid of that city motto "Freeway City". What idiot came up with that one? Who the heck wants to live in a freeway city? How about "Garden City".
22	02/09/2016	Community	I feel the mission statement focuses on the purpose of government rather than on the goals of the City itself. It may seem trivial, but I think it is important to differentiate.
23	02/09/2016	Community	Gardena needs to be committed to renewable energy for homeowners and public facilities to achieve zero fossil fuel use, protecting water supplies and rain water capture, increasing local food growing, and encouraging
24	02/10/2016	Community	The mission statement is generic but not outdated
25	02/11/2016	Community	It should say something about the people who live in this wonderful City.
26	02/14/2016	Community	Say something about education and improving society outside of economics.
27	02/17/2016	Community	The mission statement is very accurate as is.

	Date Comment Received	Community or Employee	Comments/Questions
28	02/21/2016	Community	It is a broad statement that attempts to cover our ideals, however, there should be some supporting language
29	02/24/2016	Community	Work on “who we are”
30	02/24/2016	Community	Include more services in all areas
31	02/02/2016	Community	Just more action please
32	02/03/2016	Community	Forget the mission statement; it’s just a statement...how about the City focuses on ACTUALLY making a difference. Clean up the streets; create better relationship with small businesses. We need cool, young, and hip shops, bars and restaurants to attract a younger crowd. That is the only things that will help the City create more interest for others to live and move here.
33	02/09/2016	Community	Add after effective government “along with residents”
34	02/09/2016	Community	I propose the City use our dollars to hire an organization to re-evaluate the mission and branding of the City of Gardena.
35	02/17/2016	Community	Add something about being water/energy/environment awareness
36	02/21/2016	Community	The City of Gardena is committed to maintaining the highest quality of life, a safe and welcoming environment, a sound economic future and continued access to opportunity for all residents
37	02/03/2016	Community	Repeat comment #23
38	02/09/2016	Community	The mission statement reflects how the City currently operates and will continue to operate in the future. No changes.
39	02/20/2016	Community	We’ve got an In-n-Out now!!! That’s exciting.
40	02/21/2016	Community	It is not clear whether the statement of sound economic future references internal finances of for those that mat be interested in economic investment.
41	02/25/2016	Community	Develop the W. Artesia Blvd corridor where the U-Haul dump is. This area does not reflect the City of Gardena and is really aesthetically unpleasing to the eye. You need to clear this area out and develop it.
42	02/09/2016	Community	Too many shooting in District 1
43	02/09/2016	Community	Ensure that the police departments are being good safety stewards and peacemakers.
44	02/14/2016	Community	The City should have some sort of homeless/mental illness program. I don’t want homeless people arrested
45	02/20/2016	Community	Budget forums would be good. I think forums should be held all over the City and not just in the City Hall.
46	01/28/2016	Community	We don’t have bus shelters
47	02/24/2016	Community	Need to have trolley like service on major thoroughfares on circular routes in both directions
48	02/14/2016	Community	The bus is often not on time. Maybe bigger and clearer bus signs with route maps. Texting service for bus arrival would be cool.
49	02/20/2016	Community	Most lines are on time with the exception of Line 2. The schedule needs some tweaking to make sure the buses are on time.
50	02/23/2016	Community	Condition of buses is remarkable, keep up the good work
51	02/14/2016	Community	Teach K-12 staff how to program
52	02/09/2016	Community	Recreation has a great staff and they do an incredible job
53	02/09/2016	Community	Add before school programs
54	02/10/2016	Community	We need round table/kitchen table discussions about community issues.
55	02/11/2016	Community	The City is already focused on Seniors; I would like to see more focus on Youth.
56	02/14/2016	Community	Stop approving so much high density housing

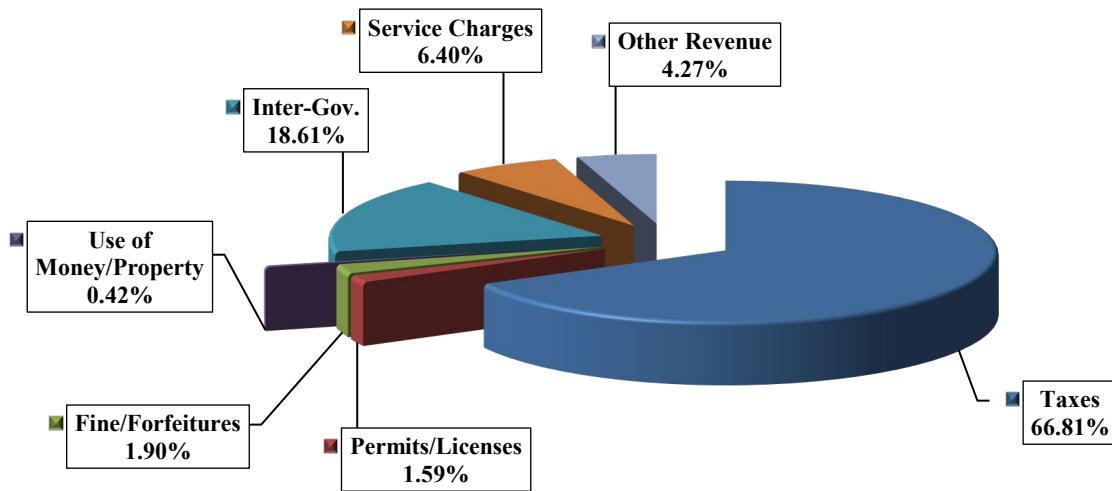
	Date Comment Received	Community or Employee	Comments/Questions
57	02/17/2016	Community	North West Gardena has a high turnover rate for businesses. I think it would be nice to have something other than hair shops, gas stations and liquor stores. Unfortunately the South side has had the most development in the City.
58	02/21/2016	Community	Need more major businesses other than auto shops, fast food, nail shops, etc.
59	02/02/2016	Community	Safety, safety, safety!!!
60	02/14/2016	Community	This survey is to long
61	02/14/2016	Community	The City of Gardena should invest itself in getting more students interested in STEM. Sustainability, Big Data, and Tech are good choices for improving the City and getting students interested in college.
62	02/14/2016	Community	We hope the City of Gardena continues to maintain a good cash reserve. The residents and employees of Gardena have spent the last decade making up for past mistakes. We've come to far to just throw it all away.
63	02/15/2016	Community	I would like to see a better soccer field. I feel the community would benefit from it.
64	02/16/2016	Community	The City needs to continue to maintain a good reserve
65	02/16/2016	Community	Stop all this development growth in our residential areas. No more condos, townhomes or apartments. Also the City needs to
66	02/18/2016	Community	I am very impressed at how the City was able to recover from financial hardship. Not only has it recovered, but it has close to a 30% financial reserve. I hope the City continues on this path of financial security and not relapse in its past financial endeavors.
67	02/18/2016	Community	City Hall is an aging complex. It would really benefit the City and its residents if the City builds a new Community Center.
68	02/20/2016	Community	I read that GTrans has purchased a few electric buses. I've read about these buses and am concerned with how they can function with our route and schedule system. I was thinking it might be a great idea to create an "Electric, Zero Emissions Line" in the Gardena area. That way the community benefits in more than one way and we can utilize those new electric buses in a way that would be effective.
69	02/21/2016	Community	Express economic development should be focused on the Rosecrans Corridor beginning with the Van Ness/Rosecrans Corridor
70	01/29/2016	Employee	It hits the key issues for the residents and businesses
71	01/29/2016	Employee	The mission is reactive, not proactive
72	02/01/2016	Employee	Our current mission statement is not outdated, slightly basic, but not outdated
73	02/02/2016	Employee	It is not outdated
74	02/04/2016	Employee	Relate mission statement to reflect greater public services
75	02/08/2016	Employee	Yes, it needs to speak of moving forward rather than maintaining
76	02/12/2016	Employee	No. As a police officer I strive each and every day to provide a safe environment. We as officer write public works slips to beautify and work on quality of life issues. So I would agree with our mission statement.
77	02/16/2016	Employee	I believe the mission statement should stay as it is
78	02/19/2016	Employee	Doesn't speak to who we are , how we provide services
79	02/23/2016	Employee	Does not describe who we are.
80	01/29/2016	Employee	Incorporating that our City is Technologically savvy and currently competent with the rapidly advancing/evolving technological trends.
81	01/29/2016	Employee	I would change it so that it demonstrates the level of service our "customers" will receive and how that translates into a safe and attractive environment and sound economic future.
82	01/29/2016	Employee	A safe attractive environment and a sound economic future.
83	02/01/2016	Employee	It doesn't communicate about providing high quality programs and services

	Date Comment Received	Community or Employee	Comments/Questions
84	02/01/2016	Employee	I do not believe our mission statement is unique. This is not a bad thing, but any City that is not trying to reach the goals stated in our Mission Statement probably doesn't deserve to be a City
85	02/02/2016	Employee	Needs to be more specific, I.e. what does sound economic future mean?
86	02/02/2016	Employee	Adding a statement about fostering the growth of local businesses
87	02/04/2016	Employee	Reflect great public services internally (employees) and externally (residents)
88	02/08/2016	Employee	Removing the word maintaining and change it to moving forward. To talk about the new business that has come and is to come with the theme moving forward.
89	02/23/2016	Employee	Sounds very generic
90	02/23/2016	Employee	Committed is untrue
91	1/29/2016	Employee	Continue expanding business relationships make Gardena a place where others would like to live, shop and work.
92	01/29/2016	Employee	The vision is generic, it lacks the how. We are better than this.
93	02/01/2016	Employee	How will we work toward making this vision happen?
94	02/01/2016	Employee	The vision statement is relevant; however, without an updated General Plan and Zoning Code that charts a future for the City, it is hard to decipher what this vision statement really stands for. As urban centers become more popular, cities like Gardena will lose to nearby walkable cities and neighborhoods that attract both old and young residents and visitors to live, work and play
95	02/01/2016	Employee	No changes to the statement, but if we would like to live up to that statement, we would need to make some necessary changes to update our City. Example: technological changes.
96	02/01/2016	Employee	Change most desired to a desired
97	02/08/2016	Employee	We need to meet the needs of the community at all of our facilities
98	02/18/2016	Employee	We need top notch sit down restaurants
99	02/19/2016	Employee	Vision statements should be aspirational; they should lay out the most important primary goals for a company. Vision statements should outline the key objectives for the City; it should guide employees to develop business strategies to achieve the stated goals. A unifying vision statement ensures employees are all on the same page and can be more productive.
100	02/23/2016	Employee	This vision is not shared by all
101	02/08/2016	Employee	Gardena is such a small employee base and staff stay for a very long time
102	02/16/2016	Employee	Depends on the department you work for
103	02/19/2016	Employee	If I could work for PD
104	02/23/2016	Employee	Promotions are not based on merit. Evaluation of employees often poorly done.
105	02/01/2016	Employee	If the City were serious about professional development there would be a real investment in furthering education as opposed to the currently negligible educational reimbursement.
106	02/08/2016	Employee	I believe we should offer more classes and a larger educational reimbursement to employees.
107	02/19/2016	Employee	I believe my director was dedicated to my professional growth, but don't believe the City as a whole is as engaged.
108	02/23/2016	Employee	Offer more classes
109	02/08/2016	Employee	I have not had much training offered to me.
110	02/23/2016	Employee	There is no training program
111	01/29/2016	Employee	Computer classes for new employees
112	02/01/2016	Employee	Access to national professional conferences

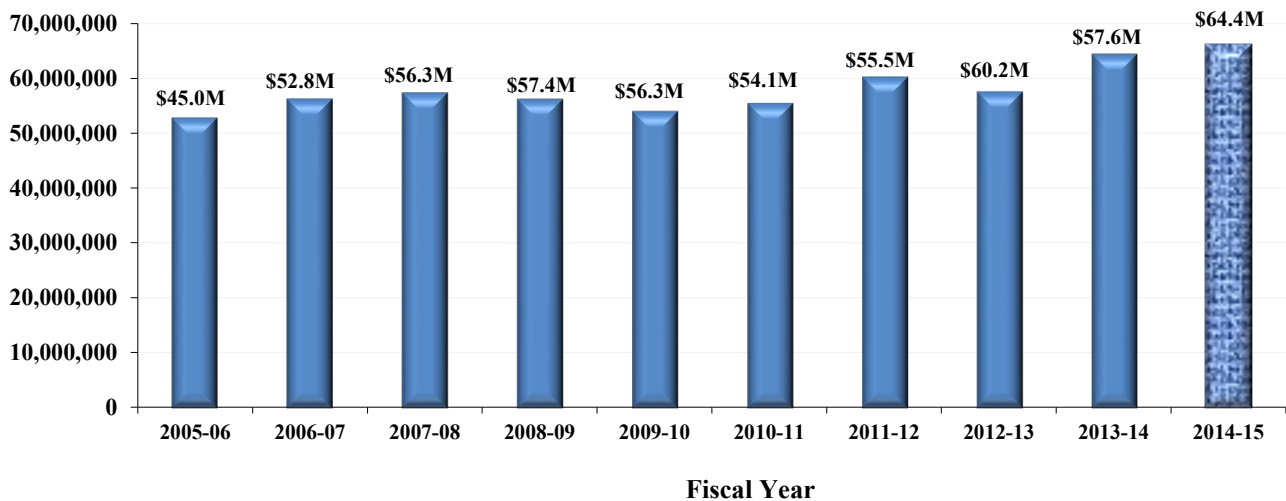
	Date Comment Received	Community or Employee	Comments/Questions
113	02/01/2016	Employee	Real educational incentive
114	02/02/2016	Employee	City growth other than just one area
115	02/02/2016	Employee	Increase training budgets
116	02/08/2016	Employee	I would be interested in Job Shadowing, Lunch & Learn and Finance Academy
117	02/16/2016	Employee	The programs listed lack additional information to give educated opinion
118	02/19/2016	Employee	Finance Academy and Lunch & Learn Program
119	02/19/2016	Employee	Both Mentoring and Job Shadowing Programs
120	02/23/2016	Employee	Job Shadowing, lunch & Learn, Finance Academy
121	01/29/2016	Employee	Training is always available if desired/needed
122	01/29/2016	Employee	I received permit track training
123	02/01/2016	Employee	Windows 10 training
124	02/16/2016	Employee	CPR Training

Statistical Data

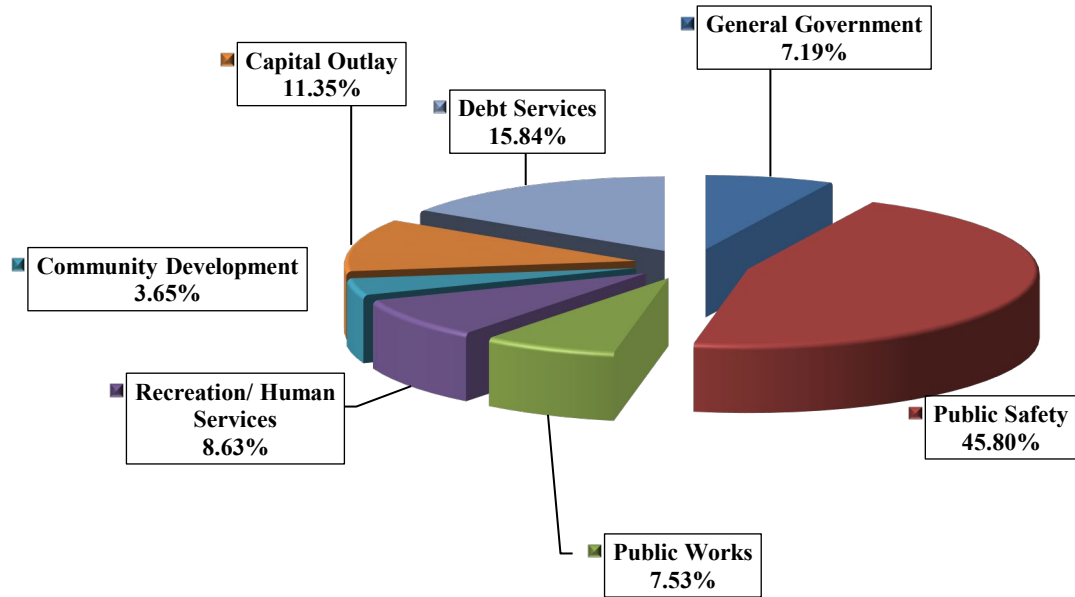
**City of Gardena
General Revenues by Sources
Fiscal Year Ended June 30, 2015**



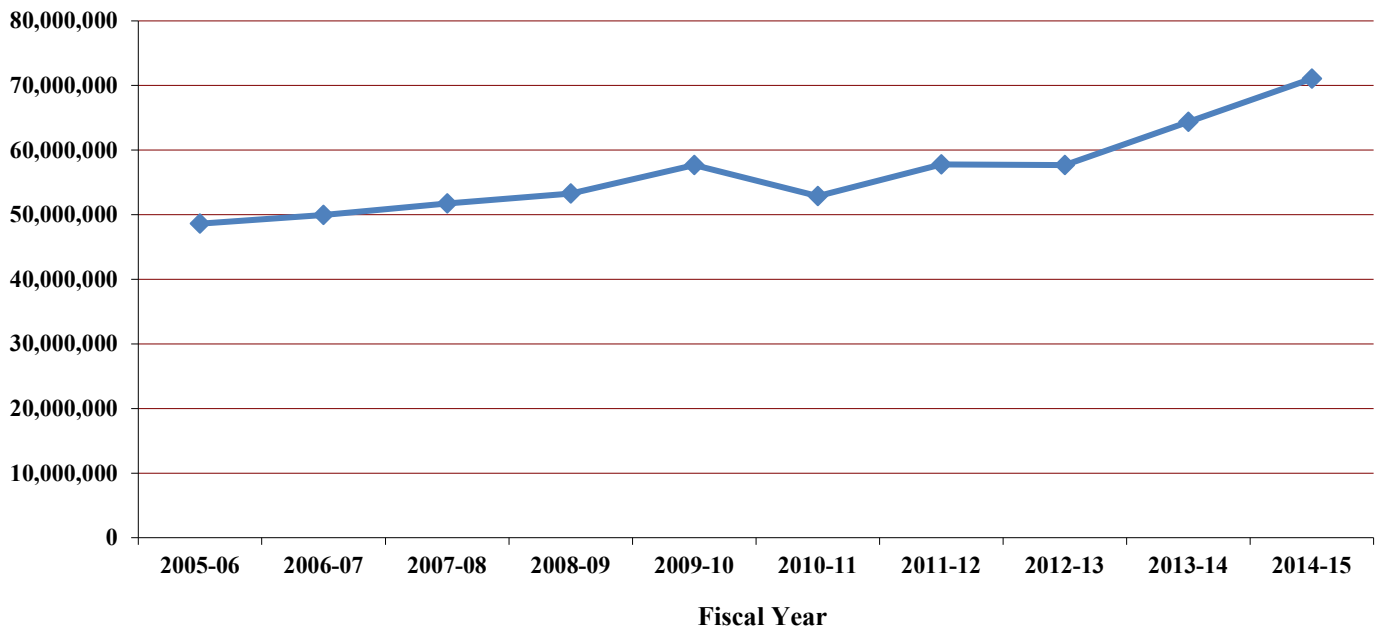
**City of Gardena
General Revenues by Sources
Last Ten Fiscal Years**

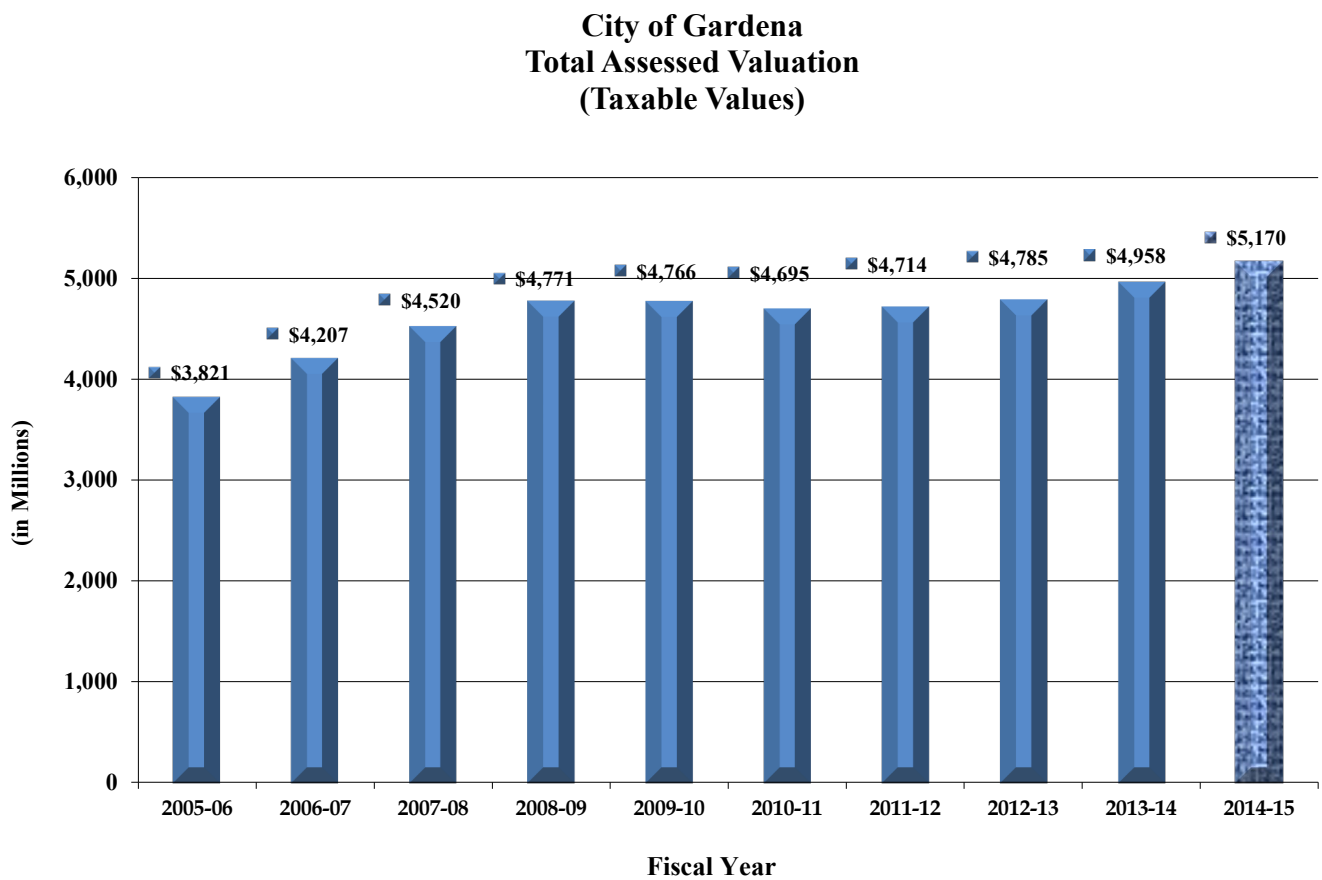
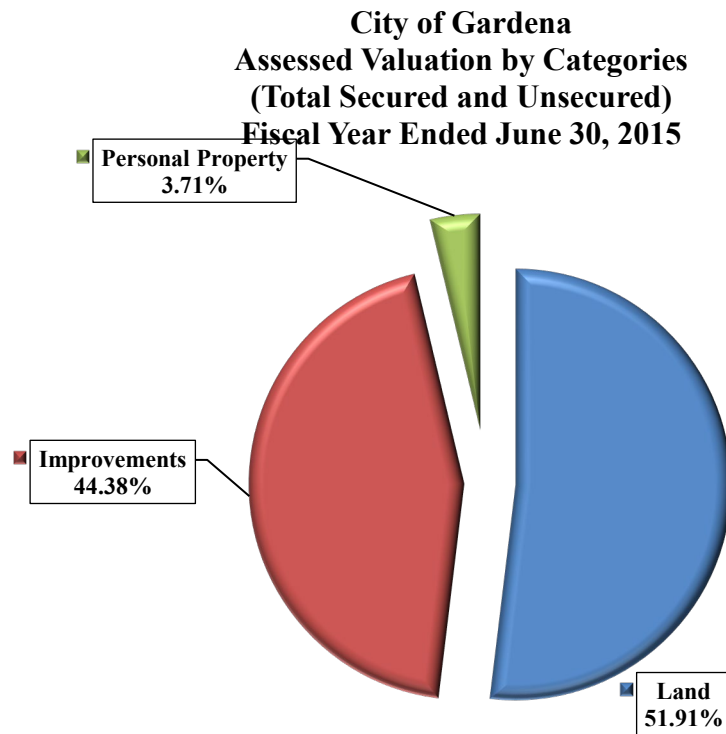


**City of Gardena
General Governmental Expenditures
by Function
Fiscal Year ended June 30, 2015**

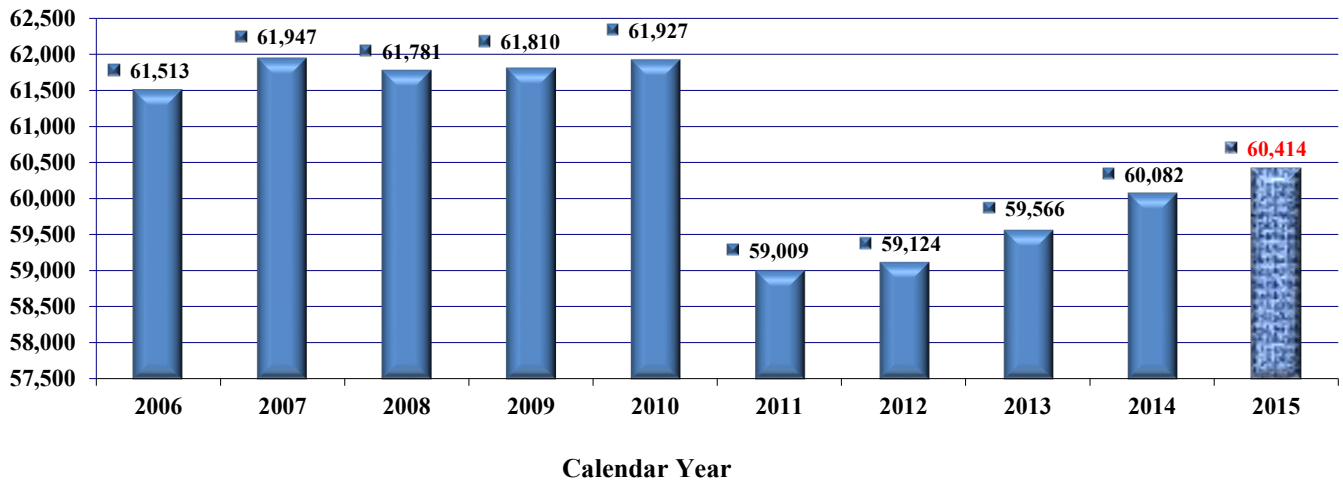


**Total General Governmental Expenditures
Last Ten Fiscal Years**

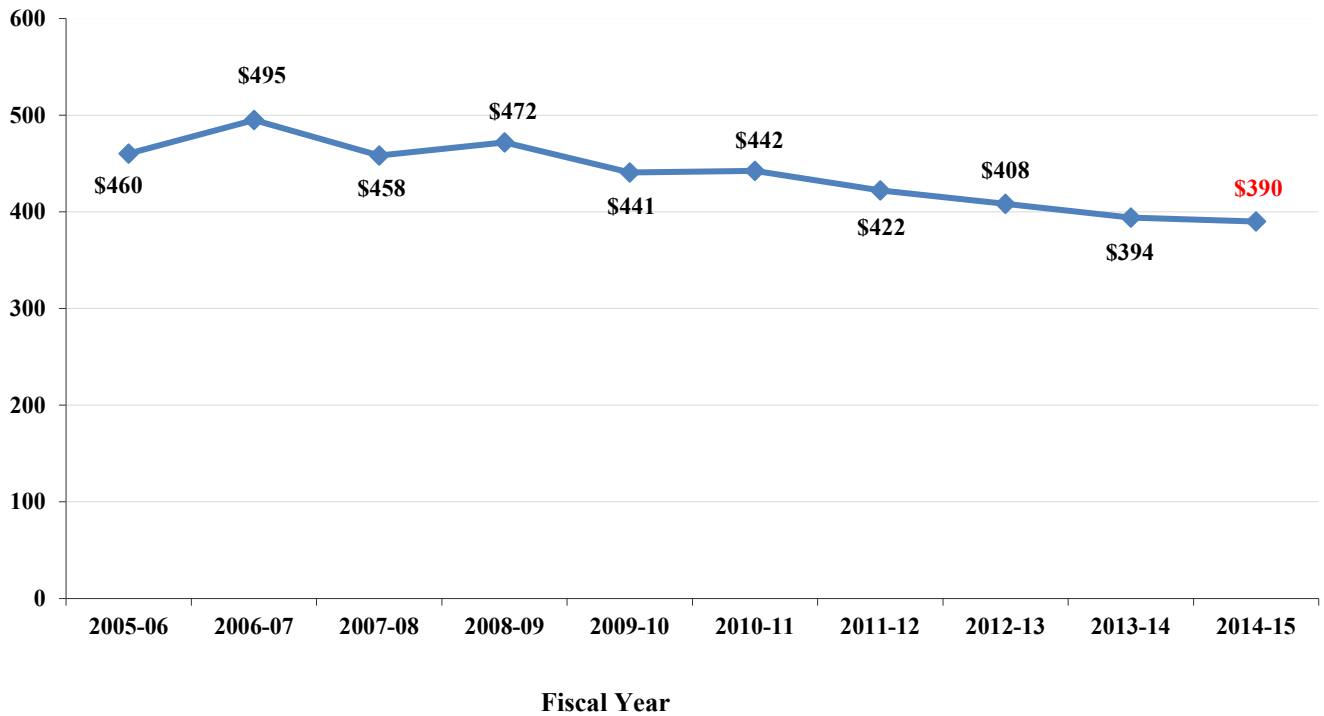




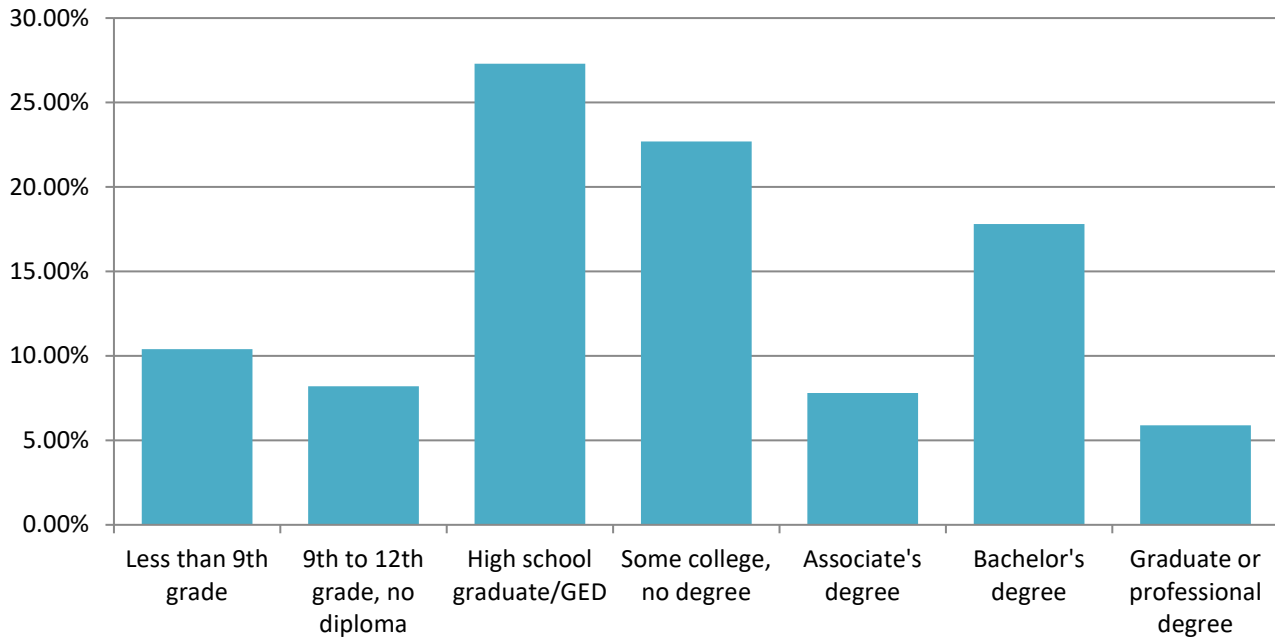
City of Gardena Population Last Ten Calendar Years



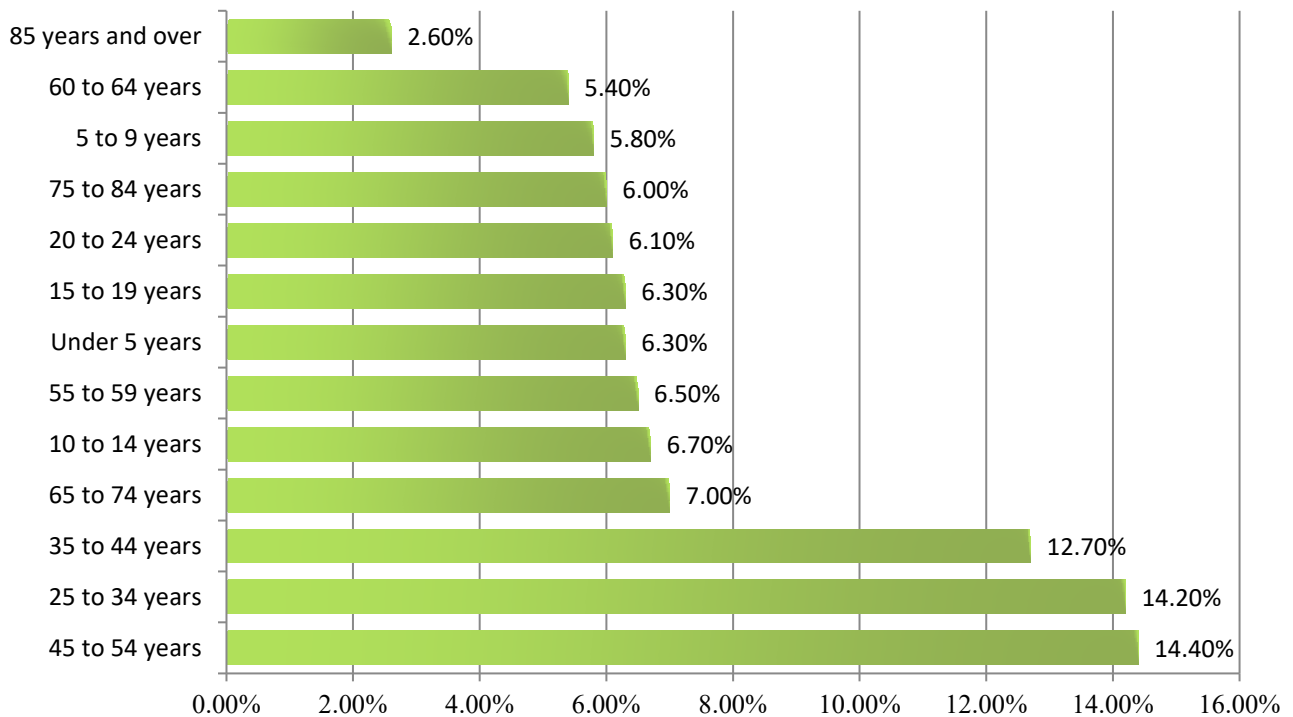
Outstanding Debt per Capita Last Ten Fiscal Years



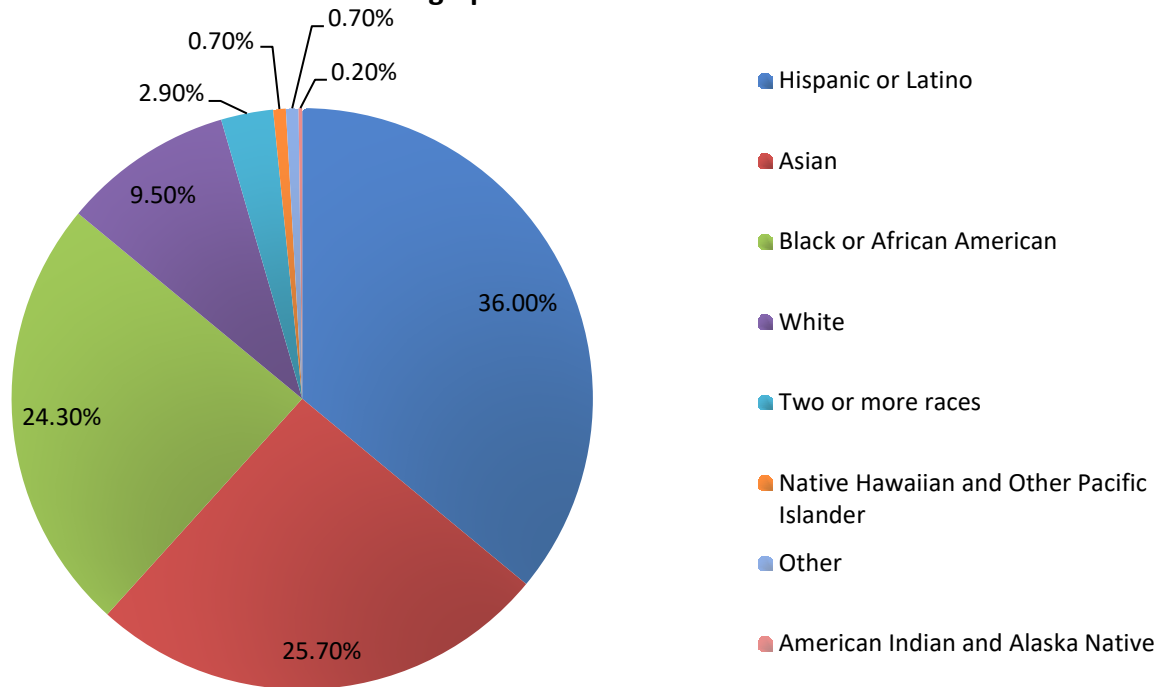
**City of Gardena
Population Education Level**



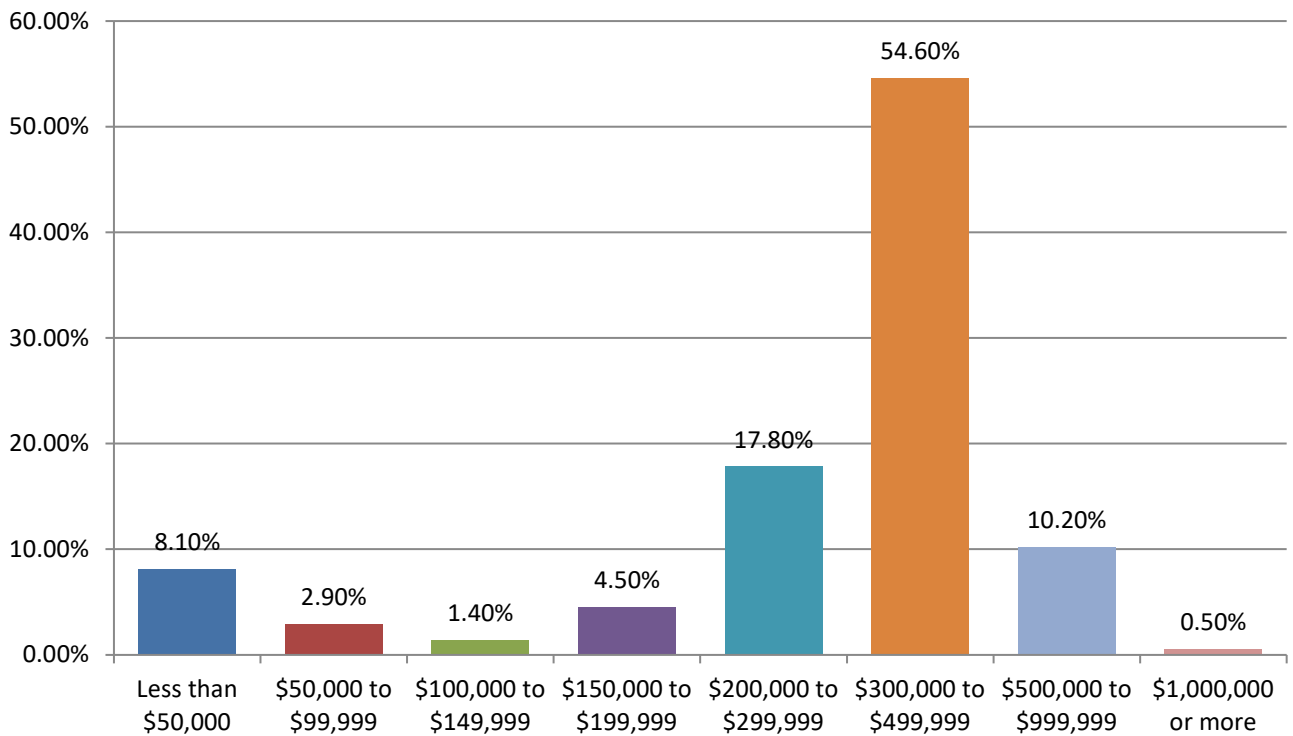
**City of Gardena
Population Age Distribution**



**City of Gardena
Demographic Distribution**



**City of Gardena
Average Home Values**



City of Gardena Quick Facts	
Population (est. 2014)	60,395
Median age	38.4
Land area in square miles	5.83
Median Household Income	\$47,856
Civilian labor force	63.40%
Unemployment Rate (LA County 1/2016)	5.80%
Median Home Value	\$341,900
Owner-occupied housing	50.20%
Renter-occupied housing	49.80%
High School graduate or higher	81.40%
Bachelor's degree or higher	23.70%
Language other than English spoken at home	51.10%