



# City of Gardena

## 3-Year Strategic Plan

### 2020-2023

#### Gardena City Council



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# Table of Contents

Message from the City Manager	1
Executive Summary	2
What is a Strategic Plan?	3
Vision, Mission and Values	5
Reading the Plan	6
Strategic Plan Goals / Outcomes / Strategies	7-112
■ Goal 1: Community Safety	8-22
■ Goal 2: Community Outreach & Services	23-38
■ Goal 3: Community & Economic Development	39-51
■ Goal 4: City Financial Stability	52-66
■ Goal 5: Transportation	67-81
■ Goal 6: Community Facilities & Infrastructure	82-95
■ Goal 7: Gardena Workforce Development	96-112

# Message from the City Manager

Honorable Mayor Cerda and Members of City Council

I am pleased to present the City of Gardena's 2020-2023 Three-Year Strategic Plan. This plan will serve as an update to the 2016-2021 plan as the City navigates through the effects of the pandemic, refocusing Gardena's vision for the future through relevant goals and strategies.

Staff developed the Strategic Plan utilizing feedback from our community through the Get Involved Gardena survey as well as input from City staff.



Because of the pandemic and current County mandates the City was unable to hold community meetings, including the annual Community Forum. Staff has developed a plan to form the Gardena Strategy and Performance Committee, a collaboration between Council, City staff and community members, to pinpoint relevant and pressing community issues and to give input on future fiscal years goals. This partnership is especially important as the City navigates the road to recovery in our diverse and vibrant community – as we have seen, we are better for this challenge and we are better together.

The City will also create two separate surveys: one to assess the needs of the community and the other for input from City of Gardena employees. Because this is a living document, a continuous reassessment of goals is vitally important to keeping the plan pertinent, as is clearly illustrated by the ever-evolving situation with COVID-19. The survey will be accessible on the Gardena's website, as well as in hard copy format, and will also be offered through the *Gardena Direct* application. The City will also sponsor several community outreach events, as soon as is safely possible, to ensure the success 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 as we move forward with creative solutions to ensure a resilient and bright future for Gardena. I extend my personal appreciation to the Department Heads and City Staff for their hard work and cooperation while completing this Three-Year Strategic Plan.

Respectfully,

A handwritten signature in blue ink that reads "Clint D. Osorio". The signature is written in a cursive, flowing style.

CLINT D. OSORIO, MPA  
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 a 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 and paramedic 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. Community Outreach & Services
3. Community & Economic Development
4. City Financial Stability
5. Transportation
6. City Facilities & Infrastructure
7. City Workforce Development

Each of these goals have specific strategies identified and outlined to support, implement, and accomplish these goals. The strategies are essentially the series of measures leading to the action steps to execute the completion of the goals fully and successfully. The strategies are detailed on the Action Worksheets. These worksheets take the goals, outcomes, and strategies and identify the responsible department and division, the estimated frequency of progress and performance, list any unfunded areas and the associated estimated costs, and the timeframe in which the projects are to be completed. Outcome summaries will be added to the Strategic Plan on a yearly basis (fiscal years) detailing the accomplishment of prior year goals as well as identifying necessary modifications to current goals or, implementation of new relevant goals.



# ONE VISION... SEVEN GOALS

## **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 way 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.

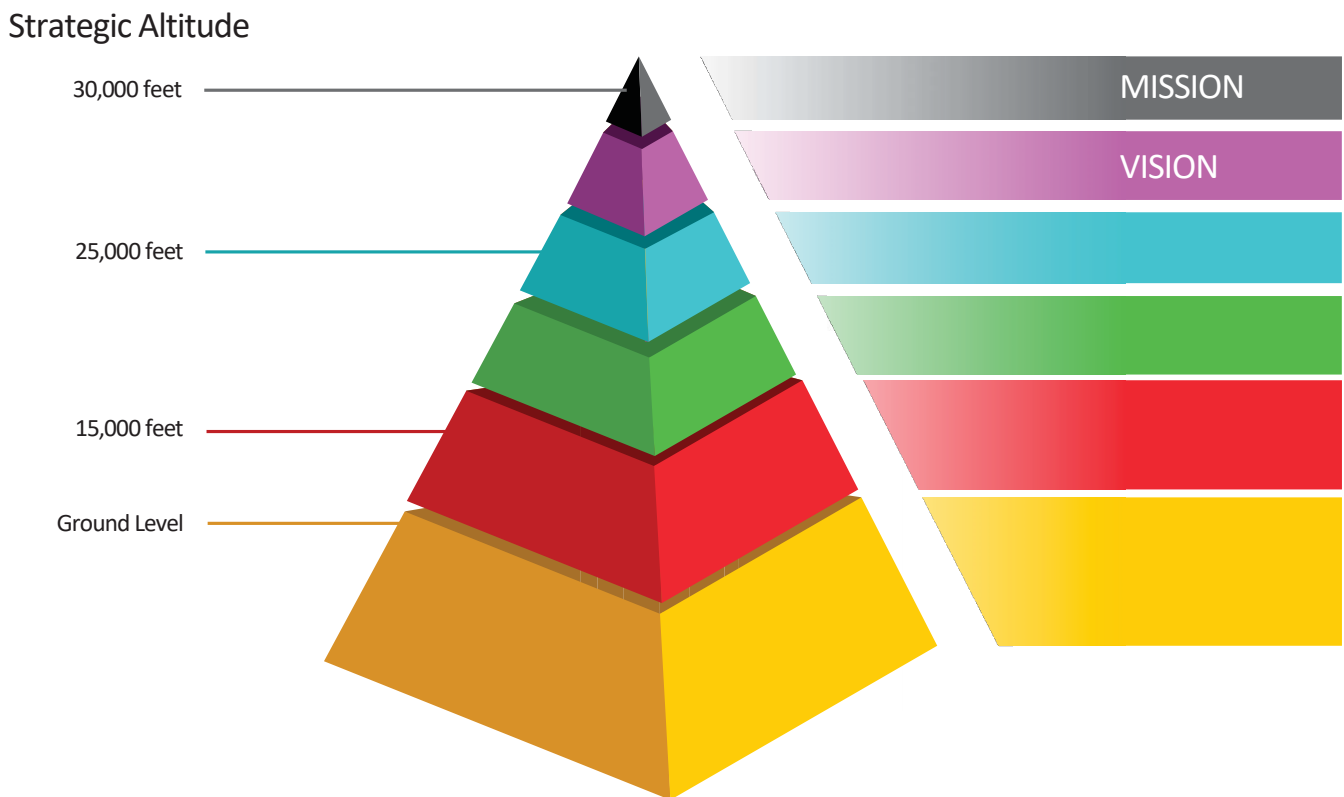
A Strategic Planning Model is used to frame this Strategic Plan. In the Strategic Planning Model seen below, there are six main levels of a Strategic Planning Pyramid. These levels are viewed from different vantage points within the organization and are commonly referred to as the Strategic Altitude. 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 STRATEGIC PLANNING MODEL





# The City of Gardena Mission - Vision - 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 Three-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 community and City staff input. Each of the Goals has an anticipated Outcome and accompanying Strategies to be implemented within the next three fiscal cycles (FY 2020-2021 through FY 2022-2023). The following is a brief definition of the Goals, Outcomes and Strategies:

**GOALS** are topics that are likely to involve either singular or multiple departments and have several different outcomes. Combining outcomes within goals helps to ensure that activities covering similar areas are aligned to produce effective and efficient results.

**OUTCOMES** are the desired result of the strategic process. The timeframe for achieving an outcome varies but is typically within three years. However, some outcomes are very complex and require many years to come to fruition.

**STRATEGIES** are the means to achieve the goals. The timeframe for implementing strategies can be within a single budget year or may span several years depending on the complexity of the specific programs or projects undertaken.

The Three-Year Strategic Plan should not be considered static by any means. It is by nature a "living document", evolving to address current relevant issues brought forth by the collaboration of Council, staff, and community. City staff will provide periodic updates to the City Council, City employees and the community during regularly scheduled Council meetings, Council Committee meetings, community forums and the budget process. As we move forward through this unprecedented and ever-changing economic environment, the need to be proactive and continually scrutinize the Strategic Plan is more significant than ever.





# **City of Gardena 3-Year Strategic Plan 2020-2023**

**Goals - Outcomes - Strategies**



# 1 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.



<b>Goal:</b>	Community Safety	
<b>Strategy #1:</b>	Replace police supervisors and managers due to retirements	
<b>Applicable Outcome</b>	Assemble a new functional and effective leadership team through organizational development and skill-based promotional testing	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Chief of Police	Police Managers	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Establish a new core leadership team within the Police Department</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Conduct Supervisor and Manager promotional testing</li> <li>Replace supervisory positions vacated through retirements</li> <li>Appoint new leadership team</li> <li>Establish base standards and work towards organizational development</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Ensure testing reflects the organizational needs</li> <li>Logistical planning and timing of turnover/replacement promotions</li> <li>Replace the new leadership team in the least disruptive manner to overall organizational function</li> <li>Organizational development</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>GMEA and GPOA</li> <li>Human Resources</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Winter 2020

<b>Cost</b>	<b>Funding Source(s)</b>
Budgeted Personnel Costs	General Fund

<b>Goal:</b>	Community Safety	
<b>Strategy #2:</b>	Re-align Police Department organizational structure to facilitate replacement management staff and consolidation of duties due to reductions caused by the pandemic	
<b>Applicable Outcome</b>	Re-align department command structure by Division, Bureau, and Detail	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Chief of Police	Police Managers	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Ensuring Managers and Supervisors are assigned areas of responsible where they are most likely to be effective</li> <li>Re-alignment will cause efficiencies designed to provide more effective service at reduced overall costs</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Effectiveness will be measured by service increases while staying within budget</li> <li>Increased cohesiveness within the department, evidenced by effective performance during critical incidents, increased case clearance ratings, and overall increased community satisfaction</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Reduced personnel to accomplish tasks</li> <li>Reduced budget</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>GPOA</li> <li>GMEA</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Spring 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Budgeted Personnel Costs	General Fund

<b>Goal:</b>	Community Safety	
<b>Strategy #3:</b>	Enhance community-based policing & commitment to community involvement by re-investing in the district policing program	
<b>Applicable Outcome</b>	Renew our community policing effort and stimulate the District Program with an infusion of new ideas, leadership, and community input	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Chief of Police	Police Managers, Police Supervisors, District Officers	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• The district program evolves, enhancing our community policing efforts and strengthening our relationship with the community</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Implementation of new community policing programs</li> <li>• Community involvement and participation</li> <li>• Increased trust, evidenced by increased communication and requests for service for our district Lieutenants</li> <li>• Reduction in service complaints</li> <li>• Open engagement and input from community members</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Costs of new programs</li> <li>• Ensuring stakeholders are identified and provided ample opportunities to engage</li> <li>• Less economic resources caused by pandemic</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• GPOA</li> <li>• GMEA</li> <li>• Gardena Community</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Spring 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Personnel costs and costs associated with each community program	General Fund and Grants

# COMMUNITY SAFETY

“Unity is strength... when there is teamwork and collaboration, wonderful things can be achieved.”  
- Mattie Stepanek

# 1 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.



<b>Goal:</b>	Community Safety	
<b>Strategy #1:</b>	Intelligently impact crime and disorder through evidence-based efforts and best practices to enhance safety within our community	
<b>Applicable Outcome</b>	Safer community, increased community awareness, increased skills for our police officers	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Chief of Police	Police Managers, Police Supervisors, Admin Services	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Use evidence-based practices to strategically deploy our officers to efficiently address current stakeholder needs and decrease victimization within our community</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Continue to utilize and increase our Gardena/Hawthorne Mental Health Evaluation Team to address homelessness, mental illness, and their effects on the community</li> <li>Implement the mandates from Senate Bill 230</li> <li>Expand and increase our School Resource Officer program which will broaden collaboration with our Gardena Juvenile Justice and Intervention Program to positively impact at-risk youth</li> <li>Contract with a Medical Director to manage our internal and external training needs</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Securing funds for additional personnel</li> <li>Securing funds for on-going programming</li> <li>Locating and hiring viable candidates to allow for the expansion of the identified programs</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>All Employees</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	Spring 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Personnel and Programming	General Fund and available grants



<b>Goal:</b>	Community Safety	
<b>Strategy #2:</b>	Promote organizational accountability to ensure employee responsibility at all levels of the organization	
<b>Applicable Outcome</b>	Increased morale, more efficient and effective delivery of policing services	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Chief of Police	Police Managers, Community Members	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Focusing on accountability will produce greater organizational capacity and increased customer satisfaction</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Monitor, inspect, and improve our body worn camera technology and policies to remain current with best practices to ensure transparency in our community</li> <li>Ensure all employees remain educated and updated on department policies and their application by utilizing the Lexipol system and Daily Training Bulletins</li> <li>Dedicate a full-time position to our Professional Standards Bureau</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Funding for personnel</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>Police Managers, Community Members</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	Spring 2022

<b>Cost</b>	<b>Funding Source(s)</b>
One Full-Time Lieutenant	General Fund Budget

<b>Goal:</b>	Community Safety	
<b>Strategy #3:</b>	Focus on strategic development of the organization and the development of our workforce to offer opportunities for employee growth to enhance the delivery of law enforcement services	
<b>Applicable Outcome</b>	Create increased organizational capacity and elevate performance with knowledgeable, experienced, and caring employees	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Chief of Police	Police Managers and Police Supervisors	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Increase workforce expectations and performance evaluations in all areas of the department</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• 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 organizational mission</li> <li>• Conduct a review of our annual employee evaluations to ensure our employees are receiving fair, honest, and meaningful feedback designed to enhance employee performance</li> <li>• Develop a Leadership Development Program which sets the expectation for employees and leaders with the organization</li> <li>• Conduct a needs assessment for sworn and professional staff to ensure appropriate levels throughout the organization</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Securing funds for a new program</li> <li>• Implementing a program strategically to get officer willful participation</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• All Employees</li> <li>• Human Resources</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	Spring 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Budgeted Personnel Costs	General Fund
Contract for a “Needs Assessment”	Grants

# COMMUNITY SAFETY

“Unity is strength... when there is teamwork and collaboration, wonderful things can be achieved.”

- Mattie Stepanek

# 1 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.



<b>Goal:</b>	Community Safety	
<b>Strategy #1:</b>	Develop innovative ways to recruit, mentor, and retain the next generation of employees for the Gardena Police Department	
<b>Applicable Outcome</b>	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	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Chief of Police	Police Managers, Police Supervisors,	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Relace both retiring sworn and non-sworn personnel with employees who understand the expectations for providing service within the City of Gardena</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Expand recruitment efforts within the City</li> <li>• Develop virtual tours of the Police Department</li> <li>• Develop virtual tours of the hiring process</li> <li>• Design and implement a Community Academy</li> <li>• Foster outreach by allowing police officers to coach in City of Gardena athletic leagues</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Economic downturn because of the effects of the pandemic</li> <li>• Unavailable personnel to assume the added responsibilities</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• GPOA</li> <li>• GMEA</li> <li>• Human Resources</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	Spring 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Budgeted personnel costs	General Fund

<b>Goal:</b>	Community Safety	
<b>Strategy #2:</b>	To continue to evolve our Community Policing outreach to strengthen trust with our community partners	
<b>Applicable Outcome</b>	Increase the public's trust in their Police Department	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Chief of Police	Police Managers	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>To provide a variety of programs intended to serve the public as well as highlight the Department's ability to provide high quality public safety services</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Establish and implement a C.O.R.E Team (community outreach, resource education) to focus on victims and provide guidance through that process</li> <li>Develop a mentoring program designed to introduce members of our community to the department</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Unavailable funds</li> <li>Unavailable personnel</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>GPOA</li> <li>GMEA</li> <li>Human Resources</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	Spring 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Budgeted personnel costs Grants for programming	General Fund Grants

<b>Goal:</b>	Community Safety	
<b>Strategy #3:</b>	Use innovation and technology to increase effectiveness impacting crime and disorder	
<b>Applicable Outcome</b>	Increase the department's effectiveness in providing law enforcement services with the use of innovation and technology	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Chief of Police	Police Managers	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Department employees will gain skills and will be placed in better positions to deal with crisis response situations involving confrontation and those having a mental health crisis</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Acquire and implement a Force Simulator</li> <li>• Develop and implement a drone program</li> <li>• Administer Crisis Response Training to all officers on a annual basis</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Available personnel</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• GPOA</li> <li>• GMEA</li> <li>• Community</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	Spring 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Personnel costs Force Simulator (250-300k) Drones (25k)	General Fund Asset Forfeiture Police Foundation

# COMMUNITY SAFETY

“Unity is strength... when there is teamwork and collaboration, wonderful things can be achieved.”  
- Mattie Stepanek



# Goal Two

## 2

### Community Outreach & Services

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



<b>Goal:</b>	Community Outreach & Services	
<b>Strategy #1:</b>	Broaden online abilities and improve technological access	
<b>Applicable Outcome</b>	More residents served over a digital platform	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Recreation and Human Services	Administrative Services	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Online classes and activities</li> <li>• Online reservation for city facilities</li> <li>• Portal for consumer surveys</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Online attendance for classes and activities</li> <li>• Expand course availability</li> <li>• Track new users</li> <li>• Surveys for satisfaction and complaints</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• COVID-19 restrictions</li> <li>• Staffing</li> <li>• Technological training</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Departments</li> <li>• Community</li> <li>• Technology Resources</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	June 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund

<b>Goal:</b>	Community Outreach & Services	
<b>Strategy #2:</b>	Partner with local businesses, organizations, and LAUSD to expand programs	
<b>Applicable Outcome</b>	More services provided for the community	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Recreation and Human Services	City Departments	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• New opportunities for residents</li> <li>• Collaboration with local organizations and school district</li> <li>• Expanded programs</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Tracking partnerships</li> <li>• Enrolling in activities in partnership with outside organizations</li> <li>• Referring between the City and outside organizations</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Economic downturn</li> <li>• COVID-19 restrictions</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Local businesses and organizations</li> <li>• LAUSD</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	June 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund, Grants

<b>Goal:</b>	Community Outreach & Services	
<b>Strategy #3:</b>	Improve our social media presence and provide a bi-annual online brochure of classes and services	
<b>Applicable Outcome</b>	Broader community base reached through additional outreach methods	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Recreation and Human Services	City Departments	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Responses from new participants from social media</li> <li>• More enrollments into programs</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Increase in program enrollments</li> <li>• More community responses on social media</li> <li>• Expand community involvement</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• COVID-19 restrictions</li> <li>• Staffing</li> <li>• Participation of new residents</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• Department Heads</li> <li>• City Manager</li> <li>• Technology Resources</li> <li>• Community</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	June 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, program expenses	General Fund

# COMMUNITY OUTREACH & SERVICES

“Goals. There’s no telling what you can do when you get inspired by them. There’s no telling what you can do when you believe in them. And there’s no telling what will happen when you act upon them.”

- Jim Rohn

# Goal Two

## 2

### Community Outreach & Services

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



<b>Goal:</b>	Community Outreach & Services	
<b>Strategy #1:</b>	Expand health and wellness opportunities for all ages in our community	
<b>Applicable Outcome</b>	A knit-together community that participates in a variety of activities	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Recreation and Human Services	City Management	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Additional classes, events, and activities</li> <li>• Farmer's Market within City limits</li> <li>• Cultural awareness and celebrated diversity</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Diverse class catalog</li> <li>• Attendance in a variety of classes</li> <li>• Access to local sources of organic food</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• COVID-19 restrictions</li> <li>• Staffing</li> <li>• Limited facilities</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Departments</li> <li>• Community</li> <li>• Local businesses and organizations</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	June 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund, Grants

<b>Goal:</b>	Community Outreach & Services	
<b>Strategy #2:</b>	Collaborate with stakeholders to enhance services and improve workforce	
<b>Applicable Outcome</b>	Retaining employees and volunteers that are dedicated to providing excellent services to the community	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Recreation and Human Services	Human Resources	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Improved resident experience within the City services</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Employee retention</li> <li>Increased morale</li> <li>Enhanced workforce knowledge and expertise</li> <li>Broadened volunteer pool</li> <li></li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Turnover</li> <li>Budget constraints</li> <li>Time for training</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>City Council</li> <li>City Manager</li> <li>Human Services</li> <li>Administrative Services</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	June 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund, Grants



<b>Goal:</b>	Community Outreach & Services	
<b>Strategy #3:</b>	Expand charitable programs benefitting Gardena	
<b>Applicable Outcome</b>	Increased donations for various programs	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Recreation and Human Services	City Departments	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Monetary donations for scholarship programs</li> <li>• Monetary donations for teen center (juvenile diversions)</li> <li>• Food donations for food pantry</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Donations collected</li> <li>• More scholarships granted to families</li> <li>• More families served from the food pantry</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Economic downturn</li> <li>• COVID-19 restrictions</li> <li>• Limited space</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Local businesses and organizations</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	June 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund, Donations

<b>Goal:</b>	Community Outreach & Services	
<b>Strategy #4:</b>	Provide educational and social opportunities to improve the health and fitness of the senior population	
<b>Applicable Outcome</b>	An active and healthy senior population	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Recreation and Human Services	City Departments	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• High senior enrollment in fitness opportunities</li> <li>• Active participation in social senior programs</li> <li>• Sustain senior social connections</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• New enrollment in senior programs</li> <li>• More classes and activities requested</li> <li>• Additional partnerships and relationships between seniors</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• COVID-19 restrictions</li> <li>• Low participation</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• City Manager</li> <li>• LAUSD</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	June 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund, Grants

# COMMUNITY OUTREACH & SERVICES

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## 2

# Goal Two

## Community Outreach & Services

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



<b>Goal:</b>	Community Outreach & Services	
<b>Strategy #1:</b>	Enhance existing ADA accessibility at park and program locations	
<b>Applicable Outcome</b>		
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Recreation and Human Services	Building Maintenance and Public Works	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• More accessibility at all City parks and recreational facilities</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Tracking the repairs or upgrades to facilities</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Cost</li> <li>• Staffing time</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• City Manager</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	June 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, Construction Cost	General Fund, Grants

<b>Goal:</b>	Community Outreach & Services	
<b>Strategy #2:</b>	Create a “zero waste” recycling program at each park and implement sustainable building practices	
<b>Applicable Outcome</b>	More community awareness of environmental sustainability actions and more energy efficiency in our building maintenance	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Recreation and Human Services	City Departments	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Community participation on recycling programs at City parks</li> <li>• Reduced energy cost in City buildings</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Tracking recycling use at the parks</li> <li>• Responding to community conversations regarding a reduced environmental footprint</li> <li>• Evaluating energy cost for City buildings</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• COVID-19 restrictions</li> <li>• Economic downturn</li> <li>• Limited space</li> <li>• Staffing restrictions</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Community</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	June 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, program expenses	General Fund, Grants

<b>Goal:</b>	Community Outreach & Services	
<b>Strategy #3:</b>	Increasing sponsorship opportunities for park maintenance and programs as well as increasing events that focus on sustainability and community enhancement	
<b>Applicable Outcome</b>	More community involvement in events like Gardena Clean-up Day, Earth Day and create more events like this	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Recreation and Human Services	City Departments	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• A cleaner City</li> <li>• More environmental awareness in our community</li> <li>• Community pride in City properties</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Increased participation in existing sustainability events</li> <li>• Reduced illegal dumping</li> <li>• Cleaned community and City parks</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Participation</li> <li>• Staffing restrictions</li> <li>• Economic downturn</li> <li>• COVID-19 restrictions</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• City Manager</li> <li>• Public Works</li> <li>• Community</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	June 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, program expenses	General Fund

# COMMUNITY OUTREACH & SERVICES

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**- Jim Rohn**



## 3

## Goal Three

Community & Economic  
Development

Community and economic development balance 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.



<b>Goal:</b>	Community & Economic Development	
<b>Strategy #1:</b>	Attract new business and private sector investment to the City of Gardena	
<b>Applicable Outcome</b>	Attract new businesses that create new jobs while providing a strong tax base	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Economic Development Manager	Community Development Department	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Engage retailers, restaurants, and hospitality to the City</li> <li>• Establish COVID-19 business retention and expansion program</li> <li>• Establish a comprehensive attraction package for emerging business sectors</li> <li>• Design incentives to target new businesses and industries</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Increase in business license revenue</li> <li>• Creation of more jobs within City</li> <li>• Track the number of new businesses opened</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Economic Conditions</li> <li>• Legislation Action</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Spring 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget

<b>Goal:</b>	Community & Economic Development	
<b>Strategy #2:</b>	Create proactive, site-specific land use policies that clearly convey information to potential businesses	
<b>Applicable Outcome</b>	Accessibility and efficiency for land developments and new business operations	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Economic Development Manager	Community Development Department	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Identify desired and emerging industry; evaluate current zoning code supports desired.</li> <li>• Establish potential areas of the City these can be developed</li> <li>• Host a City zoning assessment summit with commercial real estate brokers</li> <li>• Create a downtown plan / dining / entertainment district</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Ease of negotiating contracts for development</li> <li>• Consistent and clear policies for all businesses</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Staff Time / Resources</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Spring 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget

<b>Goal:</b>	Community & Economic Development	
<b>Strategy #3:</b>	Develop a comprehensive marketing strategy that highlights the benefits of doing business and living in Gardena	
<b>Applicable Outcome</b>	Showcase Gardena as a place business want to invest and expand	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Economic Development Manager	Community Development Department	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Engage retailers, restaurants, and hospitality to Gardena</li> <li>Host real estate broker and developer meetings</li> <li>Develop a shared definition of "Business Friendly"</li> <li>Develop and evolve "Gardena Awaits" campaign and maximize the effectiveness of the City's communication materials, including but not limited to website, brochures, signage, logos and videos</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Track new business opportunities in the City</li> <li>Gauge the reception to marketing material</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>COVID-19 regulations</li> <li>Social distancing restrictions</li> <li>Economic climate</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>City Council</li> <li>Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Spring 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget

# COMMUNITY & ECONOMIC DEVELOPMENT

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## 3

## Goal Three

Community & Economic  
Development

Community and economic development balance 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.



<b>Goal:</b>	Community & Economic Development	
<b>Strategy #1:</b>	Create a pro-development environment with policies and programs that support real estate and economic development	
<b>Applicable Outcome</b>	Develop a streamlined permitting process: online business licensing, permitting and inspection scheduling	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Economic Development Manager	Community Development Department	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Design and implement permit-fast-track and expedited permitting</li> <li>• Dedicate a project coordinator or ombudsman to all Community and Economic Development Projects</li> <li>• Establish electric plan submission</li> <li>• Establish electronic business licensing system</li> <li>• Establish low-interest loan / grant program</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Efficiency of permit and licensing process</li> <li>• Business relationship with developers</li> <li>• New development opportunities within the City</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Budget / costs to implement</li> <li>• Staff limitations</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	Spring 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget

<b>Goal:</b>	Community & Economic Development	
<b>Strategy #2:</b>	Support existing businesses, especially in the areas of retail, manufacturing, and hospitality	
<b>Applicable Outcome</b>	Retention of key businesses within the City	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Economic Development Manager	Community Development Department	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Identify key safety concerns and crime patters in the retail areas, utilizing information from the Gardena Police Department</li> <li>• Establish a comprehensive retention program for existing businesses</li> <li>• Design incentives to existing service/retail businesses for expansions and improvements</li> <li>• Establish a relationship and assist the Chamber of Commerce with a mentoring/consulting program with small businesses</li> <li>• Develop an exit survey for businesses</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Less turnover of businesses</li> <li>• Confidence of businesses in City support</li> <li>• Exit survey participation</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• None.</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> <li>• Police Department</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	Spring 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget



# COMMUNITY & ECONOMIC DEVELOPMENT

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## Goal Three

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Development

Community and economic development balance 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.



<b>Goal:</b>	Community & Economic Development	
<b>Strategy #1:</b>	Establish sustainable and efficient economic development policies	
<b>Applicable Outcome</b>	Appropriate policies and fees for current climate	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Economic Development Manager	Administrative Services Department	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Work with the Finance Division to ensure City fees are balanced, fair, and competitive</li> <li>• Continue in-house audits of business license permits to ensure that the City is capturing all business license revenues</li> <li>• Monitor and update fee structure to ensure City recovers cost for service and fees are competitive to other cities</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Consistency in fee schedule</li> <li>• Efficiency of business license management</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Limited Staff.</li> <li>• May require outside consultant (e.g. HDL)</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> <li>• Administrative Services</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	Spring 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget

<b>Goal:</b>	Community & Economic Development	
<b>Strategy #2:</b>	Develop a streamlined permitting process: online business licensing, permitting, and inspection scheduling	
<b>Applicable Outcome</b>	Efficient and accessible systems for permitting, licensing, and inspecting	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Economic Development Manager	Community Development Department	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Design and implement permit expediting</li> <li>• Dedicated project coordinator or technician</li> <li>• Establish electronic plan submission</li> <li>• Establish electronic business licensing system (progressive solutions)</li> <li>• Establish low interest loan / grant program</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Participation in a loan or grant program</li> <li>• Traffic through new system portals</li> <li>• Staff evaluation</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Limited Staff</li> <li>• Software system limitations</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> <li>• Administrative Services</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	Spring 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund

# COMMUNITY & ECONOMIC DEVELOPMENT

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# 4

## 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.



<b>Goal:</b>	City Financial Stability	
<b>Strategy #1:</b>	To make an investment in the Cities IT Infrastructure to help facilitate the ability to work remotely and enhance general IT capabilities Citywide	
<b>Applicable Outcome</b>	Flexibility for workforce to work remotely	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Administrative Services	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Improved remote work environment</li> <li>• Faster Application processing</li> <li>• Less downtime and related IT calls</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Decline in related Zen Desk Calls</li> <li>• Less leave time used because of the opportunity to work remotely</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Budget constraints related to the purchasing of new IT related infrastructure</li> <li>• Deployment time to configure and implement updated infrastructure</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	June 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, \$200,000 in IT cost	General Fund, IT Fund, AQMD and Cares Funding

<b>Goal:</b>	City Financial Stability	
<b>Strategy #2:</b>	To search out opportunities to increase revenue or decrease expenditures	
<b>Applicable Outcome</b>	Better financial position for the city	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Administrative Services	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Contractual Negotiated Savings</li> <li>• Increase in Revenue or Decrease in Expenditures</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Increase in revenue line items</li> <li>• Decrease in expenditure line items</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Legal term of contracts</li> <li>• Contract negotiations</li> <li>• Staffing Capacity to take on additional duties</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Staff</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	June 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	All Funds



<b>Goal:</b>	City Financial Stability	
<b>Strategy #3:</b>	To create and implement a citywide Unfunded Actuarial Liabilities (UAL) Policy	
<b>Applicable Outcome</b>	Consistency in UAL City policies and UAL interest savings over time	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Administrative Services	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Use a portion as dictated in the UAL policy of the savings from a potential Pension Obligation Bond (POB) to pay the future and current UAL expenditures</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Budgeted and Actual Expenditures allocated to UAL Liabilities</li> <li>Lowered UAL interest and principle due</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Using all the savings from the POB for operations to balance the budget and thus having a new debt along with another large UAL balance for future generations</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>City Council</li> <li>Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	December 2020

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	All Funds

# CITY FINANCIAL STABILITY

“Be the change that you wish to see in the world.”  
-Mahatma Ghandi

## 4

## 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.



<b>Goal:</b>	City Financial Stability	
<b>Strategy #1:</b>	To conduct a community budget forum	
<b>Applicable Outcome</b>	Community information and feedback regarding the City budget	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Administrative Services	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Increase knowledge of our city budget and its process</li> <li>• More community confidence in City transparency</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Resident attendance at budget forum</li> <li>• Informed community responses to budget</li> <li>• Budget that addresses community inquiries</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• COVID-19 restrictions</li> <li>• Low community attendance</li> <li>• No participation at the forum</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	June 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, Materials	All Funds

<b>Goal:</b>	City Financial Stability	
<b>Strategy #2:</b>	To update the City website to include a financial transparency portal	
<b>Applicable Outcome</b>	Community confidence in the City's financial transparency	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Administrative Services	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Increased transparency of City Finances</li> <li>• Improved accessibility to the City's financial status</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Increased Traffic to the City website</li> <li>• Informed community</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Budget Constraints</li> <li>• Lack of resources</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	June 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, Materials	All Funds

<b>Goal:</b>	City Financial Stability	
<b>Strategy #3:</b>	To create Internal Service Funds for: IT, Vehicle Replacement and Deferred Maintenance	
<b>Applicable Outcome</b>	Financial stability throughout replacement cost and property maintenance	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Administrative Services	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Adequate funding and scheduled replacement for IT related infrastructure, citywide vehicles, and citywide building maintenance and equipment</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Replacement schedule</li> <li>Allocation of costs worksheet</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Budget constraints</li> <li>Lack of resources</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>City Council</li> <li>Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	June 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, Materials	All Funds

# CITY FINANCIAL STABILITY

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—Mahatma Gandhi

## 4

## 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.





<b>Goal:</b>	City Financial Stability	
<b>Strategy #1:</b>	To make the Administrative department a more paperless environment	
<b>Applicable Outcome</b>	Reduce the environmental footprint of the City by using more paperless opportunities	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Administrative Services	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Cost Savings</li> <li>• Accessibility to records</li> <li>• Ease of access for audit</li> <li>• Potential quicker payment time frames</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Reduced paper costs</li> <li>• Lessened paper clutter</li> <li>• More efficient operations</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Budget Constraints</li> <li>• Lack of resources</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	June 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, Materials, document storage system	All Funds

<b>Goal:</b>	City Financial Stability	
<b>Strategy #2:</b>	To update the City website to make it more user friendly to residents and business	
<b>Applicable Outcome</b>	Increased community activity on our digital platform	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Administrative Services	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Ease of use for businesses</li> <li>• Central location for City resources</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Increased Traffic to the City website</li> <li>• Increased awareness for City activities and events</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Budget constraints</li> <li>• Lack of resources</li> <li>• Lack of participation by community</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	June 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	All Funds

<b>Goal:</b>	City Financial Stability	
<b>Strategy #3:</b>	To Update the Citywide Fee Study	
<b>Applicable Outcome</b>	Balanced project budgets because of more accurate fee schedule	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Administrative Services	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>To ensure the City is receiving a reasonable rate for the fees it charges for its services</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Updated Citywide Fee Study</li> <li>Peer consistency of fees</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Budget Constraints</li> <li>Lack of resources</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>City Council</li> <li>Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	June 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, Materials	All Funds

# CITY FINANCIAL STABILITY

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—Mahatma Gandhi

## 5

## Goal Five

## GTrans

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. 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.



<b>Goal:</b>	Transportation	
<b>Strategy #1:</b>	COVID-19 Safety Commitment	
<b>Applicable Outcome</b>	Instill confidence in GTrans' customers and employees that its service, buses and facilities are safe	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Transportation	GTrans Administration, Maintenance and Operations	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Provide a safe, secure environment for customers and employees by following guidance from public health experts, keeping vehicles clean using best practices, providing timely information, and requiring face coverings and PPE</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Limiting the number of positive cases for GTrans employees</li> <li>• Maintain ridership</li> <li>• Implement/maintain cleaning schedule for vehicles and facilities</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Availability of PPE and other cleaning supplies</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• State and County Public Health Officials</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Spring 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources and equipment/supplies estimated at \$70,000	GTrans Operating Budget

<b>Goal:</b>	Transportation	
<b>Strategy #2:</b>	Implement GTrans Fleet Replacement Plan – Phase 1	
<b>Applicable Outcome</b>	Deploy 18 CNG buses into revenue service	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Transportation	GTrans Administration, Maintenance and Operations	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Complete first phase of GTrans fleet replacement plan with the receipt of initial 18 CNG buses, providing vehicles that are low-emission and support City air quality goals, and provide improved amenities for customers</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Improved Miles between Roadcalls metric</li> <li>Improved vehicle emissions (lower NOx)</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>DMV Titling</li> <li>Timely resolution of vehicle defects</li> <li>Implementation of new bus technology</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>El Dorado National (manufacturer)</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Winter 2020

<b>Cost</b>	<b>Funding Source(s)</b>
\$13.8M	GTrans FTA, State and Local capital funding

<b>Goal:</b>	Transportation	
<b>Strategy #3:</b>	Construct CNG fueling station and upgrade fleet maintenance facilities	
<b>Applicable Outcome</b>	Operate new CNG fueling station and upgrade fleet maintenance facilities	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Transportation	GTrans Administration, Maintenance and Operations	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Successful completion of construction and commissioning activities of new CNG Fueling Station and upgraded Fleet Maintenance Facilities and the commencement of onsite fueling and maintenance activities</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Maintenance of CNG buses begins</li> <li>• Fueling of CNG buses begins</li> <li>• Closeout of project and applicable grants</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Unforeseen issues that cause delays in project schedule</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• Successful Design-Build Contractor</li> <li>• Successful Construction Manager</li> <li>• SoCal Gas and SCE</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Summer 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, estimated cost of \$6M	GTrans FTA, State and Local capital funds



<b>Goal:</b>	Transportation	
<b>Strategy #4:</b>	Provide cost-efficient service delivery	
<b>Applicable Outcome</b>	Improve efficiency and effectiveness of GTrans service	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Transportation	GTrans Administration, Maintenance and Operations	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Ensure GTrans is monitoring and exploring financial opportunities to make its service cost effective and efficient</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Conduct monthly reviews of Finances</li> <li>• Improve GTrans Cost/Hour</li> <li>• Review fare structure</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Regional fare program efforts</li> <li>• Availability of funding</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• LA Metro and Municipal Operators in the Region</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Summer 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	N/A

# GTRANS

“When it is obvious that the goals cannot be reached, don’t adjust the goals, adjust the action.”  
- Confucius

## 5

# Goal Five

## GTrans

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. 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.



<b>Goal:</b>	Transportation	
<b>Strategy #1:</b>	Implement Automated Vehicle Location (AVL) technology	
<b>Applicable Outcome</b>	Deploy CAD/AVL and real-time information technologies	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Transportation	GTrans Administration, Maintenance and Operations	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Deployment of GRID (CAD/AVL and Real-Time Information) to improve GTrans service operations and improve service information to GTrans customers</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Improved on-time performance</li> <li>• Improved monitoring of onboard safety and security</li> <li>• Deployment of real-time transit information on signage and on GTrans website</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Implementation of new technology platforms</li> <li>• Project delays</li> <li>• Integration of new processes into daily operations</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• Clever Devices</li> <li>• EIDorado National</li> <li>• Trapeze</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	Fall 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources; Cost \$2.9M	GTrans FTA, State and Local capital funds

<b>Goal:</b>	Transportation	
<b>Strategy #2:</b>	Improve bus stop and onboard amenities	
<b>Applicable Outcome</b>	Deploy bus stop and onboard amenities such as lighting, trash receptacles and real-time information signage	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Transportation	GTrans Administration, Maintenance and Operations	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Provide a safe, secure and convenient environment for customers and employees, by deploying amenities such as lighting, trash receptacles and real-time information signage</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Installation of real-time information signage at key bus stops</li> <li>• Install solar lighting at select bus stops</li> <li>• Install trash receptacles at key locations</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Project delays</li> <li>• Implementation of new technology</li> <li>• Interjurisdictional cooperation</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• Clever Devices</li> <li>• Big Belly Trash Cans</li> <li>• Surrounding Municipalities</li> <li>• City of Gardena Public Works</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	Spring 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources; \$430,000	GTrans FTA, State and Local capital funds

<b>Goal:</b>	Transportation	
<b>Strategy #3:</b>	Develop and implement employee training programs	
<b>Applicable Outcome</b>	Improve employee customer service, leadership and communications skill sets	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Transportation	GTrans Administration, Maintenance and Operations	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Provide career ladder opportunities and improve skills for employees</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Increased number of internal promotions</li> <li>• Improved turnover rate</li> <li>• Reduced number of customer complaints</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• COVID-19 Impacts on holding in-person, interactive classes</li> <li>• Receptiveness of employees</li> <li>• Impact of hiring freeze</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• Gardena Human Resources</li> <li>• GMEA/GMEO</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	Spring 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources; Cost TBD	GTrans Operating Budget

# GTRANS

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## 5

# Goal Five

## GTrans

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. 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.





<b>Goal:</b>	Transportation	
<b>Strategy #1:</b>	Identify new service opportunities	
<b>Applicable Outcome</b>	Provide GTrans customers with additional ways to travel throughout the region	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Transportation	GTrans Administration, Maintenance and Operations	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Work to add additional bus routes, reconfigured lines, and new service to access activity centers</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Implementation of NFL game-day service to SoFi Stadium</li> <li>• Additional new bus service</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Available manpower</li> <li>• Coordination with other transit agencies</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• LA Metro, Municipal Transit Operators in LA County</li> <li>• City of Inglewood</li> <li>• SoFi Stadium</li> <li>• GMEA/GMEO</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	Summer 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources: Cost TBD	GTrans Operating Budget

<b>Goal:</b>	Transportation	
<b>Strategy #2:</b>	Implement Solar and Electric Charging Station Infrastructure	
<b>Applicable Outcome</b>	Operate new electric charging station with support from battery storage and energy generation from solar panels	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Transportation	GTrans Administration, Maintenance and Operations	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Construct electric charging station to power electric buses, along with energy storage and solar panels</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Successful completion of construction and purchase of required equipment</li> <li>Ability to charge buses on a nightly basis</li> <li>Ability to store excess power generated from solar panels, working towards moving to at least partially off the electric grid</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Unforeseen issues that cause project delays</li> <li>Ability of electrical grid to accommodate power generation</li> <li>Funding</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>SCE</li> <li>City of Gardena Public Works</li> <li>Successful manufacturer of future electric buses</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	Spring 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources; Estimated at \$4M	GTrans FTA, State and Local capital funding

# GTRANS

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- Confucius



# Goal Six

## CITY 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.



<b>Goal:</b>	City Facilities & Infrastructure	
<b>Strategy #1:</b>	Sustain current services and infrastructure & facility conditions	
<b>Applicable Outcome</b>	Consistent community experience throughout changing national climate	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Public Works	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Minimize public inconvenience in all levels (i.e. public road work services, counter assistance, potholes, traffic safety and internal services, etc.)</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Gardena Direct tickets</li> <li>Pavement Condition Index (PCI)</li> <li>Permits</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>COVID-19 status &amp; health</li> <li>Staffing limitations</li> <li>Budget</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>City Council</li> <li>Management Team</li> <li>Regional Support (LA Metro, SBCCOG, neighboring jurisdictions)</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	June 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources and other Budgeted Cost	General & various Enterprise funds

<b>Goal:</b>	City Facilities & Infrastructure	
<b>Strategy #2:</b>	Identify critical positions for succession planning	
<b>Applicable Outcome</b>	Retain key institutional knowledge within the City	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Public Works	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Identify key skills or role gaps, continuing education and mentorship</li> <li>• Retain institutional knowledge and successful services</li> <li>• Professional/career development</li> <li>• Identify deficiency</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Retention of key employees</li> <li>• Increased morale</li> <li>• Enhanced workforce skill set</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Competitive market</li> <li>• Funding &amp; staffing</li> <li>• Allocating time for cross training</li> <li>• Strategizing mentorships</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	June 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund

<b>Goal:</b>	City Facilities & Infrastructure	
<b>Strategy #3:</b>	Prepare emergency maintenance support	
<b>Applicable Outcome</b>	Well prepared emergency responses	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Public Works	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Alternative option (on-call services)</li> <li>• Reduce city liability</li> <li>• Work schedule flexibility</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Response time</li> <li>• Overtime reduction</li> <li>• Contingency plans</li> <li>• Increase resources and knowledge</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Collaborating institutional knowledge</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> <li>• Consultant</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	June 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Not to exceed \$100k/year as needed	General Fund

# CITY FACILITIES & INFRASTRUCTURE

"Vision without action is a daydream. Action without vision is a nightmare."  
└ Japanese Proverb





# Goal Six

## CITY 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.



<b>Goal:</b>	City Facilities & Infrastructure	
<b>Strategy #1:</b>	Update City Public Works web page	
<b>Applicable Outcome</b>	Ease of community use	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Public Works	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Updated information</li> <li>• User friendly interface</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Evaluation of community use</li> <li>• Gardena Direct request</li> <li>• Public responses</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Allocation of staff resources</li> <li>• Online traffic</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• Management Team</li> <li>• Technology Resources</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	June 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund

<b>Goal:</b>	City Facilities & Infrastructure	
<b>Strategy #2:</b>	Develop infrastructure master plans	
<b>Applicable Outcome</b>	Facility maintenance and replacement schedule	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Public Works	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Short to long term needs &amp; plans</li> <li>• Asset &amp; Geographical Information System data</li> <li>• Current status &amp; future projections</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Usage for public &amp; private development</li> <li>• Completion and availability</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Staffing limitations</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• Management Team</li> <li>• Consultants</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	June 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund

<b>Goal:</b>	City Facilities & Infrastructure	
<b>Strategy #3:</b>	Public contract and procurement training	
<b>Applicable Outcome</b>	Well trained staff and more avenues to obtain grants and contracts	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Public Works	Administrative Services	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Adherence to all City and State regulations</li> <li>• Best practices for procurement</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Audit of internal systems</li> <li>• Enhance workforce skill set</li> <li>• Staff evaluations</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Culture change</li> <li>• Training &amp; resources</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• Management Team</li> <li>• Administrative Services</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	June 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund

# CITY FACILITIES & INFRASTRUCTURE

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# Goal Six

## CITY 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.



<b>Goal:</b>	City Facilities & Infrastructure	
<b>Strategy #1:</b>	Develop Geographical Information System	
<b>Applicable Outcome</b>	Efficient operations by streamlined processes	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Public Works	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Centralized data collection, dissemination and streamline workflow</li> <li>• Support operational &amp; maintenance decision making</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Asset/infrastructure management</li> <li>• Work order management</li> <li>• Employee and/or public feedback</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Allocating staff &amp; funding</li> <li>• Training</li> <li>• Ongoing updates and maintenance</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• Management Team</li> <li>• Technology Resources</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	June 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, system cost	General Fund

<b>Goal:</b>	City Facilities & Infrastructure	
<b>Strategy #2:</b>	Continue to monitor and update Public Works fleet and equipment	
<b>Applicable Outcome</b>	Reduced replacement cost from improved fleet management	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Public Works	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Maintain compliances</li> <li>• Increase level of clean air fleet</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Fuels &amp; energy saving</li> <li>• Equipment longevity</li> <li>• Contribution to clean air</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Resource and staff</li> <li>• Ongoing training &amp; maintenance</li> <li>• Funding</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Administrative &amp; fleet team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	June 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources, clean air equipment	General Fund



# CITY FACILITIES & INFRASTRUCTURE

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┆ Japanese Proverb

# 7 Goal Seven

## Gardena Workforce Development

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 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.



<b>Goal:</b>	City Workforce Development	
<b>Strategy #1</b>	Optimize workplace productivity and enhance the overall employee performance by developing a dashboard to measure key human resources and risk management metrics	
<b>Applicable Outcome</b>	Achieve workforce excellence by focusing on organizational efficiency through innovation and accountability at all levels of operation	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Human Resources Office	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Organizational responsiveness based on objective data analysis to guide policy development</li> <li>• Accessibility of information for employees</li> <li>• Accountability of employees for risk management purposes</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Development of key performance indicators</li> <li>• Cost savings through risk reduction and benefits account management</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Time constraint</li> <li>• Technology/software to track key performance indicators</li> <li>• Openness to organizational culture change</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Spring 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget

<b>Goal:</b>	City Workforce Development	
<b>Strategy #2</b>	Create a Personnel Committee comprised of staff and management to allow collaboration and open communication.	
<b>Applicable Outcome</b>	Achieve workforce excellence by focusing on organizational efficiency through innovation and accountability at all levels of operation	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Human Resources Office	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Open and productive communication between management and employees</li> <li>• Employees that understand the City's mission, vision, and goals</li> <li>• Management that understands the everyday experience at the City</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Improvement in labor-management relationship</li> <li>• Enhancement in the experience of residents</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Time constraint</li> <li>• Openness to organizational culture change</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Summer 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget

<b>Goal:</b>	City Workforce Development	
<b>Strategy #3</b>	Maximize reimbursement programs, developmental tools, and other employee benefits offered by excess insurance carriers and health insurance plans	
<b>Applicable Outcome</b>	Employees that are more content and better cared for through easier access to existing City programs	
<b>Project Year:</b>	FY 2020-2021	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Human Resources Office	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Accessibility of information for employees</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Employee morale</li> <li>• Participation in employee programs</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Participation</li> <li>• Technology/Software implementation</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> <li>• Employees</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2020-2021	Spring 2021

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget

# GARDENA WORKFORCE DEVELOPMENT

“The power of effecting change for the better is within ourselves,  
not in the favorableness of circumstances.”

- Helen Keller

# 7 Goal Seven

## Gardena Workforce Development

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 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.



<b>Goal:</b>	City Workforce Development	
<b>Strategy #1:</b>	Conduct a classification study to define job series and ensure accurate job descriptions	
<b>Applicable Outcome</b>	Appropriate classification of all employees	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Human Resources Office	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Employees and Management understanding job classification and reduce out of class employment</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Update of all job descriptions to reflect current scope of responsibilities and qualifications</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Meet and confer on changes to job descriptions</li> <li>• Potential cost of salary adjustment based on classification alignment</li> <li>• Cost of consultants</li> <li>• Appetite for organizational change</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	Spring 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget



<b>Goal:</b>	City Workforce Development	
<b>Strategy #2:</b>	Create a training and development program to bolster professional growth	
<b>Applicable Outcome</b>	Developed workforce and clear career paths	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Human Resources Office	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Create opportunities for employees to learn and grow</li> <li>• Improve the quality of the workforce</li> <li>• Understand a career paths between classifications</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Creation of a job series and promotional requirements</li> <li>• Access to opportunities for training and development</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Interest in promotional opportunities</li> <li>• Participation in training and development programs</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> <li>• Employees</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	Spring 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget

<b>Goal:</b>	City Workforce Development	
<b>Strategy #3:</b>	Develop an Injury and Illness Prevention Program and provide training to ensure employee health and safety, reduce productivity loss, and comply with state and federal regulations	
<b>Applicable Outcome</b>	Achieve workforce excellence by investing in health and safety	
<b>Project Year:</b>	FY 2021-2022	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Human Resources Office	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>• Ensure safety compliance at all levels of the City</li> <li>• Instruct employees on best practices for health and safety</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>• Reduction in loss time</li> <li>• Improvement in work environment</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>• Change in regulations for health and safety</li> <li>• Implementation timelines</li> <li>• Interest and participation in training program</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Management Team</li> <li>• Employees</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2021-2022	Spring 2022

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget

# GARDENA WORKFORCE DEVELOPMENT

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# 7 Goal Seven

## Gardena Workforce Development

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<b>Goal:</b>	City Workforce Development	
<b>Strategy #1:</b>	Implement electronic document management system	
<b>Applicable Outcome</b>	Streamlined document management and reduced paper waste	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Human Resources Office	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Achieve efficient management of electronic documents and approval process while reducing paper waste</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Standardized document filing system</li> <li>Reduction in records duplication</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Cost of technology platform</li> <li>Training on technology</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>City Council</li> <li>Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	Spring 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget Enterprise Fund

<b>Goal:</b>	City Workforce Development	
<b>Strategy #2:</b>	Implement electronic employee performance evaluation program	
<b>Applicable Outcome</b>	Clear and efficient employee review system	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Human Resources Office	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Achieve efficient management of electronic documents and approval process while reducing paper waste</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Standardized document filing system</li> <li>Reduction in records duplication</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Cost of technology platform</li> <li>Training on technology</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>City Council</li> <li>Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	Spring 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget Enterprise Fund

<b>Goal:</b>	City Workforce Development	
<b>Strategy #3:</b>	Conduct employee satisfaction survey	
<b>Applicable Outcome</b>	Enhance workforce excellence by improving the employee experience	
<b>Project Year:</b>	FY 2022-2023	
<b>Coordinator:</b>	<b>Assisted By:</b>	
Human Resources Office	Department Management Teams	

<b>Outcome Description(s):</b>	<ul style="list-style-type: none"> <li>Evaluate workforce strengths and weaknesses from employee responses and plan for improvement</li> </ul>
<b>Performance Indicator(s):</b>	<ul style="list-style-type: none"> <li>Employee survey responses</li> <li>Resident experience after improvements</li> </ul>
<b>Challenges/Barriers:</b>	<ul style="list-style-type: none"> <li>Employee participation</li> <li>Appetite for change in procedure</li> </ul>
<b>Partners:</b>	<ul style="list-style-type: none"> <li>City Council</li> <li>Management Team</li> </ul>

<b>Timeline for Implementation</b>	<b>Expected Completion Date</b>
FY 2022-2023	Spring 2023

<b>Cost</b>	<b>Funding Source(s)</b>
Staff Resources	General Fund Budget Enterprise Fund

# GARDENA WORKFORCE DEVELOPMENT

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