



CITY OF CERRITOSSM

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AGENDA REPORT

TO: Honorable Mayor and Members of the City Council

FROM: Robert A. Lopez, City Manager *[Signature]*

INITIATED BY: Drew Schneider, Director of Administrative Services *[Signature]*
Peter Kemp, Finance Manager/City Treasurer *[Signature]*

DATE: December 12, 2024

SUBJECT: **REVIEW AND CONSIDERATION FOR THE CERRITOS CITY COUNCIL TO PRIORITIZE THE STRATEGIC GOALS AND APPROVE OBJECTIVES TO GUIDE THE PREPARATION OF THE CITY'S FISCAL YEAR 2025-26 BUDGET AND STRATEGIC FINANCIAL PLAN IN ACCORDANCE WITH THE STRATEGIC FINANCIAL PLAN AND BUDGET PREPARATION POLICY (POLICY NO. 2.04)**

BACKGROUND

On April 28, 2022, the City Council adopted a comprehensive policy and procedures manual that provides direction and guidance on a wide variety of City-related administrative matters. Among the policies adopted therein is Policy 2.04, which formalizes the City's budget preparation process. The policy includes a requirement to hold a working meeting of the City Council involving the City's executive team and members of the general public. Specifically, said policy requires that a Strategic Planning Session be conducted annually to prioritize budget goals and initiate the City's budget preparation process. On November 4, 2024, the City Council conducted a Strategic Planning Session to guide the preparation of the City's Fiscal Year (FY) 2025-26 Budget.

CONSULTANT-LED STRATEGIC PLANNING

For this year's Strategic Planning Session, as directed in City Council Consensus Item 373, the City engaged Tripepi Smith, a consultant with extensive experience in municipal strategic planning, to lead the process. This consultant-led approach has enriched the strategic planning experience by incorporating a broader range of community input and supporting a more comprehensive, multi-year planning horizon.

By facilitating engagement through a series of workshops, community surveys, and additional outreach, Tripepi Smith helped gather a more representative cross-section of perspectives from Cerritos residents and stakeholders. The involvement of a neutral,

third-party consultant has fostered open discussion, enabling the City Council to approach goal-setting from an objective and community-centered perspective.

FY 2025-26 GOALS AND OBJECTIVES

Based on a thorough analysis of feedback collected through these engagement activities, Triepi Smith narrowed the focus for the strategic plan to eight goals. These goals are designed to reflect the community's values while addressing the City's operational needs. The eight goals previously presented for consideration by the City Council included:

- Enhance Public Safety
- Attract and Retain a Highly-Skilled Workforce
- Assess and Maintain Infrastructure
- Strengthen Economic Development
- Improve Technology Resources
- Focus on Fiscal Transparency and Sustainability
- Improve Community Communications
- Ensure Continued Excellence in Community Recreation and Cultural Programming

At the November 4, 2024, City Council meeting, the City Council approved the above eight priority goals and directed staff to collaborate with Triepi Smith to develop corresponding objectives to achieve those goals. The Triepi Smith team worked closely with the City's Executive Management Team to draft these objectives. The Budget and Finance Ad Hoc Working Group then refined the objectives to ensure feasibility, strategic alignment, and compatibility with available resources. The December 12, 2024 City Council meeting will focus on determining the priority order of the eight goals and discussing, modifying, and considering the supporting objectives.

The Triepi Smith team has drafted a Strategic Planning Report that identifies the proposed goals and objectives, which is attached to this report as Exhibit 1. It should be noted, however, that the order in which the goals are presented, as well as the specific objectives, are subject to modification upon further direction provided by the City Council during this agenda item.

NEXT STEPS

Once approved, City staff will integrate the goals and objectives into budget allocation recommendations for the City Council's consideration in Spring 2025. Objectives that do not require additional budget allocation will begin to be implemented by City staff upon City Council approval of the goals and objectives.

CONCLUSION

The Strategic Planning Process, led by Triepi Smith, represents an expanded commitment to proactive planning for the City of Cerritos. By leveraging insights from residents, staff, and elected officials, the City Council has defined strategic goals that balance immediate priorities with long-term aspirations for the community.

The collaborative planning process has resulted in draft measurable objectives that align resources with City Council goals, fostering a strategic approach that is adaptable, accountable, and reflective of Cerritos' evolving needs. This approach will shape the

City's strategic direction, providing a roadmap for sustainable growth and enhanced community services, and setting Cerritos on a clear path toward realizing its vision for the future.

RECOMMENDATIONS

It is recommended that the City Council:

1. Review and discuss the information provided herein;
2. Prioritize the goals in rank order;
3. Review and consider the goals and corresponding objectives;
4. Adopt the Strategic Plan, inclusive of any modifications directed by the City Council; and
5. Direct the City Manager to utilize these goals and objectives in the development of the City's FY 2025-26 Budget.

Exhibit List

1. Draft City of Cerritos Strategic Planning Report



CITY OF CERRITOS

STRATEGIC PLANNING REPORT

December 2024

Prepared by:
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Christine Martin, Director
Kylie Sun, Business Analyst



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EXECUTIVE SUMMARY

Purpose of Strategic Planning

Strategic planning is a common best practice for all organizations. Identifying broad goals, defining success for the organization and helping to set a direction for the management team are logical management practices. In city governments, this takes on a particularly important role where the function of the elected leaders is to set targets and priorities for the agency staff, and then to unleash the city staff to work on accomplishing the goals and delivering for the community. An effective strategic planning process both informs city staff about the priorities of the city council they serve and helps council members resolve their competing priorities and visions for the city they serve.

City managers find the strategic planning process to be particularly helpful as it gives them a chance to hear from all the council members in a public forum where they can engage each other in healthy dialogue of shared missions and visions. This process also aids the city staff leadership team, allowing them to share their expertise to help inform the elected leaders about areas of concern, potential focus areas and strategic solutions. The robust exchange can align the city staff to the aspirations of the city council and provide a plan for its work and budget priorities.

The purpose of the process is not only to identify goals, but also to establish a work plan with reportable objectives to accomplish those goals and provide ongoing progress reports to the City Council.

City of Cerritos Background

The City of Cerritos is a thriving community known for its thoughtful urban planning, well maintained neighborhoods, outstanding public education system, cultural assets and broad economic base. The City has long been known as a highly desirable place to live which is reflected in its excellent amenities, strategic location, culturally rich and ethnically diverse population and high property values.

The City undertook this strategic planning effort to focus its efforts on goals that will safeguard the high standards the community expects and to address the challenges brought on by state regulatory changes, changing economic realities, aging infrastructure, and a changing workforce among other things. The City seeks to focus its strategies on ensuring the highest standard of living consistent with its history and community expectations.

These challenges are more expressly identified as follows:

State Regulatory Changes

In 2012, California legislators and the Governor eliminated Redevelopment in the state. Cerritos had one of the strongest redevelopment agencies in California with annual revenues in excess of \$30 million. Due to the state action, these funds, which contributed substantially to the City's very high maintenance standards, are no longer available to the City.

Changing Economic Realities

Cerritos has long maintained a very strong retail sales tax base through the Cerritos Auto Square, Los Cerritos Center and Cerritos Towne Center. The nature of retail sales is rapidly changing with continuous growth in internet-based sales competing with traditional brick and mortar stores. The pandemic likely accelerated this transition. The result of this dynamic is limited sales tax growth for the foreseeable future without new opportunities to broaden or diversify the tax base.

Aging Infrastructure

Much of the City's infrastructure, including but not limited to sewer and water systems, roads, traffic systems and facilities is over 50 years old and in need of investment.

Changing Workforce

The City has had the benefit of significant longevity in its staffing ranks. Over the next ten years the City anticipates several retirements that will represent a loss of institutional knowledge. Comprehensive training for new employees, particularly in leadership positions will be important for the City's continued success.

This Strategic Plan identifies eight primary goals for achieving long term excellence for the City. These goals are intended to prioritize management's efforts in addressing identified challenges and ensuring the City will maintain its own very high standards. A number of these goals and objectives will come with new costs. Given the City's current budget is balanced with very little excess revenue, the Council should give careful consideration in its next budget for dealing with new costs. The options are clear but limited. The City can fund new programs with the following options:

- Fund new programs out of reserves. Best industry practice would focus spending from reserves on one-time rather than ongoing expenditures.
- Offset new program costs with reductions in other ongoing expenses.
- Raise new revenues to support new programs.

Strategic Planning Process

This year, the City of Cerritos engaged Tripepi Smith Talent Solutions (TSTS) to lead the strategic planning process for the City Council. The process included the following:

| Strategic Planning Steps | Date |
|--|---------------------------|
| Meeting(s) with the Executive Team to gather input from Directors on areas for improvement. | September – October |
| Staff Questionnaire , sent to all Cerritos staff. | September 25 – October 22 |
| Community Questionnaire to hear from the community on their concerns and priorities ahead of the community workshops. The questionnaire was promoted on City social media channels, included in the City newsletter and housed on the City's website. | September 25 – October 30 |
| One-on-one meetings with City Council to gather feedback on individual concerns and priorities. | October |
| Community Workshop #1 at Council Chambers | Saturday, October 19 |
| Community Workshop #2 at Cerritos Park East | Wednesday, October 23 |
| Strategic Planning Workshop with City Council to discuss the proposed goals based on input received. | Monday, November 4 |
| Work Plan Session with City Staff to determine a work plan and Key Performance Indicators (KPIs) for each goal. | Tuesday, November 12 |
| City Council Meeting to adopt the Strategic Plan. | Thursday, December 12 |

SUMMARY OF INPUT RECEIVED

Staff Questionnaire

TSTS, in partnership with City staff, developed and distributed an online questionnaire to all City staff, which received 76 responses. Overall, priorities were ranked in the following order based on number of mentions:

| | |
|-------------|--------------------------------|
| Priority #1 | Public safety |
| Priority #2 | Infrastructure and maintenance |
| Priority #3 | Technology and innovation |
| Priority #4 | Economic development |
| Priority #5 | Community programming |
| Priority #6 | Housing |
| Priority #7 | Environmental sustainability |

A copy of the staff questionnaire can be found in Appendix A.

Community Questionnaire

TSTS, in partnership with City staff, developed and distributed an online community questionnaire, which received 163 responses. Overall, priorities were ranked in the following order based on number of mentions:

| | |
|--------------|---------------------------------|
| Priority #1 | Public safety |
| Priority #2 | Infrastructure and maintenance |
| Priority #3 | Economic development |
| Priority #4 | Technology and innovation |
| Priority #5 | Environmental sustainability |
| Priority #6 | Recreation classes and programs |
| Priority #7 | Library classes and programs |
| Priority #8 | Housing |
| Priority #9 | Senior classes and programs |
| Priority #10 | Performing Arts programming |

A copy of the community questionnaire can be found in Appendix B.

Community Workshops

In addition to the community questionnaire, the City held two community workshops. 25 community members participated across both workshops. In summary, TSTS identified the following themes from the community workshops:

- Improve communications

- Recreation programs are impacted
- Expand library hours
- Clean up trash in medians and off-ramps
- Tree maintenance/remove pine trees
- Permit requirements are too stringent
- Property maintenance is faltering
- Aging deteriorating infrastructure (sidewalks, streets)
- Park equipment not being repaired

The PowerPoint deck presented at the community workshop can be found in Appendix C.

SWOT ANALYSIS

As part of the process and as a result of all the input gathered, TSTS identified the following Strengths, Weaknesses, Opportunities and Threats for the Council to consider.

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> • Highly desirable place to live • Strong community pride • Strong commercial assets • High standards and expectations • Highly-desirable recreation programs • City aesthetics • Quality of facilities | <ul style="list-style-type: none"> • Staffing shortages, recruitment and retention • Technology needs upgrading • Communications, internal and external need improvement • Information not digitized and accessible • Antiquated procedures • Culture tries to do everything, everything is a priority • Recreation classes impacted |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • Promote tourism • Digitize all records • Infrastructure and facility needs assessments • Comprehensive look at threats to financial stability • Technology updates • Focus on return to greatness • Market the City • Economic impact assessment of cultural assets • Increase programming partnership opportunities • Routine scientific community surveys • Staff teambuilding | <ul style="list-style-type: none"> • Property crime increasing • Fast-changing commercial dynamics • Stagnant sales tax revenues • Enterprise operations losing money • Aging infrastructure/facilities costs • Long-term employees retiring/institutional knowledge leaving • State regulatory changes • Recruitment challenges |

STRATEGIC GOALS

TSTS reviewed all input received, identified and consolidated priorities and presented eight goals at a special meeting held on Monday, November 4, 2024. The Council agreed with the eight goals in concept and offered adjustments to objectives within each goal. On Tuesday, November 12, 2024, TSTS met with City staff to discuss a work plan and Key Performance Indicators (KPIs) to outline milestones for achieving each goal. The goals and metrics are outlined below.

| Goal #1 – Enhance Public Safety | | | |
|---|---|--|-----------|
| <i>To ensure a safer, more secure community.</i> | | | |
| Objective | Responsible Department¹ | Timeline | |
| 1.1 <ul style="list-style-type: none"> Expand residential burglary suppression program. Establish hybrid Community Services Officer/Private Security program to supplement and support Deputy Sheriffs with non-injury traffic reports, non-threatening crime reports, fingerprinting and focused neighborhood patrols. | Community Safety | Immediate | |
| 1.2 | Expand and expedite the rollout of the Automated License Plate Reader (ALPR) Program. Lobby the County for significantly improved responsiveness. | Community Safety | Immediate |
| 1.3 | Implement a drone program for crime suppression. | Community Safety | Immediate |
| 1.4 | Develop a more robust partnership between the City and County Sheriff relative to contract oversight and safety initiatives. | Community Safety Administrative Services | June 2025 |
| 1.5 | Explore the use of emerging technologies and analytics to enhance situational awareness. | Administrative Services Community Safety | June 2026 |

¹ Bold denotes the lead department.

Goal #2 – Attract and Retain a High Skilled Work Force

To continue providing excellent customer service to Cerritos residents.

| Objective | Responsible Department | Timeline |
|---|---|---------------|
| 2.1 Achieve and maintain full staffing. | Administrative Services All Departments | June 2026 |
| 2.2 Conduct a staffing assessment of all departments, assess staff-to-customer and/or project ratios, assess cost per service component. | Administrative Services All Departments | December 2025 |
| 2.3 Establish a competitive compensation policy that includes financial and non-financial benefits and is regularly reviewed. | Administrative Services | December 2026 |
| 2.4 Develop a comprehensive training program. Identify training opportunities through existing partnerships (i.e. CJPIA, Cal Cities, Institute for Local Government). Develop a mentorship program for new employees. Establish "train the trainer" programs for key functions in the City. | Administrative Services | December 2025 |
| 2.5 Review and formalize communications protocols and re-establish regular leadership updates to enhance transparency and staff engagement. | City Manager's Office Administrative Services | June 2025 |
| 2.6 Conduct annual employee climate surveys and formalize an exit interview process to continually monitor and improve employee awareness and engagement. | Administrative Services | June 2025 |
| 2.7 Create and launch a leadership development program, ensuring a pipeline of qualified leaders. | Administrative Services | June 2027 |
| 2.8 Update hiring practices to implement industry best practices for recruitment, selection and onboarding. | Administrative Services | June 2026 |

Goal #3 – Assess and Maintain Infrastructure

To ensure the community continues to receive vital services through a sustainable infrastructure strategy.

| Objective | Responsible Department | Timeline |
|--|---|---------------|
| 3.1 Explore alternative project delivery options including job order contracting and additional on-call contracts for quicker procurement. | Administrative Services Public Works | June 2025 |
| 3.2 Update Specific Operational Master Plans: <ul style="list-style-type: none"> • Fleet Replacement Plan • Pavement Management Program (Continue to update) • ADA Transition Plan • Park Management Plan • Urban Forest Management Plan • Water Master Plan • Reclaimed Water Master Plan • Sewer Master Plan • Public Art Master Plan | Public Works Administrative Services Community and Cultural Services | June 2026 |
| 3.3 Conduct a Citywide facility condition assessment. | Public Works Administrative Services | December 2026 |
| 3.4 Establish a Capital Improvement Program (CIP) prioritization methodology, reflecting community needs and resource availability. | Public Works Administrative Services | December 2025 |
| 3.5 Establish an asset management program, including inventory, maintenance and replacement schedules. | Public Works Administrative Services | June 2027 |

Goal #4 – Strengthen Economic Development

To continue driving economic growth.

| Objective | Responsible Department | Timeline |
|--|------------------------|-----------|
| 4.1 Complete the preparation of the economic development strategic plan and commence implementation. | Community Development | June 2025 |
| 4.2 Establish a City property management partnership program to assist property owners in enhancing the economic potential of their properties. | Community Development | June 2026 |
| 4.3 Mixed Use Development: Leverage opportunities with an Enhanced Infrastructure Financing District (EIFD). | Community Development | June 2027 |
| 4.4 Ensure all City-owned properties are leased, at their highest and best use to maximize return on investment; leverage opportunities to strengthen partnerships with lessees toward mutual gain to maximize return on investment. | Community Development | June 2027 |
| 4.5 Explore opportunities to adapt development policies and processes to support a dynamic marketplace. | Community Development | June 2027 |

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Goal #5 – Improve Technology Resources

To improve staff performance and efficiency.

| Objective | Responsible Department | Timeline |
|---|--|---------------|
| 5.1 Migrate to the full Microsoft Office Suite | Administrative Services | June 2025 |
| 5.2 Draft and promulgate the Information Technology Master Plan (ITMP). | Administrative Services | December 2025 |
| 5.3 Update software systems Citywide or by department and increase efficiency for organization, residents, records retention and records access. <ul style="list-style-type: none"> • Permit software • Digitization Identify a consultant to conduct a records management assessment - establish a consistent methodology across the City. | Administrative Services Community Development City Clerk's Office Public Works | December 2025 |
| 5.4 Develop a comprehensive Artificial Intelligence policy and evaluate opportunities to enhance City programs through the appropriate use of emerging technologies. | Administrative Services All Departments | June 2026 |
| 5.5 Implement the Tyler Enterprise Resource Planning (ERP) Program. | Administrative Services | June 2026 |
| 5.6 Complete the implementation of the ITMP. | Administrative Services | December 2027 |

Goal #6 – Focus on Fiscal Transparency and Sustainability

To strengthen public trust and responsibly manage resources by ensuring transparent financial practices, meeting all legal obligations, and making well-informed decisions that support long-term fiscal sustainability.

| Objective | Responsible Department | Timeline |
|--|---|---------------|
| <p>6.1 Review and assess Citywide fiscal policies:</p> <ul style="list-style-type: none"> • Establish a reserve policy by fund type, defining minimum and target levels, with automatic actions triggered when reserves fall below or exceed these thresholds. • Establish a cost recovery policy by function, prioritizing enterprise funds. • Establish a policy of target funding levels for unfunded pension liabilities. | Administrative Services | December 2025 |
| <p>6.2 Conduct a comprehensive fee analysis of all City programs with a third-party consultant.</p> | Administrative Services All Departments | December 2025 |
| <p>6.3 Conduct a comprehensive budget review process and transition toward fund-based budgeting.</p> | Administrative Services | June 2027 |

Goal #7 – Improve Community Communications

To improve community transparency and engagement.

| Objective | Responsible Department | Timeline |
|--|---|---------------|
| 7.1 Expand the use of the GoGov app to accomplish improved status of service reportable to the community. | Administrative Services Public Works | June 2025 |
| 7.2 Conduct a comprehensive communications assessment: <ul style="list-style-type: none"> • Measure the effectiveness and optimize targeted communications across all channels including social media, website, email, emergency notifications, newsletter and branding. • Develop ongoing targeted messaging to support strategic plan objectives across departments. | Administrative Services | December 2025 |
| 7.3 Develop and implement a comprehensive marketing strategy for economic development. | Administrative Services Community Development | December 2025 |
| 7.4 Invest in additional tools to provide expanded access to City Services through Cerritos.Gov. | Administrative Services All Departments | June 2026 |
| 7.5 Develop a more robust partnership between the City and County Sheriff relative to community education and messaging. | Administrative Services Community Safety | June 2025 |
| 7.6 Establish a public education program, adapting to evolving community expectations related to community preservation. | Administrative Services Community Development | June 2026 |

Goal #8 – Ensure Continued Excellence in Community Recreation and Community Programming

To provide high-quality programming and ensure the widest possible community access.

| Objective | Responsible Department | Timeline |
|--|--|-----------|
| 8.1 Conduct an assessment of community needs to determine the most effective program offerings and hours of operation for the Senior Center, Library and Recreation facilities. Expand efforts to evaluate the effectiveness and demand for the City's community programs. | Community and Cultural Services | June 2025 |
| 8.2 Evaluate the creation of a 501(c)(3) non-profit to create opportunities for fund raising for the CCPA (Cerritos Center for the Performing Arts). | Theater | June 2025 |
| 8.3 Enhance coordination between the Library and the Cerritos Center for the Performing Arts in arts, education, and other programming to better meet community needs. | Theater / Community and Cultural Services | June 2026 |
| 8.4 Engage with the business and academic community to leverage technical support, assistance, and engagement on the production side of programming and events. | Theater | June 2027 |

CONCLUSION

The City of Cerritos became the exceptional community it is because of the vision and planning of its founders nearly seventy years ago, and the consistent application of high standards by its elected leaders and staff since its beginning. While many of the benefits of that early planning are clear and present today, evolving community needs along with economic and regulatory changes indicate the necessity for a fresh visioning process to ensure the City's high standards for future generations. This strategic plan represents an early step in that visioning process. Good strategic planning is an ongoing process. Just as it took many years to implement the transition from Dairy Valley to the exceptional modern-day Cerritos, building future efforts on this plan will be what ultimately achieves the extraordinary Cerritos of the future.

This plan includes actionable objectives across eight goals. Many of these objectives focus on formal assessments of the current state of operations and condition of facilities. These assessments are critical for future decision making by the Council on what the City can reasonably afford and accomplish going forward. They are also critical for effective future communications with community members on what is required to maintain the City's well-earned reputation and community expectations.

The City's executive team has put considerable thought and effort into developing this plan based on input from community members, City Staff and the City Council. Creating a plan is just an initial step. The success of this plan will require strong leadership to drive implementation and ensure alignment across departments and divisions. The results of that leadership and organizational effort will open new opportunities for growth and a continued bright future for Cerritos.

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APPENDIX A: STAFF QUESTIONNAIRE

City Staff Questionnaire

The City of Cerritos has embarked on a Strategic Planning initiative to review and discuss priorities, celebrate recent successes and establish goals for 2025-2026. There are two primary objectives we seek to achieve with this process:

1. Define and prioritize goals for the City Council and City staff to pursue in 2025-26.
2. Develop a work plan to help achieve each goal.

In preparation for the Strategic Planning Workshop with City Council, we are seeking input from City staff. Please provide answers to the following questions.

**Please note your answers are confidential and will not be shared publicly.*

 Saving disabled

Question 1 – What are one to two things that the City does well?

Your answer

Question 2 – Are there any services or programs you feel the City should expand or improve?

Your answer

Question 3 – Are there any areas in which the City should spend less time and resources?

Your answer

Question 4 – Which City services do you or your household use most frequently?
(Select up to 3)

- Public safety (police, fire)
- Parks and recreational programs
- Library services
- Public works (trash collection, street maintenance)
- Housing and social services
- Permitting and licensing
- Other: _____

Question 5 – Are there particular priorities that you want to raise for consideration?

Your answer

Question 6 – Are there any major upcoming work programs/projects in your department that should be considered when setting the Fiscal Year 25-26 priorities?

Your answer

Question 7 – What are the areas the City should prioritize in the next 3–5 years?
 (Rank in order of importance)

| | Priority #1 | Priority #2 | Priority #3 | Priority #4 | Priority #5 | Priority #6 | Priority #7 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------------|-----------------------|-----------------------|
| Public safety | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Infrastructure and maintenance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Housing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Environmental sustainability | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Technology and innovation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Community programming (Performing Arts, Library, Recreation, Senior Center, etc.) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Economic development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Question 8 - What suggestions do you have for making Cerritos a more vibrant and welcoming community?

Your answer

Question 9 – What are one or two things the City could do to improve your job satisfaction?

Your answer

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APPENDIX B: COMMUNITY QUESTIONNAIRE

City of Cerritos Strategic Planning

Prepared by  TRIPEPI SMITH
MULTIPLY SOLUTIONS

Community Questionnaire

The City of Cerritos has embarked on a Strategic Planning initiative to review and discuss priorities, celebrate recent successes and establish goals for 2025-2026. There are two primary objectives we seek to achieve with this process:

1. Define and prioritize goals for the City Council and City staff to pursue in 2025-26.
2. Develop a work plan to help achieve each goal.

In preparation for the Strategic Planning Workshop with City Council, we are seeking input from the community. Please provide answers to the following questions.

**Please note your answers are confidential and will not be shared publicly.*

 Saving disabled

* Indicates required question

Question 1 – What are one to two things that the City does well?

Your answer

Question 2 – Are there any services or programs you feel the City should expand or improve?

Your answer

Question 3 – Are there any areas in which the City should spend less time and resources?

Your answer

**Question 4 – Which City services do you or your household use most frequently?
(Select up to 3)**

- Public safety (police, animal care services, code enforcement, etc.)
- Parks and recreational programs
- Library services
- Public works (trash collection, street maintenance)
- Social services
- Permitting and licensing
- Senior services
- Other: _____

Question 5 – What are the areas the City should prioritize in the next 3–5 years?
 (Rank in order of importance)

| | Priority #1 | Priority #2 | Priority #3 | Priority #4 | Priority #5 | Priority #6 | Priority #7 | Priority #8 | Priority #9 |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Public safety | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Infrastructure and maintenance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Housing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Environmental sustainability | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Technology and innovation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Economic development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Performing Arts programming | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Library classes and programs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Recreation classes and programs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Senior Center classes and programs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Question 6 – Are there any other priorities not listed that the City should consider?

Your answer

Question 7 - What suggestions do you have for making Cerritos a more vibrant and attractive community?

Your answer

Question 8 – How could the City better serve you or your family?

Your answer

Question 9 - What is your age? *

Choose

Question 10 - Which of the following best describes your household? *

- Single-person household
- Couple with no children
- Couple with children
- Single-parent household
- Multigenerational household
- Other:

APPENDIX C: COMMUNITY WORKSHOP DECK



Strategic Planning Community Workshop

Saturday, October 19, 2024



October 2024

Agenda for Today

Saturday, October 19 | 9:00 AM – 11:00 AM

Welcome & Introductions

Overview of the Strategic Planning Process

Review of Current Goals

Community Priorities Discussion

Next Steps

Housekeeping & Reminders

1. Restrooms
2. Refreshments
3. Please be respectful of those speaking. Engagement works best when we allow everyone to share their thoughts and feedback.
4. We will be documenting all feedback shared today.

Introductions

Please share:

1. Name
2. How long you've lived in Cerritos
3. Favorite thing about living in Cerritos

Strategic Planning Overview

What is Strategic Planning?

A process where the City Council sets priorities, focuses energy and resources and ensures common goals for the city's future.

Community Input

The City Council would like **YOUR** input to ensure goals reflect community priorities.

All community input today will be documented and presented to City Council for consideration.

Strategic Planning Process

| Step in the Process | Date |
|---|-----------------------------|
| Meetings with Executive Team | September/October |
| 1-on-1 Meetings with City Council | October |
| Community Questionnaire | Ongoing |
| Community Workshop #1 | Saturday, October 19 |
| Community Workshop #2 | Wednesday, October 23 |
| Strategic Planning Workshop with City Council | Monday, November 4 |
| City Council Meeting to Adopt Strategic Plan | Thursday, December 12 |



Current Goals: FY 2024-25

On January 25, 2024, the City Council adopted the FY 2024-25 Strategic Plan which outlines five priority goals and their associated objectives.

Goal #1

Goal 1 - Enhance Public Infrastructure and Community Aesthetics

This goal focuses on the enhancement of streets, parks, and City facilities, combining structural upgrades with beautification efforts to enrich the community environment and preserve/enhance quality of life standards.

- G1-O1 Maintain accelerated rehabilitation of arterial streets that are in poor condition
- G1-O2 Maintain accelerated rehabilitation of residential streets that are in poor condition
- G1-O3 Rehabilitate arterial parkway landscaping
- G1-O4 Proactively inspect residential parkway trees/sidewalks for needed repairs before they are reported
- G1-O5 Maintain accelerated processing/ completion of Residential Pine Tree Reforestation Program Applications
- G1-O6 Proactively inspect and replace deteriorated street signs
- G1-O7 Revitalize Towne Center street signage
- G1-O8 Rehabilitate the Cerritos Sports Complex sports fields

Goal #2

Goal 2 - Boost Economic Growth and Prosperity

This goal focuses on driving economic growth through initiatives that boost sales tax revenue and attract investment, thereby strengthening the City's financial base and enhancing its appeal as an attractive destination for businesses and visitors alike.

- G2-O1 Retain and attract Cerritos-based sales tax generating uses
- G2-O2 Update the existing Cerritos Economic Development Strategic Plan
- G2-O3 Develop comprehensive vision and marketing strategy

Goal #3

Goal 3 - Enhance Effectiveness and Efficiencies of Public Safety Programs

This goal focuses on optimizing public safety programs and ensuring a safer, more secure community through innovative use of technology, enhanced personnel strategies, and streamlined resource allocation.

- G3-01 Enhance/upgrade the City's Department Operations Center (DOC) at the City's Corporate Yard and continue EOC training for all City employees
- G3-02 Enhance retail theft prevention and protection at commercial retail centers
- G3-03 Evaluate Automated License Plate Reader (ALPR) technologies for use by City parking enforcement staff
- G3-04 Continue expansion of the City's fixed ALPR camera program

Goal #4

Goal 4 - Increase Technology Infrastructure/Use

This goal focuses on expanding and modernizing the City's technology infrastructure, along with increasing the utilization of advanced technologies to boost connectivity, efficiency, and sustainability in City services and operations.

- G4-01 Develop a business plan and initiate steps for high-speed broadband implementation
- G4-02 Evaluate feasibility of installing a fiber optic network within City-owned traffic signal conduits
- G4-03 Develop an artificial intelligence usage policy
- G4-04 Implement artificial intelligence training for staff
- G4-05 Research and implement artificial intelligence within the City's enterprise application
- G4-06 Research and implement artificial intelligence within the City's network security frameworks
- G4-07 Increase and optimize the City's social media presence

Goal #5

Goal 5 - Increase Fiscal Transparency

This goal focuses on enhancing the openness and clarity of the City's financial operations, ensuring accessible, transparent financial information for improved public trust and informed community engagement.

- G5-O1 Modernize the City's financial systems for enhanced fiscal transparency
- G5-O2 Enhance public understanding of financial transparency tools



Discussion

Discussion Questions

1. What do you believe are the most pressing issues in Cerritos?
2. Are there any services or programs you feel the City should expand or improve?
3. Are there any areas in which the City should spend less time and resources?
4. What suggestions do you have for making Cerritos a more vibrant and attractive community?


Next Steps

| Step in the Process | Date |
|---|-----------------------|
| Community Questionnaire | Ongoing |
| Community Workshop #2 | Wednesday, October 23 |
| Strategic Planning Workshop with City Council | Monday, November 4 |
| City Council Meeting to Adopt Strategic Plan | Thursday, December 12 |


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APPENDIX D: STRATEGIC PLANNING WORKSHOP DECK



Strategic Planning Workshop
Monday, November 4, 2024

 **TRIPEPI SMITH**
marketing • technology • public affairs

November 2024

Agenda for Today

- Monday, November 4**
- Overview of the Strategic Planning Process
- Overview of Community and Staff Input
- SWOT Analysis
- Review Current Goals
- Discuss New Goals
- Next Steps

Strategic Planning Process

Strategic Planning Process

| Step In the Process | Date |
|--|---------------------------|
| Meetings with Executive Team | September – October |
| Staff Questionnaire | September 25 – October 22 |
| Community Questionnaire | September 25 – October 30 |
| 1-on-1 Meetings with City Council | October |
| Community Workshop #1 | Saturday, October 19 |
| Community Workshop #2 | Wednesday, October 23 |
| Strategic Planning Workshop with City Council | Monday, November 4 |
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Community and Staff Input

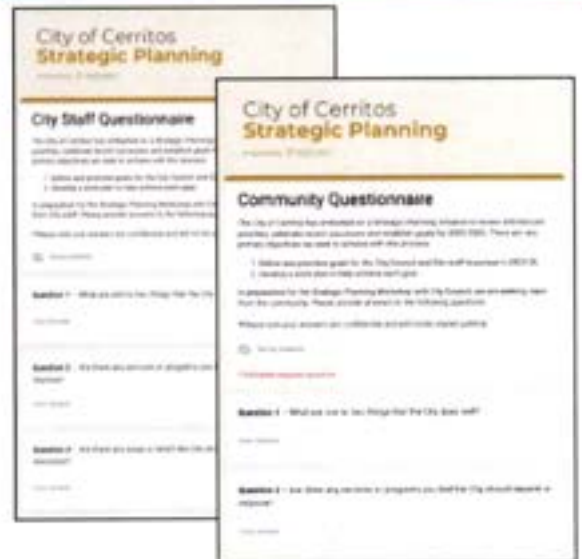
Community and Staff Input

Online Questionnaires

- 163 responses from the community
- 76 responses from staff

Community Workshops

- 25 participants across two workshops



Community Workshop Themes

- Improve communications
- Recreation programs are impacted
- Expand library hours
- Clean up trash in medians and offramps
- Tree maintenance/remove pine trees
- Permit requirements are too stringent
- Property maintenance is faltering
- Aging deteriorating infrastructure (sidewalks, streets)
- Park equipment not being repaired

Community Questionnaire

Overall ranking of priorities:

| | |
|--------------|------------------------------------|
| Priority #1 | Public safety |
| Priority #2 | Infrastructure and maintenance |
| Priority #3 | Economic development |
| Priority #4 | Technology and innovation |
| Priority #5 | Environmental sustainability |
| Priority #6 | Recreation classes and programs |
| Priority #7 | Library classes and programs |
| Priority #8 | Housing |
| Priority #9 | Senior Center classes and programs |
| Priority #10 | Performing Arts programming |

Staff Questionnaire

Overall ranking of priorities:

| | |
|-------------|--------------------------------|
| Priority #1 | Public safety |
| Priority #2 | Infrastructure and maintenance |
| Priority #3 | Technology and innovation |
| Priority #4 | Economic development |
| Priority #5 | Community programming |
| Priority #6 | Housing |
| Priority #7 | Environmental sustainability |

SWOT Analysis

SWOT

Strengths

- Highly desirable place to live
- Strong community pride
- Strong commercial assets
- High standards and expectations
- Highly-desirable recreation programs
- City aesthetics
- Quality of facilities

Weaknesses

- Staffing shortages, recruitment and retention
- Technology needs upgrading
- Communications, internal and external need improvement
- Information not digitized and accessible
- Antiquated procedures
- Culture tries to do everything, everything is a priority
- Recreation classes impacted

SWOT

Opportunities

- Promote tourism
- Digitize all records
- Infrastructure and facility needs assessments
- Comprehensive look at threats to financial stability
- Technology updates
- Focus on return to greatness
- Market the City
- Economic impact assessment of cultural assets
- Increase programming partnership opportunities
- Routine scientific community surveys
- Staff teambuilding

Threats

- Property crime increasing
- Fast-changing commercial dynamics
- Stagnant sales tax revenues
- Enterprise operations losing money
- Aging infrastructure/facilities costs
- Long-term employees retiring/institutional knowledge leaving
- State regulatory changes
- Recruitment challenges

Current Goals: FY 2024-25

On January 25, 2024, the City Council adopted the FY 2024-25 Strategic Plan which outlines five priority goals and their associated objectives.

Goal #1

Goal 1 - Enhance Public Infrastructure and Community Aesthetics

This goal focuses on the enhancement of streets, parks, and City facilities, combining structural upgrades with beautification efforts to enrich the community environment and preserve/enhance quality of life standards.

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Goal #2

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Goal #3

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- G3-04 Continue expansion of the City's fixed ALPR camera program

Goal #4

Goal 4 - Increase Technology Infrastructure/Use

This goal focuses on expanding and modernizing the City's technology infrastructure, along with increasing the utilization of advanced technologies to boost connectivity, efficiency, and sustainability in City services and operations.

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- G4-O2 Evaluate feasibility of installing a fiber optic network within City-owned traffic signal conduits
- G4-O3 Develop an artificial intelligence usage policy
- G4-O4 Implement artificial Intelligence training for staff
- G4-O5 Research and implement artificial intelligence within the City's enterprise application
- G4-O6 Research and implement artificial intelligence within the City's network security frameworks
- G4-O7 Increase and optimize the City's social media presence

Goal #5

Goal 5 - Increase Fiscal Transparency

This goal focuses on enhancing the openness and clarity of the City's financial operations, ensuring accessible, transparent financial information for improved public trust and informed community engagement.

- G5-O1 Modernize the City's financial systems for enhanced fiscal transparency
- G5-O2 Enhance public understanding of financial transparency tools

Goals for Consideration

Goal #1

Enhance Public Safety

To ensure a safer, more secure community.

- Expand residential burglary abatement program.
- Enhance programs to foster relationships between police and residents.
- Enhance crime prevention communications through engagement in schools, businesses, and recreation programs.

Goal #2

Assess and Maintain Infrastructure

To ensure the community continues to receive vital services through a sustainable infrastructure strategy.

- Address comprehensive infrastructure and facilities needs.
- Identify additional financial resources to address these challenges.

Goal #3

Strengthen Economic Development

To continue driving economic growth.

- Invest staff and other resources in driving economic development in the City.
- Attract new services and businesses for younger families and young adults.
- Diversify the City's economic footprint.
- Adapt to evolving community expectations.

Goal #4

Improve Technology Resources

To improve staff performance and efficiency.

- Modernize business systems and processes.
- Improve online services for residents.
- Digitize processes and records management.

Goal #5

Attract and Retain a Highly Skilled Work Force

To continue providing excellent customer service to Cerritos residents.

- Look at non-financial incentives.
- Address staff capacity.
- Develop a comprehensive training and engagement program for staff.

Goal #6

Focus on Fiscal Transparency and Sustainability

To help preserve public resources and the community's confidence in the City's governance and operation by ensuring the City fulfills its legal obligations and makes well-informed decisions.

- Develop a fiscally sustainable capital improvement program and utility framework.
- Perform a comprehensive cost analysis of services and review current fee structures.
- Review and assess fiscal policies.

Goal #7

Improve Community Communications

To improve community transparency and engagement.

- Conduct a communications assessment to evaluate the effectiveness of current communications.
- Expand and modernize communication tools to broaden reach.
- Train and equip staff to be excellent ambassadors for the City.
- Maximize opportunities for online services.

Goal #8

Ensure Continued Excellence in Community Recreation and Cultural Programming

To provide high-quality programming and ensure the widest possible community access.

- Evaluate opportunities to increase programming through engagement with additional third-party providers.
- Assess staffing-to-participant ratios to ensure effectiveness.
- Expand efforts to seek grants and donations for cultural programming.

Discussion

Goals for Consideration

Goals for Consideration

| | |
|---------|--|
| Goal #1 | Enhance Public Safety |
| Goal #2 | Assess and Maintain Infrastructure |
| Goal #3 | Strengthen Economic Development |
| Goal #4 | Improve Technology Resources |
| Goal #5 | Attract and Retain a Highly Skilled Work Force |
| Goal #6 | Focus on Fiscal Transparency and Sustainability |
| Goal #7 | Improve Community Communications |
| Goal #8 | Ensure Continued Excellence in Community Recreation and Cultural Programming |

Next Steps

| Step in the Process | Date |
|--|-------------------|
| City Staff and Tripepi Smith will meet to review the goals affirmed by the City Council and discuss programmatic objectives and metrics. | November |
| Tripepi Smith will assemble a report that includes goals, objectives and metrics. | November |
| City Council will review and consider adoption of a final report affirming goals, objectives and metrics. | November/December |

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