



AGENDA

EL SEGUNDO CITY COUNCIL
REGULAR MEETING
TUESDAY, OCTOBER 21, 2025

5:30 PM CLOSED SESSION
6:00 PM OPEN SESSION

CITY COUNCIL CHAMBER
350 MAIN STREET, EL SEGUNDO, CA 90245

Chris Pimentel, Mayor
Ryan W. Baldino, Mayor Pro Tem
Drew Boyles, Council Member
Lance Giroux, Council Member
Michelle Keldorf, Council Member

Susan Truax, City Clerk

Executive Team

Darrell George, City Manager
Barbara Voss, Deputy City Manager
Saul Rodriguez, Police Chief
Michael Allen, Community Development Dir.
Paul Silverstein, Interim IT Director
Aly Mancini, Recreation, Parks & Library Dir.

Mark Hensley, City Attorney
Paul Chung, CFO/ City Treasurer
George Avery, Fire Chief
Rebecca Redyk, HR Director
Elias Sassoon, Public Works Dir.

MISSION STATEMENT:

“Provide a great place to live, work, and visit.”

VISION STATEMENT:

“Be a global innovation leader where big ideas take off while maintaining our unique small-town character.”

The City Council, with certain statutory exceptions, can only act upon properly posted and listed agenda items. Any writings or documents given to a majority of City Council regarding any matter on this agenda that the City received after issuing the agenda packet are available for public inspection in the City Clerk's Office during normal business hours. Such documents may also be posted on the City's website at www.elsegundo.org and additional copies will be available at the City Council meeting.

Unless otherwise noted in the agenda, the public can only comment on City-related business that is within the jurisdiction of the City Council and/or items listed on the agenda during the Public Communications portions of the Meeting. Additionally, members of the public can comment on any Public Hearing item on the agenda during the Public Hearing portion of such item. The time limit for comments is five (5) minutes per person.

Those wishing to address the City Council are requested to complete and submit to the City Clerk a "Speaker Card" located at the Council Chamber entrance. You are not required to provide personal information in order to speak, except to the extent necessary for the City Clerk to call upon you, properly record your name in meeting minutes and to provide contact information for later staff follow-up, if appropriate.

REASONABLE ACCOMMODATIONS: In compliance with the Americans with Disabilities Act and Government Code Section 54953(g), the City Council has adopted a reasonable accommodation policy to swiftly resolve accommodation requests. The policy can also be found on the City's website at <https://www.elsegundo.org/government/departments/city-clerk>. Please contact the City Clerk's Office at (310) 524-2308 to make an accommodation request or to obtain a copy of the policy.

5:30 PM CLOSED SESSION – CALL TO ORDER / ROLL CALL

PUBLIC COMMUNICATION – (RELATED TO CITY BUSINESS ONLY – UP TO 5 MINUTE LIMIT PER PERSON, 30-MINUTE LIMIT TOTAL) *Individuals who have received value of \$50 or more to communicate to the City Council on behalf of another, and employees speaking on behalf of their employer, must so identify themselves prior to addressing City Council. Failure to do so shall be a misdemeanor and punishable by a fine of \$250. While all comments are welcome, the Brown Act does not allow City Council to take action on any item not on the agenda. City Council and/or City Manager will respond to comments after Public Communications is closed.*

SPECIAL ORDERS OF BUSINESS

RECESS INTO CLOSED SESSION: City Council may move into a closed session pursuant to applicable law, including the Brown Act (Government Code Section §54960, et seq.) for purposes of conferring with City’s Real Property Negotiator; and/or conferring with City Attorney on potential and/or existing litigation; and/or discussing matters covered under Government Code Section §54957 (Personnel); and/or conferring with City’s Labor Negotiators.

CONFERENCE WITH CITY’S LABOR NEGOTIATOR (GOV’T CODE §54957.6): -2-MATTER(S)

Employee Organizations: Police Officers’ Association (POA), City Employees Association (CEA)

Agency Designated Representative: Laura Drottz Kalty, City Manager, Darrell George, and Human Resources Director, Rebecca Redyk

6:00 PM – CONVENE OPEN SESSION – CALL TO ORDER / ROLL CALL

INVOCATION – Father Alexi Smith, St. Andrews Russian Greek Catholic Church

PLEDGE OF ALLEGIANCE – Mayor Pro Tem Baldino

SPECIAL PRESENTATIONS

1. Donation to the Worker Family and the El Segundo Unified School District PTAs from the El Segundo Firefighters' Association 5K Rock n' Run Event
2. Chevron Fire Incident Update — Jeff Wilson

PUBLIC COMMUNICATIONS – (RELATED TO CITY BUSINESS ONLY – UP TO 5 MINUTE LIMIT PER PERSON, 30 MINUTE LIMIT TOTAL) *Individuals who have received value of \$50 or more to communicate to the City Council on behalf of another, and employees speaking on behalf of their employer, must so identify themselves prior to addressing the City Council. Failure to do so shall be a misdemeanor and punishable by a fine of \$250. While all comments are welcome, the Brown Act does not allow Council to take action on any item not on the agenda. The Council will respond to comments after Public Communications is closed.*

CITY MANAGER FOLLOW-UP COMMENTS – (Related to Public Communications)

A. PROCEDURAL MOTIONS

Read All Ordinances and Resolutions on the Agenda by Title Only

Recommendation -

Approval

B. CONSENT

3. City Council Meeting Minutes

Recommendation -

1. Approve City Council Meeting Minutes from October 7, 2025.
2. Alternatively, discuss and take other action related to this item.

4. Warrant Demand Register for September 8, 2025 through September 28, 2025

Recommendation -

1. Ratify payroll and employee benefit checks; checks released early due to contracts or agreements; emergency disbursements and/or adjustments; and, wire transfers.
2. Approve Warrant Demand Register numbers 6A, 6B and 7A: warrant numbers 3057256 through 3057627, and 9003412 through 9003424.
3. Alternatively, discuss and take other action related to this item.

5. Award of Construction Contract to CJ Concrete Construction, Inc. for \$129,900 for the Community Development Block Grant American Disability Act Curb Ramp Improvements Project No. 602744-24/PW 24-13.

Recommendation -

1. Waive minor irregularities in the bid from CJ Concrete Construction, Inc.
2. Award a standard Public Works Construction Contract to CJ Concrete Construction, Inc. for \$129,900 for the Community Development Block Grant American Disability Act Curb Ramp Improvements Project No. 602744-24/PW 24-13.
3. Authorize an additional \$15,000 as contingency funds for potential unforeseen conditions.
4. Authorize the City Manager to execute the contract.

5. Alternatively, discuss and take other action related to this item.

6. Resolution Rejecting All Bids and Authorizing Readvertisement of the Project for the George E. Gordon Clubhouse HVAC Replacement Project at Recreation Park, Project No. PW 25-14

Recommendation -

1. Adopt a resolution rejecting all bids for engineering plans and specifications for the George E. Gordon Clubhouse HVAC Replacement Project at Recreation Park. Project No. PW 25-14.
2. Authorize staff to re-advertise the project for bids.
3. Alternatively, discuss and take other action related to this item.

C. PUBLIC HEARINGS

D. STAFF PRESENTATIONS

7. Resolution Authorizing the Public Works Director to Approve Plans and Specifications for the Teen Center, Plaza, and Skatepark Renovation Project at Recreation Park, Project No. PW 25-13

Recommendation -

1. Adopt a resolution authorizing the Public Works Director, or designee, to approve engineering plans and construction specifications for the Renovations of the Teen Center, Plaza, and Skatepark at Recreation Park. Project No. PW 25-13 to avail the City of immunities pursuant to Government Code § 830.6.
2. Authorize staff to advertise the project for construction bidding, as required.
3. Alternatively, discuss and take other action related to this item.

8. Recreation and Parks Divisions Organization Assessment Report

Recommendation -

1. Receive and file the Baker Tilly Recreation and Parks Divisions Organization Assessment report.
2. Alternatively, discuss and take other action related to this item.

9. Agreement with Matrix Consulting Group, Ltd. for a Citywide Staffing Assessment

Recommendation -

1. Authorize the City Manager to execute a Professional Services Agreement with Matrix Consulting Group, Ltd. in an amount not-to-exceed \$112,560 for a citywide staffing assessment.

2. Alternatively, discuss and take other action related to this item.

E. COMMITTEES, COMMISSIONS AND BOARDS PRESENTATIONS

10. Update on Major Events Committee Activities, El Segundo Wiseburn Aquatics Center Facility Use Agreements, and Proposed Initiatives in Preparation for FIFA World Cup 2028 and LA28 Olympic and Paralympic Games

Recommendation -

1. Receive and File Update on Major Events Committee Activities ("Major Events" meaning the FIFA World Cup 2026, Super Bowl LXI 2027, and the LA28 Olympic and Paralympic Games).
2. Authorize the City Manager to execute Facility Use Agreements with interested professional teams for the use of the El Segundo Wiseburn Aquatics Center for training camps leading up to and during the LA28 Olympics or other professional competitions, at a rate of \$80 per lane per hour, to off-set equipment procurement costs, operational costs, and resident displacement cost; including exclusive use of the 10-lane competition pool, and access to services and equipment to be provided by or procured by the City as part of the agreement.
3. Provide direction regarding the scope of research and planning for event activation and community engagement.
4. Provide direction regarding the research and development of a temporary off-site signage policy.
5. Provide direction regarding the research and development of a policy regarding short-term rentals during major events.
6. Provide direction regarding the research and proposal development for a temporary residential parking protection strategy.
7. Alternatively, discuss and take other action related to this item.

F. REPORTS - CITY CLERK

G. REPORTS - COUNCIL MEMBERS

Council Member Keldorf

Council Member Giroux

Council Member Boyles
Mayor Pro Tem Baldino
Mayor Pimentel

H. REPORTS - CITY ATTORNEY

I. REPORTS/FOLLOW-UP - CITY MANAGER

CLOSED SESSION

The City Council may move into a closed session pursuant to applicable law, including the Brown Act (Government Code Section §54960, et seq.) for the purposes of conferring with the City's Real Property Negotiator; and/or conferring with the City Attorney on potential and/or existing litigation; and/or discussing matters covered under Government Code Section §54957 (Personnel); and/or conferring with the City's Labor Negotiators.

REPORT OF ACTION TAKEN IN CLOSED SESSION (if required)

MEMORIALS

ADJOURNMENT

POSTED:

DATE: October 16, 2025
TIME: 2:30PM
BY: Susan Truax, City Clerk

**MEETING MINUTES OF THE EL SEGUNDO CITY COUNCIL
TUESDAY, OCTOBER 7, 2025**

CLOSED SESSION – Mayor Pimentel called the meeting to order at 5:00 PM

ROLL CALL

Mayor Pimentel	-	Present
Mayor Pro Tem Baldino	-	5:31 PM
Council Member Boyles	-	Present
Council Member Giroux	-	Present
Council Member Keldorf	-	Present

PUBLIC COMMUNICATION – (Related to City Business Only – 5-minute limit per person, 30-minute limit total)

SPECIAL ORDER OF BUSINESS:

Mayor Pimentel announced that Council would be meeting in closed session pursuant to the items listed on the agenda.

CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION (GOV'T CODE §54956.9(D)(1): -1- MATTER(S)

Keith Puckett v. City of El Segundo (Los Angeles Superior Court Case No. 24TRCV02121) (case filed 6/25/24)

CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION

INITIATION OF LITIGATION PURSUANT to (Government Code §54956.9(d)(2)) or (d)(3)): -1- matter(s).

Adjourned at 6:00 PM

Minutes are prepared and ordered to correspond to the agenda.

OPEN SESSION – Mayor Pimentel called the meeting to order at 6:04 PM

ROLL CALL

Mayor Pimentel	-	Present
Mayor Pro Tem Baldino	-	Present
Council Member Boyles	-	Present
Council Member Giroux	-	Present
Council Member Keldorf	-	Present

INVOCATION – Samara Gideon-De La Cruz, RTLA Church

PLEDGE OF ALLEGIANCE – Council Member Keldorf

SPECIAL PRESENTATIONS:

1. National Bullying Prevention Month Proclamation read by Council Member Giroux and accepted by Linnea Palmer, Senior Administrative Analyst, Recreation Operation.

2. United Against Hate Week Proclamation read by Mayor Pro Tem Baldino and accepted by Pastor Kaleb Oh, El Segundo United Methodist Church.

PUBLIC COMMUNICATIONS – (Related to City Business Only – 5-minute limit per person, 30-minute limit total)

Due to the number of speakers, public comments were limited to one minute with a 30-minute total.

Scott Houston, resident, spoke about United Against Hate Week

Tim Arnold, resident, spoke about the Aquatics Plan

Tim Murphy, resident, spoke about the Aquatics Financial Plan

David Tong, resident, spoke about the Aquatics Financial Plan

Alexander Tong, spoke about the Aquatics Financial Plan

Mel Kuo, Manhattan Beach resident, spoke about the Aquatics Business Plan

Justin Max, resident, spoke about the Aquatics Business Plan

Christina Vazquez, resident, spoke about the Hispanic Heritage Month Proclamation

Alyssa Rizo, resident, spoke about the Mayor's comments during Hispanic Heritage Month Proclamation last meeting

Julie Haubner, Hawthorne resident, spoke about the Aquatics Center

Marc Ubaldi, resident, spoke about pool time proposals

Lee Amitai, resident, spoke about the Aquatics Financial Plan

Amy Prugel, Hawthorne resident, spoke about the Aquatics schedule

Veer Kidambi, resident, spoke about pool space

MacKenzie Fancher, Hawthorne resident, spoke about pool space

Mitre Engineer, resident, spoke about the Aquatics financial plan

Juan Marquez, Hawthorne resident, spoke about the Aquatics schedule

Alexander Zakrzewshi, Hawthorne resident, spoke about the Aquatics plan

Theo Haubner, Hawthorne resident, spoke about the Aquatics Business Plan

Tom Visiststri, Hermosa Beach resident, spoke about the Aquatics schedule

Avalon Kim and Gabby Nicholas, Redondo Beach residents, spoke about the Aquatics schedule

Sellers Stough, Redondo Beach resident, spoke about the Aquatics Center

Rachel McPherson, resident, spoke about pool time

Erik Healy, Manhattan Beach resident, spoke about the Aquatics schedule

Bridget Rome, resident, spoke about the Aquatics plan

Nila Ward, ESHS Water Polo Coach, spoke about the Aquatics Business Plan

Kurt Fry, Manhattan Beach resident, spoke about the Aquatics Business Plan

Anroug Yang, resident, spoke about the pool

Christopher Godfrey, Hawthorne resident, spoke about Masters Water Polo

MOTION by Council Member Boyles, SECONDED by Mayor Pro Tem Baldino to read all ordinances and resolutions on the agenda by title only.

MOTION PASSED 5/0

AYES: Pimentel, Baldino, Boyles, Giroux, and Keldorf

NOES: None
ABSTAIN: None
ABSENT: None

B. CONSENT:

3. Approve the Special Committees, Commissions, and Boards (CCB) Interview Minutes and the City Council Meeting Minutes of September 16, 2025.

(Fiscal Impact: None.)

4. Warrant Demand Register for August 25, 2025 through September 7, 2025:

Ratify payroll and employee benefit checks; checks released early due to contracts or agreements; emergency disbursements and/or adjustments; and wire transfers.

Approve Warrant Demand Register numbers 12A, 12B and 13B: warrant numbers 3053522 through 3053872, and 9003274 through 9003290. *There is no register 13a, as there was no check run on December 26, 2024.*

(Fiscal Impact: The warrants presented were drawn in payment of demands included within the FY 2024-2025 Adopted Budget. The total of \$10,251,987.57 (\$4,449,918.35 in check warrants and \$5,802,069.22 in wire warrants) are for demands drawn on the FY 2024-2025 Budget.)

5. Agreement with Tec-Refresh, Inc. to Continue Providing Cybersecurity Support Services for Palo Alto Network Firewalls:

Waive the City's formal bidding requirements pursuant to El Segundo Municipal Code § 1-7-9(C) and award a contract to Tec-Refresh, Inc. through the National Association of State Procurement Officials (NASPO) Master Agreement. Authorize the City Manager to execute a one-year Agreement No. 7434 with Tec-Refresh, Inc. for \$137,396.38 to provide continued cybersecurity protection and network control and access.

(Fiscal Impact: Included in the adopted FY 2025-26 Budget.

Amount Budgeted: \$137,396.38

Additional Appropriation: No

Account Number: 001-400-2505-6218)

6. Agreement with Insight Public Sector, Inc. to Renew Microsoft Software Licenses:

Waive the City's formal bidding requirements pursuant to El Segundo Municipal Code § 1-7-9(C) and award a contract to Insight Public Sector, Inc. through the County of Riverside Cooperative Purchasing Agreement. Authorize the City Manager to execute a three-year Agreement No. 7435 with Insight Public Sector, Inc. to renew Microsoft Software licenses for \$260,921.08 per year, totaling \$782,763.24 over the three years.

(Fiscal Impact: The annual license costs will be \$260,921.08 per year, totaling \$782,763.24 over the three-year software license agreement (see Attachment 1). The cost for the first year is included in the FY 2025-26 budget account 001-400-2505-6217. The costs for the subsequent years will be requested in future budgets.

Amount Budgeted: \$260,921.08

Additional Appropriation: None

Account Number: 001-400-2505-6217 (Software Maintenance)

7. Construction Contract Award for the Abandoned Reservoir Demolition

Project: Authorize the City Manager to execute a standard Public Works Construction Contract No. 7436 with NoHo Constructors in the amount of \$607,785 for the construction of the Abandoned Reservoir Demolition Project, Project No. PW 25-12, and authorize additional funding of \$122,215 for construction-related contingencies. Authorize the City Manager to execute a standard Professional Services Agreement No. 7437 with RTI Consulting, Inc. in the amount of \$50,000 for engineering support services during the project's construction phase.
(Fiscal Impact: The total budget for construction and professional support services is \$780,000.

- \$730,000: Construction, including contingencies.
- \$50,000: Engineering Support

At this time, no additional budget appropriation is needed at this time. The budget amount is:

Amount Budgeted in FY 2025-26: \$780,000

Additional Appropriation: None

Account Number(s): 501-400-7103-8381 (Water Fund)

MOTION by Council Member Boyles, SECONDED by Council Member Keldorf to approve Consent items 3, 4, 5, 6, and 7.

MOTION PASSED 5/0

AYES: Pimentel, Baldino, Boyles, Giroux, and Keldorf

NOES: None

ABSTAIN: None

ABSENT: None

C. PUBLIC HEARING: None

D. STAFF PRESENTATIONS:

8. Aquatics Business Plan: Approve the Aquatics Business Plan, endorsing 80% cost recovery at the El Segundo Aquatics Center (ESAC) and 62% cost recovery at the Plunge.

(Fiscal Impact: Annual revenue for the Aquatics Division is projected to increase from \$1.18 million to \$1.95 million and expenses are projected to increase from \$1.60 million to \$3.08 million. Overall cost recovery is projected at approximately 63% with ESAC at 80% and the Plunge at 62%.)

Mayor Pro Tem Baldino disclosed that he spoke recently with Tim Arnold, Mel Kuo, and Lee Davis regarding this agenda item.

Council Member Keldorf disclosed that she spoke recently with Tim Arnold and Mel Kuo Regarding this agenda item.

Aly Mancini, Recreation, Parks, and Library Director and Joe Lormans, Aquatics

Manager presented the item.

Council Discussion

MOTION by Mayor Pro Tem Baldino, SECONDED by Council Member Boyles to approve the Aquatics Business Plan.

MOTION PASSED 5/0

AYES: Pimentel, Baldino, Boyles, Giroux, and Keldorf

NOES: None

ABSTAIN: None

ABSENT: None

The Mayor called for a six-minute recess at 7:30PM. The Mayor reconvened the meeting at 7:35 PM.

9. Resolution Approving Plans and Specifications for the Repair of Fence Posts, Distressed Walls and Court Surfaces at Recreation Park Project No. PW 25-05: Adopt Resolution No. 5568 approving engineering plans and construction specifications for repair of fence posts, distressed walls and court surfaces at Recreation Park. Project No. PW 25-05 to avail the City of immunities pursuant to Government Code § 830.6. Authorize staff to advertise the project for bids. (Fiscal Impact: Included in the adopted FY 2025-26 Budget.

Amount Budgeted: \$1,200,000

Additional Appropriation: None

Account Number(s): 301-400-8202-8421.)

Elias Sassoon, Public Works Director, presented the item.

Council Discussion

Mark Hensley, City Attorney, read by title only:

RESOLUTION NO. 5568

A RESOLUTION APPROVING THE PLANS AND SPECIFICATIONS FOR REPAIR OF DISTRESSED WALLS AND SURFACES AT RECREATION PARK, PROJECT NO. PW 25-05, PURSUANT TO GOVERNMENT CODE § 830.6 AND ESTABLISHING A PROJECT PAYMENT ACCOUNT.

MOTION by Council Member Keldorf, SECONDED by Council Member Boyles to approve Resolution No. 5568 and authorize staff to advertise for bids.

MOTION PASSED 5/0

AYES: Pimentel, Baldino, Boyles, Giroux, and Keldorf

NOES: None

ABSTAIN: None

ABSENT: None

E. COMMITTEES, COMMISSIONS, AND BOARDS PRESENTATION:

10. **Announce appointments to the Diversity, Equity, and Inclusion Committee and the Senior Citizen Housing Corporation Board.**
(Fiscal Impact: None.)

These candidates have been appointed to the following Committees, Commissions, and Boards:

Diversity, Equity, and Inclusion Committee:

Kelly Allen - Full Term to expire October 31, 2028

Christina Silva - Full Term to expire October 31, 2028

Demorrio Wright - Full Term to expire October 31, 2028

Senior Citizen Housing Corporation Board:

Julia Newman - Full Term to expire June 30, 2029

Valerie Smith - Full Term (non-voting member) to expire June 30, 2029

F. REPORTS – CITY CLERK – The Los Angeles County Registrar-Recorder/County Clerk’s office will hold a series of hearings this fall on the Election Administration Plan (EAP) which outlines how Los Angeles County conducts elections under the California Voter’s Choice Act. The City’s Vote By Mail Drop Box is now open to receive ballots for the upcoming election.

G. REPORTS – COUNCIL MEMBERS

Council Member Keldorf – Thanked ESFD for its swift response to the Chevron Fire last Thursday.

Council Member Giroux – No Report

Council Member Boyles – Thanked the ESFD, the Mayor and City staff for response to the recent fire at Chevron.

Mayor Pro Tem Baldino – Attended the Environmental Subcommittee meeting and saw a presentation by Pure Water Los Angeles, a group including LA DWP and LA Sanitation, which discussed a plan for Hyperion to recycle treated water for use, rather than discharging it into the ocean, as is currently done. Asked for and received Council consensus for the City’s Environmental Manager, Daniel Pankau, to review the proposed plan, draft a position letter, and make comments on the City’s behalf during the public comment period. There is a link to the presentation and plan on EISegundo.org.

Mayor Pimentel – Discussed the emergency communication and management plan and the need to coordinate communication plans with Manhattan Beach.

Asked the Clerk to advertise the openings on the Environmental and Senior Housing committees. He met with Recreation, Parks, and Library Director Mancini about coordinating with Public Works in advance of tree removals. Council has been invited to attend an LA2028 event hosted by Los Angeles Mayor Bass on November 10 at the Getty House that will include representatives from more than 100 consulates; he nominated Council Member Keldorf to represent El Segundo. Discussed the allocation of Measure A Housing Bill funds. Staff and Council will attend the Cal Cities Annual Conference in Long Beach this week, and he and the City Manager will attend the upcoming League of Cities Summit. Discussed the disposition of the County-owned Mesquite Land Fill property east of Salton Sea. The EIR for the Metro Green Line has been released. Attended the Burbank Film Festival tribute to former El Segundo resident Quentin Tarantino. Met with South Coast Air Quality Management District last night. He encouraged residents to communicate any issues with the part of El Segundo Beach that is not under the City's control.

- I. REPORTS – CITY ATTORNEY – No report
- J. REPORTS/FOLLOW-UP – CITY MANAGER – He has met with Jeff Wilson, Corporate Affairs Manager for Chevron, regarding the fire that took place on Thursday, October 2, 2025. Reported the AQMD received 90 odor complaints and 2 notices of violation were issued since September 16. There will be a Hyperion plant community forum and tour on Saturday, October 18 from 10:00 AM to noon. Ongoing electrical maintenance at Hyperion started this morning, and they are conducting an audit of the fence line monitoring systems. In conjunction with EDCO, the City will hold a free paper shredding, e-waste, and composting event at the Public Works yard (150 Illinois Street) on Saturday, October 18 from 8:00 top 11:00. The fall bulky item clean-up event is taking place this week.

MEMORIAL: None

Adjourned at 8:00 PM

Susan Truax, City Clerk



City Council Agenda Statement

Meeting Date: October 21, 2025

Agenda Heading: Consent

Item Number: B.4

TITLE:

Warrant Demand Register for September 8, 2025 through September 28, 2025

RECOMMENDATION:

1. Ratify payroll and employee benefit checks; checks released early due to contracts or agreements; emergency disbursements and/or adjustments; and, wire transfers.
2. Approve Warrant Demand Register numbers 6A, 6B and 7A: warrant numbers 3057256 through 3057627, and 9003412 through 9003424.
3. Alternatively, discuss and take other action related to this item.

FISCAL IMPACT:

The warrants presented were drawn in payment of demands included within the FY 2025-2026 Adopted Budget. The total of \$8,348,642.88 (\$3,491,399.70 in check warrants and \$4,857,243.18 in wire warrants) are for demands drawn on the FY 2025-2026 Budget.

BACKGROUND:

California Government Code Section 37208 provides General Law cities flexibility in how budgeted warrants, demands, and payroll are audited and ratified by their legislative body. Pursuant to Section 37208 of the California Government Code, warrants drawn in payments of demands are certified by the City's Chief Financial Officer and City Manager as conforming to the authorized expenditures set forth in the City Council adopted budget need not be audited by the City Council prior to payment, but may be presented to the City Council at the first meeting after delivery.

In government finance, a warrant is a written order to pay that instructs a federal, state, county, or city government treasurer to pay the warrant holder on demand or after a specific date. Such warrants look like checks and clear through the banking system like

Warrant Demand Register

October 21, 2025

Page 2 of 2

checks. Warrants are issued for payroll to individual employees, accounts payable to vendors, to local governments, and to companies or individual taxpayers receiving a refund.

DISCUSSION:

The attached Warrants Listing delineates the warrants that have been paid for the period identified above. The Chief Financial Officer certifies that the listed warrants were drawn in payment of demands conforming to the adopted budget and that these demands are being presented to the City Council at its first meeting after the delivery of the warrants.

CITY STRATEGIC PLAN COMPLIANCE:

Goal 5: Champion Economic Development and Fiscal Sustainability

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

PREPARED BY:

Liz Lydic, Management Analyst

REVIEWED BY:

Wei Cao, CPA, CPFO, Finance Manager

APPROVED BY:

Barbara Voss, Deputy City Manager

ATTACHED SUPPORTING DOCUMENTS:

1. Register 6a - summary
2. Register 6b - summary
3. Register 7a - summary

CITY OF EL SEGUNDO
WARRANTS TOTALS BY FUND

3057256 - 3057387
9003412 - 9003413

DATE OF APPROVAL: AS OF 10/07/25

REGISTER # 6a

003	GENERAL FUND	319,634.50
104	EXPENDABLE TRUST FUND - OTHER	9,500.00
106	TRAFFIC SAFETY FUND	-
108	STATE GAS TAX FUND	3.11
109	ASSOCIATED RECREATION ACTIVITIES FUND	-
110	ASSET FORFEITURE FUND	16,821.44
111	MEASURE "R"	-
112	COMM. DEVEL. BLOCK GRANT	-
114	PROP "A" TRANSPORTATION	26,077.85
115	PROP "C" TRANSPORTATION	-
116	AIR QUALITY INVESTMENT PROGRAM	-
117	HOME SOUND INSTALLATION FUND	-
118	HYPERION MITIGATION FUND	-
119	TDA ARTICLE 3 - SB 821 BIKEWAY FUND	-
121	MTA GRANT	-
121	FEMA	-
120	C.O.P.S. FUND	1,836.56
122	L.A.W.A. FUND	-
123	PSAF PROPERTY TAX PUBLIC SAFETY	-
124	FEDERAL GRANTS	-
125	STATE GRANT	-
126	A/P CUPA PROGRAM OVERSIGHT SURCHARGE	49.46
127	MEASURE "M"	-
128	SB-1	-
129	CERTIFIED ACCESS SPECIALIST PROGRAM	-
130	AFFORDABLE HOUSING	-
131	COUNTY STORM WATER PROGRAM	-
132	MEASURE "B"	-
202	ASSESSMENT DISTRICT #73	-
301	CAPITAL IMPROVEMENT FUND	209,864.85
302	INFRASTRUCTURE REPLACEMENT FUND	-
311	DEVELOPER IMPACT FEES - GENERAL GOVERNME	-
312	DEVELOPER IMPACT FEES - LAW ENFORCEMENT	-
313	DEVELOPER IMPACT FEES - FIRE PROTECTION	-
314	DEVELOPER IMPACT FEES - STORM DRAINAGE	-
315	DEVELOPER IMPACT FEES - WATER DISTRIBUTI	-
316	DEVELOPER IMPACT FEES - WASTEWATER COLLE	-
317	DEVELOPER IMPACT FEES - LIBRARY	-
318	DEVELOPER IMPACT FEES - PUBLIC MEETING	-
319	DEVELOPER IMPACT FEES - AQUATICS CENTER	-
320	DEVELOPER IMPACT FEES - PARKLAND	-
405	FACILITIES MAINTENANCE	-
501	WATER UTILITY FUND	9,205.61
502	WASTEWATER FUND	13,717.86
503	GOLF COURSE FUND	-
504	SENIOR HOUSING CITY ATTORNEY	-
505	SOLID WASTE FUND	-
601	EQUIPMENT REPLACEMENT	49,018.72
602	LIABILITY INSURANCE	11.01
603	WORKERS COMP. RESERVE/INSURANCE	14.86
701	RETIRED EMP. INSURANCE	-
702	EXPENDABLE TRUST FUND - DEVELOPER FEES	6,500.40
703	EXPENDABLE TRUST FUND - OTHER	-
704	EXPENDABLE TRUST FUND - OTHER	14.56
708	OUTSIDE SERVICES TRUST	149.36
	TOTAL WARRANTS	662,420.15

STATE OF CALIFORNIA
COUNTY OF LOS ANGELES

Information on actual expenditures is available in the Chief Financial Officer's office in the City of El Segundo.

I certify as to the accuracy of the Demands and the availability of fund for payment thereof.

For Approval: Regular checks held for City council authorization to release.

CODES:

R = Computer generated checks for all non-emergency/urgency payments for materials, supplies and services in support of City Operations

For Ratification:

A = Payroll and Employee Benefit checks

B - F = Computer generated Early Release disbursements and/or adjustments approved by the City Manager. Such as: payments for utility services, petty cash and employee travel expense reimbursements, various refunds, contract employee services consistent with current contractual agreements, instances where prompt payment discounts can be obtained or late payment penalties can be avoided or when a situation arises that the City Manager approves.

H = Handwritten Early Release disbursements and/or adjustments approved by the City Manager.

CHIEF FINANCIAL OFFICER:

CITY MANAGER:

DATE:

[Signature]
9/10/25

DATE:

[Signature]
9-17-25

**CITY OF EL SEGUNDO
 PAYMENTS BY WIRE TRANSFER
 09/08/25 THROUGH 09/14/25**

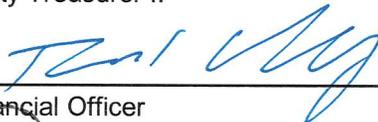
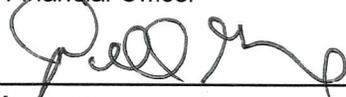
<u>Date</u>	<u>Payee</u>		<u>Description</u>
9/10/2025	West Basin	2,796,891.30	H2O payment
9/10/2025	Cal Pers	5,229.96	Health PA Billing Non-Pers
9/10/2025	Cal Pers	751,045.26	Health PA Billing Pers
9/12/2025	IRS	286,364.08	Federal 941 Deposit
9/12/2025	Employment Development	5,872.18	State SDI payment
9/12/2025	Employment Development	66,682.70	State PIT Withholding
9/12/2025	Mission Square	67,645.17	457 payment Vantagepoint
9/12/2025	Mission Square	1,162.51	401(a) payment Vantagepoint
9/12/2025	Mission Square	2,613.30	401(a) payment Vantagepoint
9/12/2025	Mission Square	698.10	IRA payment Vantagepoint
9/12/2025	ExpertPay	1,758.03	EFT Child support payment
09/01/25-09/07/25	Workers Comp Activity	17,345.88	Corvel checks issued/(voided)
09/01/25-09/07/25	Liability Trust - Claims		Claim checks issued/(voided)
09/01/25-09/07/25	Retiree Health Insurance		Health Reimbursement checks issued
		<u>4,003,308.47</u>	

DATE OF RATIFICATION: 09/05/25

TOTAL PAYMENTS BY WIRE:

4,003,308.47

Certified as to the accuracy of the wire transfers by:

	<u>9/16/25</u>
Deputy City Treasurer II	Date
	<u>9/16/25</u>
Chief Financial Officer	Date
	<u>9-17-25</u>
City Manager	Date

Information on actual expenditures is available in the City Treasurer's Office of the City of El Segundo.

CITY OF EL SEGUNDO
WARRANTS TOTALS BY DEPARTMENT
AS OF 10/07/25
REGISTER # 6a

DEPT#	NAME	TOTAL
GENERAL FUND DEPARTMENTAL EXPENDITURES		
GENERAL GOVERNMENT		
1101	City Council	
1201	City Treasurer	1,448.96
1300	City Clerk	169.52
2101	City Manager	(28.66)
2102	Communications	103.01
2103	El Segundo Media	
2201	City Attorney	
2401	Economic Development	
2402	Planning	6,843.83
2405	Human and Health Services	
2500	Administrative Services	35,767.38
2601	Government Buildings	51,877.58
2900	Nondepartmental	11,332.84
6100	Library	981.12
		108,495.58
PUBLIC SAFETY		
3100	Police	18,587.01
3200	Fire	5,463.37
2403	Building Safety	4,049.65
2404	Plng/Bldg Sfty Administration	477.80
		28,577.83
PUBLIC WORKS		
4101	Engineering	10,855.00
4200	Streets	39,180.45
4300	Wastewater	
4601	Equipment Maintenance	4,971.25
4801	Administration	
		55,006.70
COMMUNITY DEVELOPMENT		
5100,5200	Recreation & Parks	69,174.78
5400	CAMPS	25,565.00
		94,739.78
EXPENDITURES		
	CAPITAL IMPROVEMENT	217,844.10
	ALL OTHER ACCOUNTS	157,756.16
	TOTAL WARRANTS	662,420.15

CITY OF EL SEGUNDO
WARRANTS TOTALS BY FUND

3057388 - 3057498
9003414 - 9003418

DATE OF APPROVAL: AS OF 10/07/25

REGISTER # 6b

003	GENERAL FUND	988,453.44
	EXPENDABLE TRUST FUND - OTHER	7,000.00
104	TRAFFIC SAFETY FUND	-
106	STATE GAS TAX FUND	3,775.53
108	ASSOCIATED RECREATION ACTIVITIES FUND	-
109	ASSET FORFEITURE FUND	167.94
110	MEASURE "R"	-
111	COMM. DEVEL. BLOCK GRANT	-
112	PROP "A" TRANSPORTATION	24,780.00
114	PROP "C" TRANSPORTATION	-
115	AIR QUALITY INVESTMENT PROGRAM	-
116	HOME SOUND INSTALLATION FUND	-
117	HYPERION MITIGATION FUND	-
118	TDA ARTICLE 3 - SB 821 BIKEWAY FUND	-
119	MTA GRANT	-
121	FEMA	-
120	C.O.P.S. FUND	-
122	L.A.W.A. FUND	-
123	PSAF PROPERTY TAX PUBLIC SAFETY	-
124	FEDERAL GRANTS	-
125	STATE GRANT	5,014.75
126	A/P CUPA PROGRAM OVERSIGHT SURCHARGE	423.51
127	MEASURE "M"	-
128	SB-1	-
129	CERTIFIED ACCESS SPECIALIST PROGRAM	-
130	AFFORDABLE HOUSING	998.75
131	COUNTY STORM WATER PROGRAM	-
132	MEASURE "B"	-
202	ASSESSMENT DISTRICT #73	-
301	CAPITAL IMPROVEMENT FUND	10,000.00
302	INFRASTRUCTURE REPLACEMENT FUND	-
311	DEVELOPER IMPACT FEES - GENERAL GOVERNME	-
312	DEVELOPER IMPACT FEES - LAW ENFORCEMENT	-
313	DEVELOPER IMPACT FEES - FIRE PROTECTION	-
314	DEVELOPER IMPACT FEES - STORM DRAINAGE	-
315	DEVELOPER IMPACT FEES - WATER DISTRIBUTI	-
316	DEVELOPER IMPACT FEES - WASTEWATER COLLE	-
317	DEVELOPER IMPACT FEES - LIBRARY	-
318	DEVELOPER IMPACT FEES - PUBLIC MEETING	-
319	DEVELOPER IMPACT FEES - AQUATICS CENTER	-
320	DEVELOPER IMPACT FEES - PARKLAND	-
405	FACILITIES MAINTENANCE	-
501	WATER UTILITY FUND	20,289.03
502	WASTEWATER FUND	6,062.73
503	GOLF COURSE FUND	-
504	SENIOR HOUSING CITY ATTORNEY	1,327.00
505	SOLID WASTE FUND	-
601	EQUIPMENT REPLACEMENT	35,682.06
602	LIABILITY INSURANCE	7,830.44
603	WORKERS COMP. RESERVE/INSURANCE	661.20
701	RETIRED EMP. INSURANCE	-
702	EXPENDABLE TRUST FUND - DEVELOPER FEES	39.34
703	EXPENDABLE TRUST FUND - OTHER	-
704	EXPENDABLE TRUST FUND - OTHER	2,000.00
708	OUTSIDE SERVICES TRUST	-
	TOTAL WARRANTS	<u>1,114,505.72</u>

STATE OF CALIFORNIA
COUNTY OF LOS ANGELES

Information on actual expenditures is available in the Chief Financial Officer's office in the City of El Segundo.

I certify as to the accuracy of the Demands and the availability of fund for payment thereof.

For Approval: Regular checks held for City council authorization to release.

CODES:

R = Computer generated checks for all non-emergency/urgency payments for materials, supplies and services in support of City Operations

NOTES: Replacement check numbers - 3057499 to 3057504

For Ratification:

A = Payroll and Employee Benefit checks

B - F = Computer generated Early Release disbursements and/or adjustments approved by the City Manager. Such as: payments for utility services, petty cash and employee travel expense reimbursements, various refunds, contract employee services consistent with current contractual agreements, instances where prompt payment discounts can be obtained or late payment penalties can be avoided or when a situation arises that the City Manager approves.

H = Handwritten Early Release disbursements and/or adjustments approved by the City Manager.

CHIEF FINANCIAL OFFICER:

CITY MANAGER:

DATE:

DATE:

Paul Uy
9/23/25

[Signature]
9-23-25

**CITY OF EL SEGUNDO
 PAYMENTS BY WIRE TRANSFER
 09/15/25 THROUGH 09/21/25**

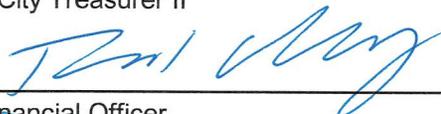
<u>Date</u>	<u>Payee</u>		<u>Description</u>
09/08/25-09/14/25	Workers Comp Activity	37,700.98	Corvel checks issued/(voided)
09/08/25-09/14/25	Liability Trust - Claims	5,000.00	Claim checks issued/(voided)
09/08/25-09/14/25	Retiree Health Insurance		Health Reimbursement checks issued
		<u>42,700.98</u>	

DATE OF RATIFICATION: 09/19/25

TOTAL PAYMENTS BY WIRE:

42,700.98

Certified as to the accuracy of the wire transfers by:

	<u>9/19/25</u>
Deputy City Treasurer II	Date
	<u>9/23/25</u>
Chief Financial Officer	Date
	<u>9-23-25</u>
City Manager	Date

Information on actual expenditures is available in the City Treasurer's Office of the City of El Segundo.

CITY OF EL SEGUNDO
WARRANTS TOTALS BY DEPARTMENT
AS OF 10/07/25
REGISTER # 6b

DEPT#	NAME	TOTAL
GENERAL FUND DEPARTMENTAL EXPENDITURES		
GENERAL GOVERNMENT		
1101	City Council	2,150.20
1201	City Treasurer	1,536.00
1300	City Clerk	499.85
2101	City Manager	155.69
2102	Communications	
2103	El Segundo Media	(21.11)
2201	City Attorney	45,083.60
2401	Economic Development	91.00
2402	Planning	220.71
2405	Human and Health Services	85.74
2500	Administrative Services	86,271.01
2601	Government Buildings	10,754.80
2900	Nondepartmental	1,073.63
6100	Library	6,894.07
		<hr/> 154,795.19
PUBLIC SAFETY		
3100	Police	571,954.01
3200	Fire	35,333.14
2403	Building Safety	142,972.62
2404	Plng/Bldg Sfty Administration	96.79
		<hr/> 750,356.56
PUBLIC WORKS		
4101	Engineering	411.56
4200	Streets	7,777.37
4300	Wastewater	33.31
4601	Equipment Maintenance	2,898.40
4801	Administration	266.00
		<hr/> 11,386.64
COMMUNITY DEVELOPMENT		
5100,5200	Recreation & Parks	20,698.99
5400	CAMPS	
		<hr/> 20,698.99
EXPENDITURES		
	CAPITAL IMPROVEMENT	10,000.00
	ALL OTHER ACCOUNTS	167,268.34
	TOTAL WARRANTS	<hr/> <hr/> 1,114,505.72

CITY OF EL SEGUNDO
WARRANTS TOTALS BY FUND

3057505 - 3057626
9003419 - 9003424

DATE OF APPROVAL: AS OF 10/21/25

REGISTER # 7a

	GENERAL FUND	494,502.79
003	EXPENDABLE TRUST FUND - OTHER	8,000.00
104	TRAFFIC SAFETY FUND	-
106	STATE GAS TAX FUND	173.35
108	ASSOCIATED RECREATION ACTIVITIES FUND	-
109	ASSET FORFEITURE FUND	-
110	MEASURE "R"	-
111	COMM. DEVEL. BLOCK GRANT	-
112	PROP "A" TRANSPORTATION	-
114	PROP "C" TRANSPORTATION	-
115	AIR QUALITY INVESTMENT PROGRAM	-
116	HOME SOUND INSTALLATION FUND	-
117	HYPERION MITIGATION FUND	-
118	TDA ARTICLE 3 - SB 821 BIKEWAY FUND	-
119	MTA GRANT	-
121	FEMA	-
120	C.O.P.S. FUND	-
122	L.A.W.A. FUND	-
123	PSAF PROPERTY TAX PUBLIC SAFETY	-
124	FEDERAL GRANTS	-
125	STATE GRANT	0.71
126	A/P CUPA PROGRAM OVERSIGHT SURCHARGE	461.52
127	MEASURE "M"	-
128	SB-1	-
129	CERTIFIED ACCESS SPECIALIST PROGRAM	-
130	AFFORDABLE HOUSING	-
131	COUNTY STORM WATER PROGRAM	1,075.39
132	MEASURE "B"	-
202	ASSESSMENT DISTRICT #73	-
301	CAPITAL IMPROVEMENT FUND	1,149,334.04
302	INFRASTRUCTURE REPLACEMENT FUND	-
311	DEVELOPER IMPACT FEES - GENERAL GOVERNME	-
312	DEVELOPER IMPACT FEES - LAW ENFORCEMENT	-
313	DEVELOPER IMPACT FEES - FIRE PROTECTION	-
314	DEVELOPER IMPACT FEES - STORM DRAINAGE	-
315	DEVELOPER IMPACT FEES - WATER DISTRIBUTI	-
316	DEVELOPER IMPACT FEES - WASTEWATER COLLE	-
317	DEVELOPER IMPACT FEES - LIBRARY	-
318	DEVELOPER IMPACT FEES - PUBLIC MEETING	-
319	DEVELOPER IMPACT FEES - AQUATICS CENTER	-
320	DEVELOPER IMPACT FEES - PARKLAND	-
405	FACILITIES MAINTENANCE	-
501	WATER UTILITY FUND	14,699.37
502	WASTEWATER FUND	2,960.10
503	GOLF COURSE FUND	-
504	SENIOR HOUSING CITY ATTORNEY	-
505	SOLID WASTE FUND	-
601	EQUIPMENT REPLACEMENT	42,457.60
602	LIABILITY INSURANCE	86.64
603	WORKERS COMP. RESERVE/INSURANCE	132.08
701	RETIRED EMP. INSURANCE	-
702	EXPENDABLE TRUST FUND - DEVELOPER FEES	590.24
703	EXPENDABLE TRUST FUND - OTHER	-
704	EXPENDABLE TRUST FUND - OTHER	-
708	OUTSIDE SERVICES TRUST	-
	TOTAL WARRANTS	1,714,473.83

STATE OF CALIFORNIA
COUNTY OF LOS ANGELES

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I certify as to the accuracy of the Demands and the availability of fund for payment thereof.

For Approval: Regular checks held for City council authorization to release.

CODES:

NOTES: Replacement check number -3057627

R = Computer generated checks for all non-emergency/urgency payments for materials, supplies and services in support of City Operations

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H = Handwritten Early Release disbursements and/or adjustments approved by the City Manager.

CHIEF FINANCIAL OFFICER:

CITY MANAGER:

DATE:

DATE:

[Handwritten Signature]
9/21/25

[Handwritten Signature]
9-29-25

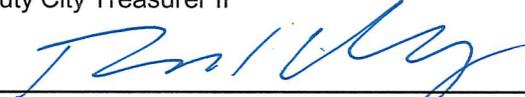
**CITY OF EL SEGUNDO
 PAYMENTS BY WIRE TRANSFER
 09/22/25 THROUGH 09/28/25**

<u>Date</u>	<u>Payee</u>		<u>Description</u>
9/26/2025	Cal Pers	93,264.50	FY2025-2026 Unfunded Acc'd Liab-Police 1st Tier 28
9/26/2025	Cal Pers	79,452.08	FY2025-2026 Unfunded Acc'd Liab-Fire Classic 30168
9/26/2025	Cal Pers	65,115.00	FY2025-2026 Unfunded Acc'd Liab-Misc Classic 27
9/26/2025	IRS	299,365.03	Federal 941 Deposit
9/26/2025	Employment Development	5,873.66	State SDI payment
9/26/2025	Employment Development	72,310.50	State PIT Withholding
9/26/2025	Mission Square	67,812.20	457 payment Vantagepoint
9/26/2025	Mission Square	1,162.51	401(a) payment Vantagepoint
9/26/2025	Mission Square	2,613.30	401(a) payment Vantagepoint
9/26/2025	Mission Square	675.67	IRA payment Vantagepoint
9/26/2025	ExpertPay	1,615.30	EFT Child support payment
09/15/25-09/21/25	Workers Comp Activity	40,810.50	Corvel checks issued/(voided)
09/15/25-09/21/25	Liability Trust - Claims	80,655.48	Claim checks issued/(voided)
09/15/25-09/21/25	Retiree Health Insurance	508.00	Health Reimbursement checks issued
		<u>811,233.73</u>	

**DATE OF RATIFICATION: 09/26/25
 TOTAL PAYMENTS BY WIRE:**

811,233.73

Certified as to the accuracy of the wire transfers by:

	<u>9/26/25</u>
Deputy City Treasurer II	Date
	<u>9/29/25</u>
Chief Financial Officer	Date
	<u>9-29-25</u>
City Manager	Date

Information on actual expenditures is available in the City Treasurer's Office of the City of El Segundo.

CITY OF EL SEGUNDO
WARRANTS TOTALS BY DEPARTMENT
AS OF 10/21/25
REGISTER # 7a

DEPT#	NAME	TOTAL
GENERAL FUND DEPARTMENTAL EXPENDITURES		
GENERAL GOVERNMENT		
1101	City Council	300.87
1201	City Treasurer	2,940.50
1300	City Clerk	380.54
2101	City Manager	23,413.42
2102	Communications	6,000.00
2103	El Segundo Media	4,961.22
2201	City Attorney	
2401	Economic Development	4,853.86
2402	Planning	(26.54)
2405	Human and Health Services	
2500	Administrative Services	86,585.81
2601	Government Buildings	30,201.39
2900	Nondepartmental	81,088.84
6100	Library	1,480.69
		242,180.60
PUBLIC SAFETY		
3100	Police	30,066.85
3200	Fire	51,831.42
2403	Building Safety	59.04
2404	Plng/Bldg Sfty Administration	1.32
		81,958.63
PUBLIC WORKS		
4101	Engineering	47.77
4200	Streets	62,457.77
4300	Wastewater	(3.94)
4601	Equipment Maintenance	18,643.03
4801	Administration	280.55
		81,425.18
COMMUNITY DEVELOPMENT		
5100,5200	Recreation & Parks	16,270.72
5400	CAMPS	1,670.00
		17,940.72
EXPENDITURES		
	CAPITAL IMPROVEMENT	1,149,334.04
	ALL OTHER ACCOUNTS	141,634.66
	TOTAL WARRANTS	1,714,473.83



City Council Agenda Statement

Meeting Date: October 21, 2025

Agenda Heading: Consent

Item Number: B.5

TITLE:

Award of Construction Contract to CJ Concrete Construction, Inc. for \$129,900 for the Community Development Block Grant American Disability Act Curb Ramp Improvements Project No. 602744-24/PW 24-13.

RECOMMENDATION:

1. Waive minor irregularities in the bid from CJ Concrete Construction, Inc.
2. Award a standard Public Works Construction Contract to CJ Concrete Construction, Inc. for \$129,900 for the Community Development Block Grant American Disability Act Curb Ramp Improvements Project No. 602744-24/PW 24-13.
3. Authorize an additional \$15,000 as contingency funds for potential unforeseen conditions.
4. Authorize the City Manager to execute the contract.
5. Alternatively, discuss and take other action related to this item.

FISCAL IMPACT:

Included in the adopted FY 2025-26 Budget.

Amount Budgeted: \$155,823

Additional Appropriation: No.

Account Number: 111-508-2404-3-88499 (CDBG Fund Capital Improvement Project)

BACKGROUND:

On May 6, 2025, the City Council adopted the plans and specifications for the Community Development Block Grant American Disability Act Curb Ramp Improvements Project No. 602744-24/PW 24-13 (Project) to reconstruct existing non-

CDBG ADA Curb Ramp Installation Project

October 21, 2025

Page 2 of 4

compliant curb ramps to remove accessibility barriers (see the attached Location Map). In addition, new sidewalk and a curb ramp will be constructed at the northeast corner of the Main St./Imperial Ave. intersection.

DISCUSSION:

On September 3, 2025, the City Clerk received and opened seven bids as follows:

	Company Name	Base Bid Amount (\$)	Alternative Curb Ramp Cost (\$)
1	CJ Concrete Construction, Inc.	107,400.00	7,500.00
2	Onyx Paving Company	108,890.00	12,500.00
3	FS Contractors, inc.	113,000.00	8,500.00
4	Gentry General Engineering	129,110.00	6,500.00
5	Addison-Miller, Inc.	166,462.50	14,437.50
6	We R Builders, Inc.	171,000.00	12,000.00 to 17,000.00
7	HZS Engineering	227,700.00	10,000.00 to 14,000.00

Addison-Miller's Bid Protest

On September 4, 2025, the apparent fifth-lowest bidder, Addison-Miller, Inc. (Addison-Miller) submitted a formal protest letter saying they had not received Addendum 5 during the bid period. Addendum 5 was issued to notify eligible bidders of a change in the Federal Wage Determination within two weeks of the bid opening, pursuant to CDBG requirements. Addison-Miller asserted that failure to receive the addendum "had a material impact on [the company's] understanding of the scope of work and [its] bid preparation."

Staff investigated the issue and determined that incorrect email addresses provided by company representatives contributed to the problem. Further, the bid protest did not provide any evidence that the company receiving the addendum would have caused the company to significantly lower its bid. Addison-Miller's \$166,462.50 bid amount is \$59,062.50 higher than the apparent low bid of \$107,400. Their bid amount is also \$57,572.50 higher than the apparent second low bid of \$108,890. With four bids significantly lower than the Addison-Miller bid, it is not conclusive that having Addendum 5 would have caused enough of a price change in their bid for them to be the apparent lowest bidder.

CDBG ADA Curb Ramp Installation Project

October 21, 2025

Page 3 of 4

City staff have responded to Addison-Miller's bid protest. The protest letter and the City's response letter are attached to this staff report.

Waiver of Non-material Irregularity

City staff noted that CJ Concrete Construction, Inc. (CJ Concrete) did not list a Cement Hauling subcontractor in its bid. Although contractors usually consider cement haulers as suppliers, CDBG procedures require them listed as subcontractors. Staff communicated the missing information to the contractor and CJ Concrete provided it within 24 hours. They listed the cement hauler cost as "Not Applicable" and explained the cost was already part of the concrete bid item prices, and their bid amount did not change.

City staff recommend that the City Council waive the missing cement hauler information as a non-material irregularity. The City has discretion to waive immaterial deviations in a bid, so long as the deviation does not, among other things, affect the amount of the bid.

CJ Concrete Construction, Inc. is found to be the apparent lowest responsive and responsible bidder. Their state license and DIR registration are in good standing, and they have satisfactorily completed similar concrete projects for the cities of Lakewood, Montebello, Riverside, Rialto, and Santa Ana. They also satisfactorily completed El Segundo's FY 2024-25 CDBG and FY 2024-25 Concrete Improvement projects.

CJ Concrete's base bid is \$107,400. With \$155,823 CDBG funding available for construction, staff has added three alternate curb ramp locations along Main St. at \$7,500/each to the project scope, for a total construction cost of \$129,900:

1. NW corner of Main St./Walnut Ave. to complete all curb ramps in the intersection.
2. NW corner of Main St./Sycamore Ave.
3. SW corner of Main St./Sycamore Ave.

Staff respectfully recommend that City Council approve the actions as noted. With the City Council's authorization, the anticipated project schedule is as follows:

October 2025: Award Contract
December: Begin Construction
February 2026: Complete Project

CITY STRATEGIC PLAN COMPLIANCE:

Goal 1: Develop and Maintain Quality Infrastructure and Technology

Strategy A: Seek opportunities to implement and expedite the projects in the Capital

CDBG ADA Curb Ramp Installation Project

October 21, 2025

Page 4 of 4

Improvement Program and ensure that City-owned infrastructure is well maintained, including streets, entryways, and facilities.

Strategy D: Improve mobility and transportation throughout the City.

PREPARED BY:

Floriza Rivera, Principal Civil Engineer

REVIEWED BY:

Elias Sassoon, Public Works Director

APPROVED BY:

Barbara Voss, Deputy City Manager

ATTACHED SUPPORTING DOCUMENTS:

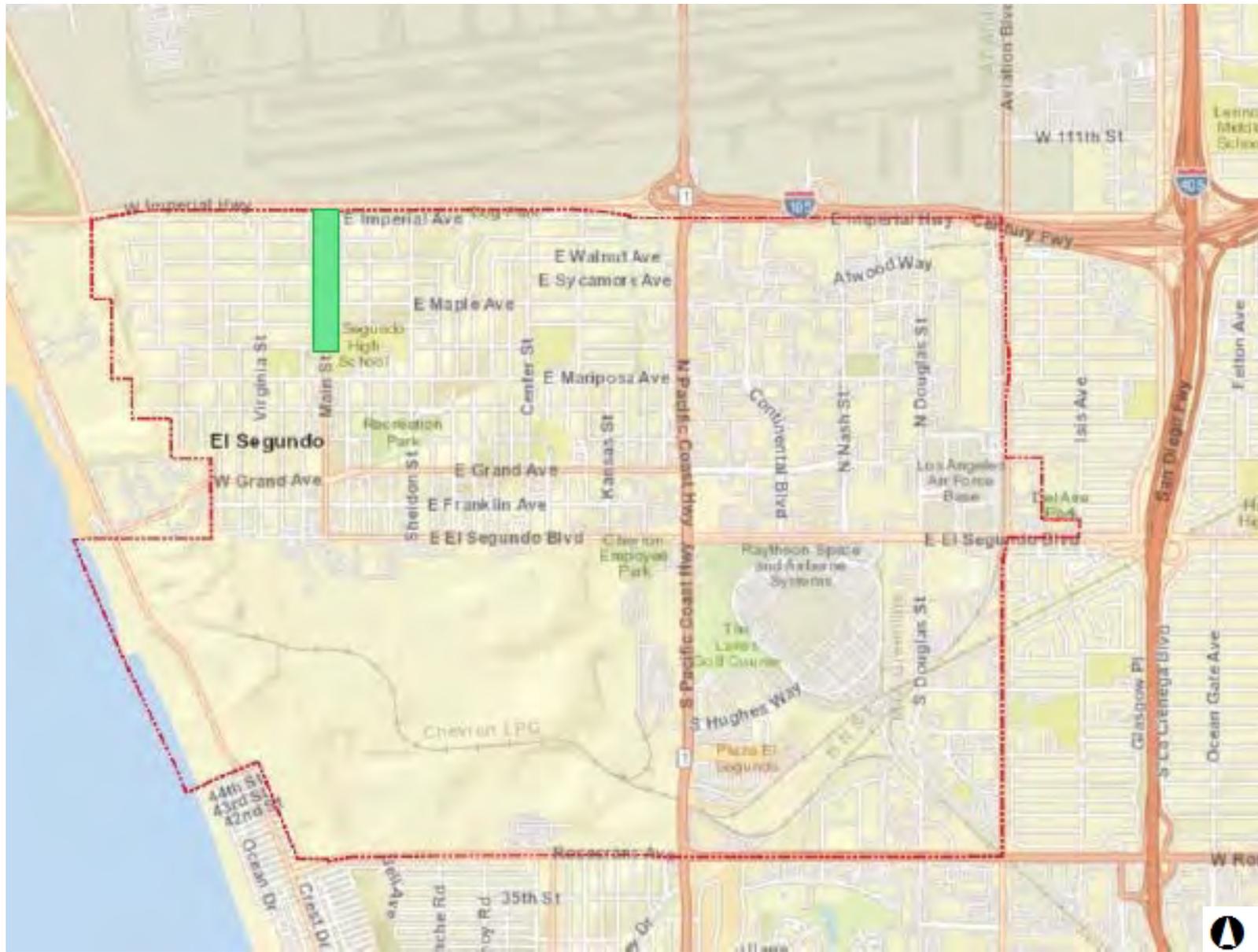
1. Vicinity Map PW 24-13
2. Location Map PW 24-13
3. Formal Protest - Omission of Addendum No. 5 for PW-24-13
4. Response to 9-4-25 Formal Protest



Vicinity Map

CDBG ADA Curb Ramp Improvements Project

Project No. 602744-24/PW 24-13



6,018.7 0 3,009.33 6,018.7 Feet

WGS_1984_Web_Mercator_Auxiliary_Sphere

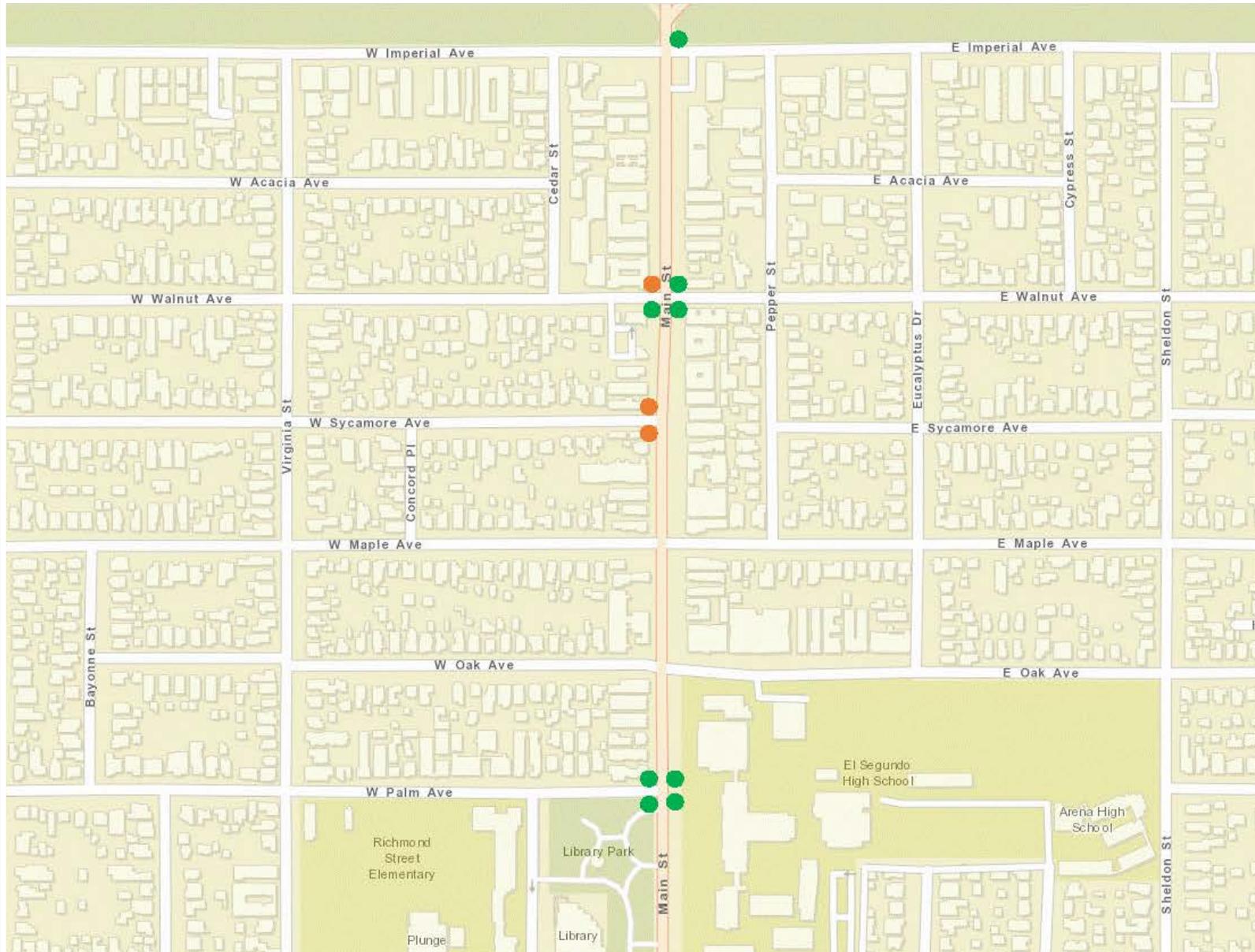
DISCLAIMER: The information shown on this map was compiled from different GIS sources. The land base and facility information on this map is for display purposes only and should not be relied upon without independent verification as to its accuracy. The City of El Segundo will not be held responsible for any claims, losses or damages resulting from the use of this map.



Location Map

CDBG ADA Curb Ramp Improvements Project

Project No. 602744-24/PW 24-13



Legend

- City boundary
- Base bid curb ramp location
- Alternative bid curb ramp location

Notes

No Scale

WGS_1984_Web_Mercator_Auxiliary_Sphere

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September 04, 2025

Cheryl Ebert
City Engineer
City of El Segundo
310-524-2321
cebert@elsegundo.org

RE: Formal Protest – Omission of Addendum No. 5 for PW 24-13 CDBG ADA Curb Ramp Project

Dear Ms. Ebert,

I am writing to formally submit a bid protest regarding the PW 24-13 CDBG ADA Curb Ramp project. Our firm was a registered plan holder and submitted a bid in good faith, relying on the information and addenda made publicly available during the procurement process.

We have recently become aware that Addendum No. 5 was issued—yet we were never in receipt of it through any official channel or plan distribution system. This omission had a material impact on our understanding of the scope of work and our bid preparation.

The lack of receipt of this addendum placed our firm at a material disadvantage, and we believe this constitutes a valid basis for protest under the procedures outlined in Section 4 of the project specifications, which we are following here in a timely manner.

We respectfully request that the City investigate the issuance and distribution process for Addendum No. 5, including confirmation of its dissemination to all plan holders of record, and delay award of the contract pending review and resolution of this protest.

We are happy to provide supporting documentation demonstrating our plan holder status and tracking records. Please confirm receipt of this protest.

Sincerely,

Nate Beach
Secretary
Addison-Miller Inc.
Phone: 310-663-1683
Email: nate@addisonmillerinc.com



September 24, 2025

Nate Beach, Secretary
Addison-Miller Inc.
1100 W. Town & Country Rd., Ste 1250
Orange, CA 92868

VIA EMAIL: nate@addisonmillerinc.com

**Subject: Formal Protest Letter Dated September 04, 2025
PW 24-13 CDBG ADA Curb Ramp Installation Project**

Dear Mr. Beach:

I am responding to your Formal Protest Letter emailed on September 4, 2025. On August 27, 2025, Addendum 5 was emailed to the larry@addisonmillerinc.com email address provided by Larry Zepeda, the Addison-Miller representative, at the project's mandatory pre-bid meeting. The pre-bid meeting attendee list showing the email addresses provided to the City is attached.

On August 18, 2025, I had called the 323-240-9170 number provided on the pre-bid meeting attendee list because the emailed list to Ronnie Ramos prompted a delivery error message. Larry answered and advised me the email had to have "inc.com" included in the address. Since that conversation, and with Larry's email address containing that text, Larry's email address has been used for any addendums sent after the pre-bid meeting occurred.

Addendum 5 relayed a change in the Federal wage decision to potential eligible bidders. The City waived the failure to receive Addendum 5 as an immaterial deviation and Addison-Miller's bid was accepted. Your statement that Addison-Miller's failure to receive Addendum 5 "had a material impact on [your company's] understanding of the scope of work and bid preparation" cannot be confirmed. Addison-Miller's bid is the apparent fifth lowest bid, with four lower bids preceding it. Based on the bid protest, the City does not have any evidence that the wage decision would cause your company to significantly lower its bid amount to become the apparent lowest bid. For this reason, staff intends to recommend that the City Council deny the bid protest and award the contract to the lowest responsible bidder at its October 21, 2025 regular meeting.

I cannot address the "procedures outlined in Section 4 of the project specifications" your letter references as a basis for protest, since it is not clear. Section 4, page II-B-14, in the specifications involves Control of Materials. Again, the City does not have evidence that Addison-Miller's failure to receive Addendum 5 (the change in Federal wage decision) would cause your company to reduce its bid enough to be the apparent lowest bid.

Please contact me with any questions regarding this letter.

Sincerely,

A handwritten signature in blue ink, appearing to read "Floriza Rivera".

Floriza Rivera
Public Works Department, City of El Segundo

Cc: Cheryl Ebert, City Engineer

Encl.



September 04, 2025

Cheryl Ebert
City Engineer
City of El Segundo
310-524-2321
cebert@elsegundo.org

RE: Formal Protest – Omission of Addendum No. 5 for PW 24-13 CDBG ADA Curb Ramp Project

Dear Ms. Ebert,

I am writing to formally submit a bid protest regarding the PW 24-13 CDBG ADA Curb Ramp project. Our firm was a registered plan holder and submitted a bid in good faith, relying on the information and addenda made publicly available during the procurement process.

We have recently become aware that Addendum No. 5 was issued—yet we were never in receipt of it through any official channel or plan distribution system. This omission had a material impact on our understanding of the scope of work and our bid preparation.

The lack of receipt of this addendum placed our firm at a material disadvantage, and we believe this constitutes a valid basis for protest under the procedures outlined in Section 4 of the project specifications, which we are following here in a timely manner.

We respectfully request that the City investigate the issuance and distribution process for Addendum No. 5, including confirmation of its dissemination to all plan holders of record, and delay award of the contract pending review and resolution of this protest.

We are happy to provide supporting documentation demonstrating our plan holder status and tracking records. Please confirm receipt of this protest.

Sincerely,

Nate Beach
Secretary
Addison-Miller Inc.
Phone: 310-663-1683
Email: nate@addisonmillerinc.com

CITY OF EL SEGUNDO
PUBLIC WORKS DEPARTMENT
ENGINEERING DIVISION

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)
AMERICANS WITH DISABILITIES ACT (ADA)
CURB RAMP INSTALLATION PROJECT, AUGUST 2025 RE-BID
PROJECT NO.: PW 24-13, CDBG PROJECT NO. 602744-24
AUGUST 18, 2025 10:00 AM**

Location: Northeast corner of Main St./Imperial Highway intersection.

PLEASE PRINT LEGIBLY:

	NAME	COMPANY	CONTACT INFORMATION
1	Floriza Rivera	City of El Segundo	Telephone: 310-524-2361 Email: frivera@elsegundo.org
2	Tina Gall	City of El Segundo	Telephone: 310-524-2354 Email: tgall@elsegundo.org
3	<i>Larry Zepeda</i> <i>Ronnie Ramos</i>	<i>Addison Miller</i>	Telephone: <i>323-240-9170</i> Email: <i>ronnie@addisonmiller.com</i> <i>Larry@AddisonMillerInc.com</i>
4	<i>Jr Rojas</i>	<i>Rojas Construction</i>	Telephone: <i>(310) 987-0727</i> Email: <i>RCWreckingscrew@aol.com</i>
5	<i>Joe Fadden</i>	<i>H2S ENGINEERING</i>	Telephone: <i>951-226-4040</i> Email: <i>ESTIMATING@H2S ENGINEERING.COM</i>
6	<i>Alberto Valdez</i>	<i>ONYX PAVING</i>	Telephone: <i>714-632-6699</i> Email: <i>Bids@onyx paving.com</i>
7	<i>Noah Ko</i>	<i>Ankor ASSOCIATES</i>	Telephone: <i>714-357-3040</i> Email: <i>Info@AnkorASSOCIATES.com</i>
8	<i>Hector Hernandez</i>	<i>CS Concrete Construction Inc</i>	Telephone: <i>562-777-2222</i> Email: <i>hectorh@csinc.biz</i> <i>Jenifer@csinc.biz</i>
9	<i>Angel Fierros</i>	<i>FS Contractors Inc</i>	Telephone: <i>818-838-6040</i> Email: <i>angel@fscontractorsinc.com</i>

PLEASE PRINT LEGIBLY:

	NAME	COMPANY	CONTACT INFORMATION
10	Lucas Duarte ✓✓	Estate Design & Construction	Telephone: 310-810-7319 Email: bids@estatednc.com
11	TED KIDANE	CITY OF EL SEGUNDO PUBLIC WORKS	Telephone: 310-765-0796 Email: TKIDANE@ELSEGUNDO.ORG
12	Nezar Alsmadi	We R Builders, Inc.	Telephone: 714-874-5275 (office) Email: 714-423-3844 (cell) Estimates@WRBconstruction.com
13	Alberto Oliveros	City of El Segundo	Telephone: 310-765-0620 Email: aoliveros@elsegundo.org
14	Zeth Moorlag ✓✓	Gentry General engineering	Telephone: 909-330-330 Email: 1128 alicia@gentrygeneral.com
15			Telephone: Email:
16			Telephone: Email:
17			Telephone: Email:
18			Telephone: Email:
19			Telephone: Email:



City Council Agenda Statement

Meeting Date: October 21, 2025

Agenda Heading: Consent

Item Number: B.6

TITLE:

Resolution Rejecting All Bids and Authorizing Readvertisement of the Project for the George E. Gordon Clubhouse HVAC Replacement Project at Recreation Park, Project No. PW 25-14

RECOMMENDATION:

1. Adopt a resolution rejecting all bids for engineering plans and specifications for the George E. Gordon Clubhouse HVAC Replacement Project at Recreation Park. Project No. PW 25-14.
2. Authorize staff to re-advertise the project for bids.
3. Alternatively, discuss and take other action related to this item.

FISCAL IMPACT:

Amount Budgeted: \$150,000

Additional Appropriation: None

Account Number(s): 301-511-4101-1-88400 (Citywide HVAC CIP account)

BACKGROUND:

On August 19, 2025, the City Council adopted the plans and specifications for the George E. Gordon Clubhouse HVAC Replacement Project. The project proposed the demolition of the existing chiller and rooftop air handling units, associated piping, valves, and controls, and the installation of new rooftop packaged units with related electrical, ductwork, and commissioning work.

On September 24, 2025, the City Clerk received and opened eight bids as follows:

- | | |
|----------------------------|-----------|
| 1. Bridgerock Construction | \$104,500 |
| 2. ACCO | \$130,900 |

Resolution Rejecting All Bids and Authorizing Readvertisement of the Project for the George E. Gordon Clubhouse HVAC Replacement Project at Recreation Park, Project No. PW 25-14

October 21, 2025

Page 2 of 3

3. AC Pros	\$134,420
4. NKS Mechanical Contracting	\$157,000
5. AireMasters	\$159,989
6. First Trade dba YMC	\$189,000
7. Allison Mechanical	\$213,500
8. Minako America dba Minco	\$379,100

DISCUSSION:

On September 30, 2025, the apparent third bidder, AC Pros, sent a bid protest letter to the City requesting that the first lowest bid be found nonresponsive. The reasons cited were that the first bidder did not comply with the bidding documents by not listing an approved subcontractor for duct cleaning in accordance to Addendum 1 and altered the bid documents by replacing the bid notary form with their own. Further and not provided in the bid protest, staff found that the first bidder listed a sub-contractor performing more than 80% of the work to have an expired DIR license not following the requirements at the time of the bidding.

In addition, staff reviewed the responsiveness of the next two lowest bid proposals and found the second apparent bidder, ACCO, failed to sign the "Bid Bonds" form and did not provide required past project references. The third apparent bidder, AC Pros, also failed to provide required past project references.

Further, the cost proposals of the remaining bids exceeded the City's budgeted amount for the project.

Pursuant to California Public Contracts Code § 22038 and El Segundo Municipal Code § 1-7-9C, the City retains the discretion to reject all bids on a given project. In consultation with the City Attorney's Office regarding these issues, City staff respectfully recommend rejecting all bids and re-advertising this project for construction.

With the Council's authorization, the anticipated schedule for the improvements is as follows:

November 2025: Advertising and Bid Process
December 2025: Contract Award
March 2026: Begin Construction
May 2026: Project Completion

CITY STRATEGIC PLAN COMPLIANCE:

Resolution Rejecting All Bids and Authorizing Readvertisement of the Project for the George E. Gordon Clubhouse HVAC Replacement Project at Recreation Park, Project No. PW 25-14
October 21, 2025
Page 3 of 3

Goal 1: Develop and Maintain Quality Infrastructure and Technology

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

PREPARED BY:

Alberto Oliveros, Senior Engineer Associates

REVIEWED BY:

Elias Sassoon, Public Works Director

APPROVED BY:

Barbara Voss, Deputy City Manager

ATTACHED SUPPORTING DOCUMENTS:

1. Resolution
2. Vicinity Map
3. Location Map
4. AC Pros Protest Letter
5. City's Response to Protest

RESOLUTION NO. __

A RESOLUTION REJECTING ALL BIDS RECEIVED FOR THE GEORGE E. GORDON CLUBHOUSE HVAC REPLACEMENT PROJECT AT RECREATION PARK, PROJECT NO. PW 25-14, AND APPROVING REVISED PLANS AND SPECIFICATIONS AND AUTHORIZING AND DIRECTING STAFF TO READVERTISE AND SOLICIT NEW BIDS FOR THE PROJECT

The City Council of the City of El Segundo does resolve as follows:

SECTION 1: Recitals:

- A. On August 19, 2025, the City Council adopted the plans and specifications for the George E. Gordon Clubhouse HVAC Replacement Project; the project proposed the demolition of the existing chiller and rooftop air handling units, associated piping, valves, and controls, and the installation of new rooftop packaged units with related electrical, ductwork, and commissioning work;
- B. On September 30, 2025, all bids were opened; the City received eight bids;
- C. After reviewing the bids, staff determined that several of the lowest bids failed to conform to the bid requirements in at least one material respect and the cost proposals for the remaining bids exceeded the City's budgeted amount for the project;
- D. Pursuant to California Public Contracts Code § 22038 and El Segundo Municipal Code § 1-7-9C, the City retains the discretion to reject all bids on a given project;
- E. The City Council desires to reject all bids submitted for the project and re-advertise and solicit new bids for the project.

SECTION 2: The City Council of the City of El Segundo resolves as follows:

- A. The City Council hereby rejects all bids received and opened for the previously approved George E. Gordon Clubhouse HVAC Replacement Project At Recreation Park, Project No. PW 25- 14 ("Project").
- B. The City Council hereby authorizes and directs staff to re-advertise the project for construction bidding and solicit new bids for the project.
- C. The City Engineer has revised plans and specifications for PW 25-14, Gordon Clubhouse HVAC System ("Project") for renovation. These plans and specifications are complete. Services related to the Project may begin.

- D. The City Council wishes to obtain the immunities set forth in Government Code § 830.6 with regard to the plans and construction of the Project.

SECTION 3: *Design Immunity; Authorization.*

- A. The design and plans for the Project are determined to be consistent with the City's standards and are approved.
- B. The design approval set forth in this Resolution occurred before actual work on the Project construction commenced.
- C. The approval granted by this Resolution conforms with the City's General Plan.
- D. The City Engineer, or designee, is authorized to act on the City's behalf in approving any alterations or modifications of the design and plans approved by this Resolution.
- E. The approval and authorization granted by this Resolution is intended to avail the City of the immunities set forth in Government Code § 830.6.

SECTION 4: *Project Payment Account.* For purposes of the Contract Documents administering the Project, the City Council directs the City Manager, or designee, to establish a fund containing sufficient monies from the current fiscal year budget to pay for the Project ("Project Payment Account"). The Project Payment Account is the sole source of funds available for the Contract Sum, as defined in the Contract Document administering the Project.

SECTION 5: The City Clerk is directed to certify the adoption of this Resolution.

SECTION 6: This Resolution will become effective immediately upon adoption.

PASSED AND ADOPTED this ____ day of _____, 2025.

Chris Pimentel, Mayor

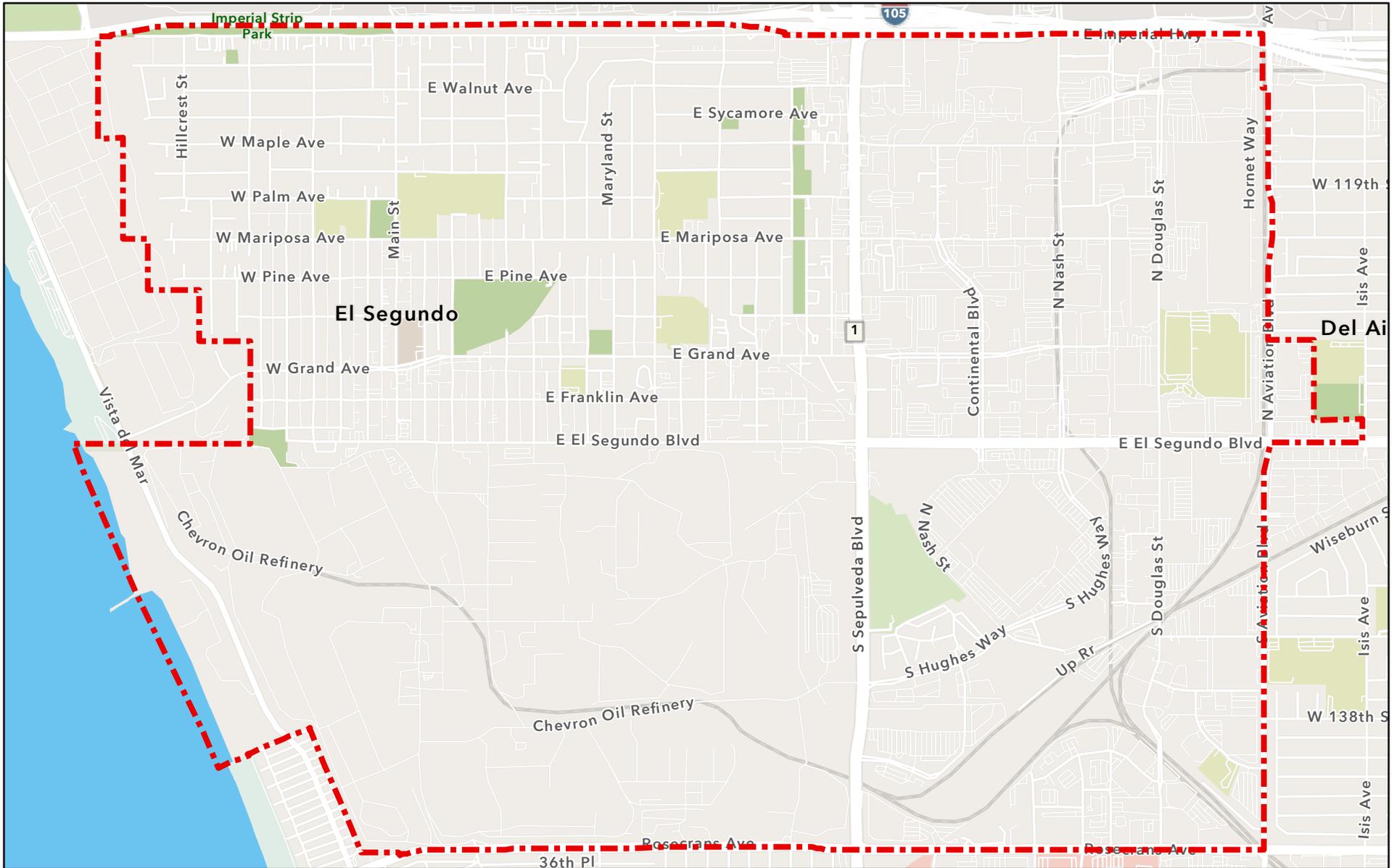
ATTEST:

Susan Truax, City Clerk

APPROVED AS TO FORM:

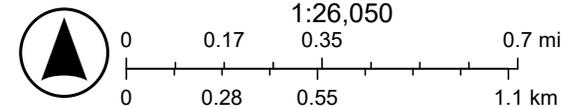
Mark D. Hensley
City Attorney

PW 25-14 Gordon Clubhouse HVAC Replacement Vicinity Map



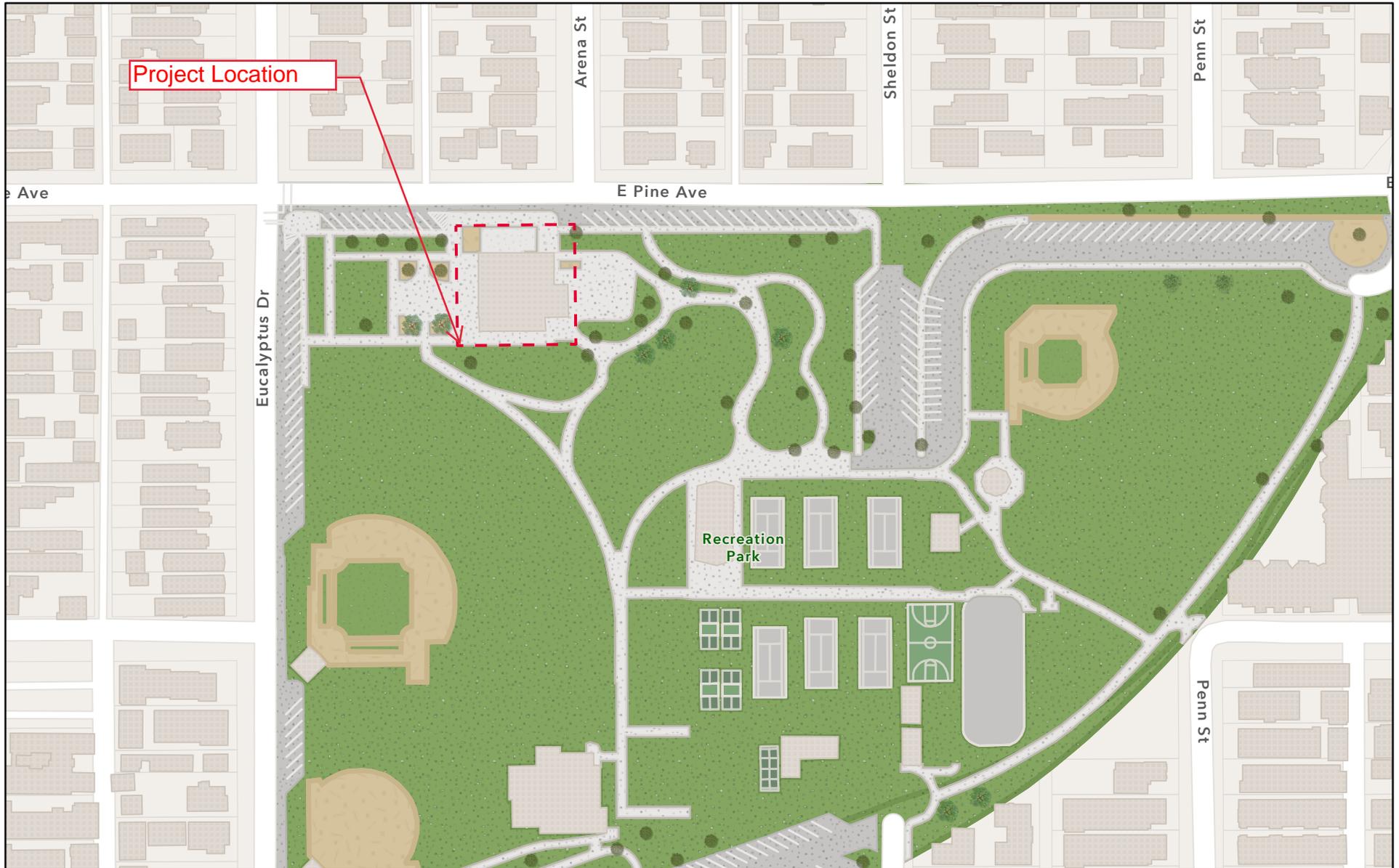
6/30/2025

 COES City Boundary

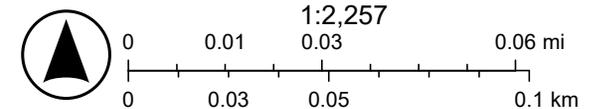


Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community

PW!25-14 Gordon Clubhouse HVAC Replacement Location Map



6/30/2025



Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community



Air Conditioning & Heating

Residential • Commercial

Air Conditioning, Heating, Ventilation and Mechanical Services

LIC # 871281 DIR #1000031839

Sep. 29th, 2025

To: Alberto Oliveros
Senior Engineer Associate
City of El Segundo.
Tel: 31.765.0820
Email: aoliveros@elsegundo.org

Project: PW25-14 – Gordon Clubhouse HVAC Replacement

Re: Protest Letter

Dear Mr. Oliveros,

This is to protest the Bid submitted by Bridgerock Construction Inc. to the City of El Segundo on the above-referenced project.

The bidder did not meet the requirements for the following reasons:

- Contractor did not comply with the bidding documents by not listing an approved subcontractor for duct cleaning.
- Contractor altered the bid documents by replacing the bid notary form with his own.

Not listing an approved duct cleaning subcontractor.

Per the bid document “Designated subcontractors list” and public code:

Designated Subcontractors List: “Bidders must submit with the bid the designated subcontractor list for those subcontractors who will perform any portion of the work, including labor, rendering of service, or specialty fabricating and installing a portion of the work or improving according to detailed drawings contained in the plans and specs, in excess of half of one percent (0.5%) of the bidder total bid. Failure to fully complete and submit this list when require by law shell results in Bid being deemed non-responsive and the bid will not be considered.”

This is required by the subletting and subcontracting Fair Practice Act (Public contract code section 4100, et seq.)

Any subcontractor who receives an amount over ½ of 1% (half of one percent) of the total cost of the bid proposal must be listed on the designation of subcontractors for a bid to be responsive. Per California public works code (Subletting and Subcontracting [4100 - 4114] Ch. 195, Sec. 42.1) and per the bid documents.

Per pre-bid RFI and Addendum #1, dated Sep 17, Questions #3, states that **duct cleaning is required, and that the specifications were updated** for this bid.

Added technical section in addendum #1, section 230130.52 – “Existing HVAC Air distribution system duct cleaning”. Per the section added above, the contractor that conducts the duct cleaning must be an employee of ASCS with a NADCA certification (**Exhibit A**).

Bridgerock Construction did not list a C61/C64 Air duct cleaning, nor are they holding the required NADCA certifications.

Bridgerock listed an HVAC subcontractor, Allstar Heating & Air Conditioning Inc., and in the portion of work they state that they will do the duct cleaning. Allstar Heating & Air Conditioning only holds a C20 license, they do not have NADCA certifications, and they cannot have this work subcontracted under them as they do not have a B License, as this is not an incidental work, this is a whole added new scope as brought out in the addendum. As an example, see the Air Balance subcontractor, who is listed on its own even when it is HVAC scope as well.

In the case of Bridgerock, if the subcontractor amount is higher than \$522.50, they must list a NADCA certified subcontractor in the certification of subcontractors form provided by the city.



City of El Segundo – Bid PW25-14 Protest Letter

The price for duct cleaning for this project is well over 0.5% of Bridgerock bid amount (**Exhibit B**).
Therefore, Bridgerock bid is to be considered non-responsive.

Given the reason above and the city limited time and the complexity of this project, we believe the district should reject Bridgerock Construction Inc bid as nonresponsive as they did comply with the bid documents and the public code.

Thank you for your attention to this letter.

Sincerely,

Noam Ziv

A handwritten signature in blue ink, appearing to read 'Noam Ziv', is written over the printed name. The signature is fluid and includes a checkmark at the end.

Attachment:

1. Exhibit A – Add#1, added specification section 230130.52 – “Existing HVAC Air distribution system duct cleaning with highlight.
2. Exhibit B – Duct cleaning proposal at bid time.

SECTION 230130.52

EXISTING HVAC AIR DISTRIBUTION SYSTEM CLEANING

PART 1 - GENERAL

1.1 RELATED DOCUMENTS

- A. Drawings and general provisions of the Contract, including General and Supplementary Conditions and Division 01 Specification Sections, apply to this Section.

1.2 SUMMARY

- A. Section includes cleaning existing HVAC air-distribution equipment, ducts, plenums, and system components.
- B. Related Requirements:
 - 1. Section 233113.00 "Metal Ducts" for cleaning newly installed metal ducts.
 - 2. Section 230593.00 "Testing, Adjusting, Balancing for HVAC" for system flow documentation before cleaning and balancing and following cleaning and restoration.
 - 3. Section 233300.00 "Air Duct Accessories" for restoration of opened ducts and plenums with access doors.

1.3 DEFINITIONS

- A. ACAC: American Council for Accredited Certification.
- B. AIHA-LAP: American Industrial Hygiene Association Lab Accreditation Program
- C. ASCS: Air systems cleaning specialist.
- D. CESB: Council of Engineering and Scientific Specialty Boards.
- E. CMI: Certified Microbial Investigator.
- F. CMC: Certified Microbial Consultant.
- G. CMR: Certified Microbial Remediator.
- H. CMRS: Certified Microbial Remediation Supervisor.
- I. EMLAP: Environmental Microbiology Laboratory Accreditation Program.
- J. IEP: Indoor Environmental Professional.

K. IICRC: Institute of Inspection, Cleaning, and Restoration Certification.

L. NADCA: National Air Duct Cleaners Association.

1.4 ACTION SUBMITTALS

A. Product Data:

1. Cleaning agents
2. Antimicrobial surface treatments ("sealant" for sustainable design submittal purposes).

1.5 INFORMATIONAL SUBMITTALS

A. Qualification Data:

1. For an ASCS.
2. For an IEP.
3. For a CMR and a CMRS.

B. Field Quality-Control Reports:

1. Project's existing conditions.
2. Evaluations and recommendations, including cleanliness verification.
3. Strategies and procedures plan.

1.6 CLOSEOUT SUBMITTALS

A. Post-Project report.

1.7 QUALITY ASSURANCE

A. **ASCS Qualifications: A certified member of NADCA.**

1. **Certification: Employ an ASCS certified by NADCA on a full-time basis.**
2. **Supervisor Qualifications: Certified as an ASCS by NADCA.**

B. IEP Qualifications: CMI who is certified by ACAC and accredited by CESB.

C. IEP Qualifications: CMC who is certified by ACAC and accredited by CESB.

D. CMR Qualifications: Certified by ACAC and accredited by CESB.

E. CMRS Qualifications: Certified by ACAC and accredited by CESB.

F. UL Compliance: Comply with UL 181 and UL 181A for fibrous-glass ducts.

G. Cleaning Conference: Conduct conference at Gordon Clubhouse Recreation Park.

1. Review methods and procedures related to HVAC air-distribution system cleaning, including, but not limited to, review of the cleaning strategies and procedures plan.

PART 2 - PRODUCTS

2.1 HVAC CLEANING AGENTS

A. Description:

1. Formulated for each specific soiled coil condition that needs remedy.
2. Will not corrode or tarnish aluminum, copper, or other metals.

2.2 ANTIMICROBIAL SURFACE TREATMENT

A. Description: Specific product selected shall be as recommended by the IEP based on the specific antimicrobial needs of the specific Project conditions.

1. Formulated to kill and inhibit growth of microorganisms.
2. EPA-registered for use in HVAC systems and for the specific application in which it will be used.
3. Have no residual action after drying, with zero VOC off-gassing.
4. OSHA compliant.
5. Treatment shall dry clear to allow continued visual observation of the treated surface.

PART 3 - EXECUTION

3.1 PREPARATION

- A. Inspect HVAC air-distribution equipment, ducts, plenums, and system components to determine appropriate methods, tools, and equipment required for performance of the Work.
- B. Perform "Project Evaluation and Recommendation" according to NADCA ACR.
- C. Cleaning Plan: Prepare a written plan for air-distribution system cleaning that includes strategies and step-by-step procedures. At a minimum, include the following:
 1. Supervisor contact information.
 2. Work schedule, including location, times, and impact on occupied areas.
 3. Methods and materials planned for each HVAC component type.
 4. Required support from other trades.
 5. Equipment and material storage requirements.
 6. Exhaust equipment setup locations.

- D. Existing Conditions Report: Prepare a written report that documents existing conditions of the systems and equipment. Include documentation of existing conditions, including inspection results, photo images, laboratory results, and interpretations of the laboratory results by an IEP.
 - 1. Prepare written report listing conditions detrimental to performance of the Work.
- E. Proceed with work only after conditions detrimental to performance of the Work have been corrected.
- F. Use the existing service openings, as required for proper cleaning, at various points of the HVAC system for physical and mechanical entry and for inspection.
- G. Comply with NADCA ACR, "Guidelines for Constructing Service Openings in HVAC Systems" Section.
- H. Mark the position of manual volume dampers and air-directional mechanical devices inside the system prior to cleaning.

3.2 CLEANING

- A. Comply with NADCA ACR, including items identified as "recommended," "advised," and "suggested."
- B. Perform electrical lockout and tagout according to Owner's standards or authorities having jurisdiction.
- C. Remove non-adhered substances and deposits from within the HVAC system.
- D. Complete cleaning in accordance with Owner-Contractor agreed-upon scope of work.
- E. Systems and Components to Be Cleaned: All air-moving and -distribution equipment.
- F. Systems and Components to Be Cleaned:
 - 1. Air devices for supply and return air.
 - 2. Air-terminal units and connections.
 - a. Flexible connectors.
 - 3. Ductwork:
 - a. Supply-air ducts, including turning vanes and reheat coils, to the air-handling unit.
 - b. Return-air ducts to the air-handling unit.
 - c. Transfer ducts.
 - 4. Casings.
 - 5. Duct-mounted coils.
 - 6. Air-Handling Units:
 - a. Interior surfaces of the unit casing.

- b. Coil surfaces compartment.
 - c. Condensate drain pans.
 - d. Fans, fan blades, and fan housings.
 7. Exhaust fans and power ventilators.
 8. Filters and filter housings.
 9. Gravity ventilators.
 10. Air-to-air heat exchangers.
- G. Collect debris removed during cleaning. Ensure that debris is not dispersed outside the HVAC system during the cleaning process.
- H. Particulate Collection:
1. For particulate collection equipment, include adequate filtration to contain debris removed. Locate equipment downwind and away from all air intakes and other points of entry into the building.
 2. HEPA filtration with 99.97 percent collection efficiency for particles sized 0.3 micrometer or larger shall be used where the particulate collection equipment is exhausting inside the building,
- I. Control odors and mist vapors during the cleaning and restoration process.
- J. Mark the position of manual volume dampers and air-directional mechanical devices inside the system prior to cleaning. Restore them to their marked position on completion of cleaning.
- K. System components shall be cleaned so that all HVAC system components are visibly clean. On completion, all components must be returned to those settings recorded just prior to cleaning operations.
- L. Clean all air-distribution devices, registers, grilles, and diffusers.
- M. Clean non-adhered substance deposits according to NADCA ACR and the following:
1. Clean air-handling units, airstream surfaces, components, condensate collectors, and drains.
 2. Ensure that a suitable operative drainage system is in place prior to beginning wash-down procedures.
 3. Clean evaporator coils, reheat coils, and other airstream components.
- N. Air-Distribution Systems:
1. Create service openings in the HVAC system as necessary to accommodate cleaning.
 2. Mechanically clean air-distribution systems specified to remove all visible contaminants, so that the systems are capable of passing the HVAC System Cleanliness Tests (see NADCA ACR).
- O. Debris removed from the HVAC system shall be disposed of according to applicable Federal, state, and local requirements.

P. Mechanical Cleaning Methodology:

1. Source-Removal Cleaning Methods: The HVAC system shall be cleaned using source-removal mechanical cleaning methods designed to extract contaminants from within the HVAC system and to safely remove these contaminants from the facility. No cleaning method, or combination of methods, shall be used that could potentially damage components of the HVAC system or negatively alter the integrity of the system.
 - a. Use continuously operating vacuum-collection devices to keep each section being cleaned under negative pressure.
 - b. Cleaning methods that require mechanical agitation devices to dislodge debris that is adhered to interior surfaces of HVAC system components shall be equipped to safely remove these devices. Cleaning methods shall not damage the integrity of HVAC system components or damage porous surface materials, such as duct and plenum liners.
2. Cleaning Mineral-Fiber Insulation Components:
 - a. Fibrous-glass thermal or acoustical insulation elements present in equipment or ductwork shall be thoroughly cleaned with HEPA vacuuming equipment while the HVAC system is under constant negative pressure and shall not be permitted to get wet according to NADCA ACR.
 - b. Cleaning methods used shall not cause damage to fibrous-glass components and will render the system capable of passing the HVAC System Cleanliness Tests (see NADCA ACR).
 - c. Fibrous materials that become wet shall be discarded and replaced.

Q. Coil Cleaning:

1. See NADCA ACR, "Coil Surface Cleaning" Section. Type 1, or Type 1 and Type 2, cleaning methods shall be used to render the coil visibly clean and capable of passing coil cleaning verification.
2. Coil drain pans shall be subject to NADCA ACR, "Non-Porous Surfaces Cleaning Verification." Ensure that condensate drain pans are operational.
3. Electric-resistance coils shall be de-energized, locked out, and tagged before cleaning.
4. Cleaning methods shall not cause any appreciable damage to, cause displacement of, inhibit heat transfer, or cause erosion of the coil surface or fins, and shall comply with coil manufacturer's written recommendations.
5. Rinse thoroughly with clean water to remove any latent residues.

R. Application of Antimicrobial Treatment:

1. Apply antimicrobial agents and coatings if active fungal growth is determined by the IEP to be at Condition 2 or Condition 3 status according to IICRC S520, as analyzed by a laboratory accredited by AIHA-LAP with an EMLAP certificate, and with results interpreted by an IEP. Apply antimicrobial agents and coatings according to manufacturer's written recommendations and EPA registration listing after the removal of surface deposits and debris.
2. Apply antimicrobial treatments and coatings after the system is rendered clean.
3. Apply antimicrobial agents and coatings directly onto surfaces of interior ductwork.

4. Microbial remediation shall be performed by a qualified CMR and CMRS.

3.3 CLEANLINESS VERIFICATION

- A. Verify cleanliness according to NADCA ACR, "Verification of HVAC System Cleanliness" Section.
- B. Verify HVAC system cleanliness after mechanical cleaning and before applying any treatment or introducing any treatment-related substance to the HVAC system, including biocidal agents and coatings.
- C. Surface-Cleaning Verification: Perform visual inspection for cleanliness. If no contaminants are evident through visual inspection, the HVAC system shall be considered clean. If visible contaminants are evident through visual inspection, those portions of the system where contaminants are visible shall be re-cleaned and subjected to re-inspection for cleanliness.
- D. Verification of Coil Cleaning:
 1. Measure static-pressure differential across each coil.
 2. Coil will be considered clean if cleaning restored the coil static-pressure differential within 10 percent, the differential measured when the coil was first installed.
- E. Verification of Coil Cleaning: Coil will be considered clean if the coil is free of foreign matter and chemical residue, based on a thorough visual inspection.
- F. Additional Verification:
 1. Perform surface comparison testing or NADCA vacuum test.
 2. Conduct NADCA vacuum gravimetric test analysis for nonporous surfaces.
- G. Prepare a written cleanliness verification report. At a minimum, include the following:
 1. Written documentation of the success of the cleaning.
 2. Site inspection reports, initialed by supervisor, including notation on areas of inspection, as verified through visual inspection.
 3. Surface comparison test results if required.
 4. Gravimetric analysis (nonporous surfaces only).
 5. System areas found to be damaged.

3.4 RESTORATION

- A. Restore and repair HVAC air-distribution equipment, ducts, plenums, and components according to NADCA ACR, "Restoration and Repair of Mechanical Systems" Section.
- B. Restore service openings capable of future reopening. Comply with requirements in Section 233113 "Metal Ducts."

- C. Replace fibrous-glass materials that cannot be restored by cleaning or resurfacing. Comply with requirements in Section 233113 "Metal Ducts."
- D. Replace damaged insulation according to Section 230713 "Duct Insulation."
- E. Ensure that closures do not hinder or alter airflow.
- F. New closure materials, including insulation, shall match opened materials and shall have removable closure panels fitted with gaskets and fasteners.
- G. Restore manual volume dampers and air-directional mechanical devices inside the system to their marked position on completion of cleaning.
- H. Measure air flows through air-distribution system.
- I. Measure static-pressure differential across each coil.

3.5 PROJECT CLOSEOUT

- A. Post-Project Report:
 - 1. Post-cleaning laboratory results if any.
 - 2. Post-cleaning photo images.
 - 3. Post-cleaning verification summary.
- B. Drawings:
 - 1. Deviations of existing system from Owner's record drawings.
 - 2. Location of service openings.

END OF SECTION 230130.52

EXHIBIT B



Advanced Environmental Cleaning Services

A Division of: **FQ Enterprise, Inc.**

28828 Carnation Court, Castaic, CA 91384

Phone (818) 399-2417 / Fax (661) 753-3224

E-mail: fqenterprise@att.net Lic #: 1005390

AC Pros, Inc.

18653 Ventura Blvd, 251

Tarzana, CA 91356

Phone: (818) 342-7767

Attn: estimating@acprosinc.com

Jobsite Location: **Gordon Clubhouse of City of El Segundo** – 300 East Pine Ave, El Segundo, CA 90245

September 23, 2025

Proposal No: FQ-3906

Detailed Mechanical Cleaning of existing HVAC Ductwork System

This is our proposal to perform detailed mechanical cleaning of the existing HVAC ductwork systems as per the specs of 230130.52 (Existing HVAC Air Distribution System Cleaning) for the above jobsite location, **Gordon Clubhouse**.

HVAC Mechanical Plans: M0.1 – Mo.2, M1.2, M1.3, M2.1, M2.2, M3.1, M4.1, M5.1, M5.2 and M5.3

❖ **Industrial Safety & Health Measures per GMPs:**

All the service technicians including supervisor require wearing safety glasses, proper respiratory mask & gloves required as per the work site, steel-toe shoes, hard-hat if required as per the work site and completely oriented with GMPs and strictly following them while performing any work at the site, inside the building, roof or outside around the building.

❖ **Important Precautions:**

There is no food, or any beverages allowed inside the production area; a breakroom is a proper place to have food or beverages and strictly no smoking anywhere inside the building and roof.

The following procedure is a breakdown that will be performed according to the standard of NADCA ACR 2021, HVAC System and Air Ducts & Verification of HVAC System Cleanliness and years of our company experience.

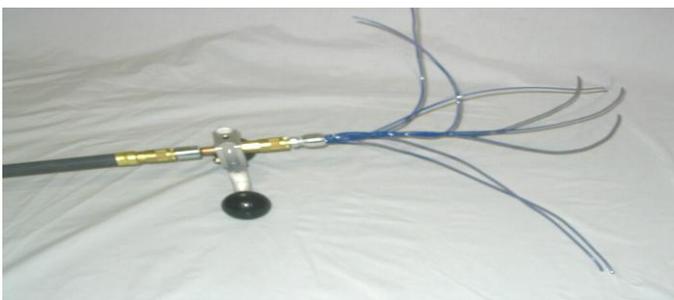
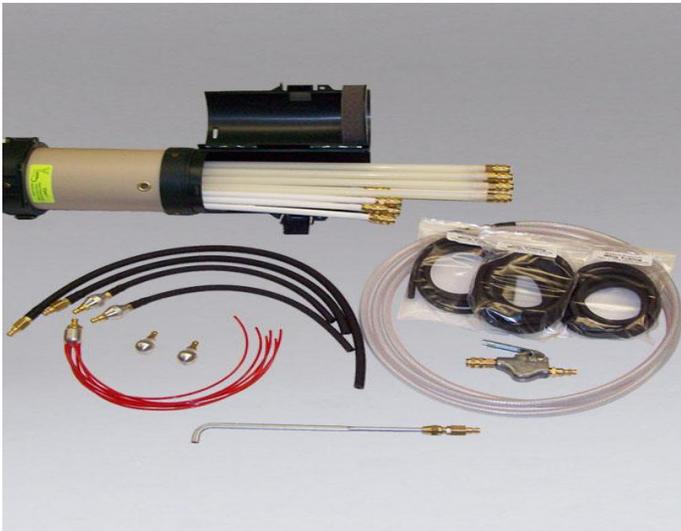
MECHANICAL CLEANING PROCEDURE OF AIR DUCTWORK:

1. All the tools, equipment and containers of various materials should be cleaned and disinfected to prevent any cross-contamination prior to downloading at the jobsite.
2. All various containers of cleaning solutions, spray-bottles, protective-coating or anti-rust epoxy shall be kept airtight and well organized while performing the work.
3. Exact equipment, tools and materials shall be brought to the work area based on the condition of the unit and ductwork. The unit(s) must be turned off and put locked/tagged out prior to starting any work.

4. Furniture and equipment or electric devices are properly covered with a clean drop-plastic around the work area prior to taking down the air vents (registers). In some cases, the floor or carpet requires additional protection besides drop-plastic or card-paper drop, which should be arranged accordingly.
5. All the visible dust (non-adhered substances) sitting anywhere on the surfaces of inside the air ducts shall be agitated with the high-pressure air-whip run by the compressed-air (air-compressor) for *porous surfaces and flex air-ducts*. Pneumatic rotary-brush is used to agitate dust and debris for *non-porous surfaces air-ducts*. During any of these agitation processes, the negative air-pressure machine with HEPA Filter continuously on power with its own flex-duct connected to the service opening to collect all the agitated dust and debris and to prevent any possible cross-contamination as well.
6. The surfaces of large ductwork (porous or non-porous) with easy and wide service openings shall be directly agitated by hand-contact vacuum while a negative air-pressure machine with HEPA Filter on power near by the unit to prevent any possible cross-contamination.
7. Any porous surface (fiber-glass line) shall be vacuumed by hand contact vacuum without creating any abrasion, breaks, or tears on its topline. Minor abrasion or damage can be fixed with protective coating (DP-2540) *but*; if existing fiber-glass line found extremely damaged, corroded, or torn (not cleanable) shall be replaced with new one.
8. Service openings shall be made as many as needed based on the length of the duct to be cleaned and keeping a balance in air-ventilation and maintain oxygen level while a service man (men) working inside the duct (confined space).
9. After cleaning of the duct, all the service access openings shall be sealed with galvanized sheet-metal panels of an equivalent gauge or heavier so as not to compromise the structural integrity of the duct.
10. Service access panels shall be mechanically fastened (screwed or riveted) at minimum every 4" on the center and the panel shall overlap the ductwork surfaces by 1" on all sides. Access panels with fiber-glass line shall be closed / sealed with (DP-77) in such a manner so there would be no exposed / loose fibers left around the edges to prevent their migration into airstream. After screwed, the panels shall be sealed with duct sealant (DP-1010) around their outer surfaces to avoid air-leaks.
11. There are other HVAC components such as VAVs / air-mixing boxes, fan-coil units, turning vanes, dampers, and sound attenuators within ductwork system of major or large HVAC systems also be cleaned in same way as cleaning of unit and ductwork.
12. There may be a possibility of micro-bio growth found inside surfaces of the unit (porous or non-porous) that it should be handled and treated in accordance with the IICR S520 Standard for Mold Remediation and Control.
13. Any non-porous surfaces shall be disinfected and sanitized after cleaning with an approved product by EPA & CDC. SDS (safety Data Sheet) of the product separately attached along with the proposal.
14. **Wrap UP:** A detailed and visual inspection per NADCA's Standard of Cleanliness shall be conducted by the project manager at site before all the components or parts which were removed or taken down while cleaning process shall be put back in place, all the drop-plastic and card-paper drop removed, and work area shall be left tidy and clean.

Important Note: As the above is a complete body of procedures of mechanical cleaning of air-ducts and there would be a possibility that some of the items / steps in the above procedures may not be applied for any specified job, but a modified design of specs can be made from the above complete procedures according to some job requirement.

Note: Your cooperation with our foreman or project manager is always appreciated and please assign your contact person/representative at site in case of any questions arise or need some assistance regarding your building facility.





Estimated cost of this project would be: -----\$9,750.00

*(The above price includes service, materials, **prevailing wages** and valid for 90 days after this issuing date)*

We are proud to be a member of [NADCA \(National Air Duct Cleaners Association\)](#) and all our cleaning & restoration projects of HVAC System are supervised by NADCA's certified ASCS (*Air System Cleaning Specialist*) with certification of VSMR (*Ventilation System Mold Remediator*) and a certified member of [ISN \(ISNetworld is global resources for connecting Hiring Clients with safe and reliable contractors\)](#)

We promise to provide our services with the best of our knowledge, skills and experience, including a higher level of safety & health in our workmanship at Advanced Environmental Cleaning Services (a division of FQ Enterprise, Inc.) We have been carrying out more than 21 *YEARS* of experience in performing various commercial & industrial cleaning services all around California.

Due to our work nature, we can perform our services at clients' convenient schedules which may include night or weekends work schedules. Please feel completely comfortable asking any questions or need further assistance regarding this proposal.

Yours sincerely,

Faheem Qureshi
Snr. Project Estimator & Consultant
Advanced Environmental Cleaning Services
E-mail: fqenterprise@att.net / Cell: (818) 399-2417

GENERAL REQUIREMENTS:

1. Debris removed during cleaning shall be collected and precautions are taken to ensure that debris is not otherwise dispersed outside the air system(s) during the cleaning process. After air system(s) cleaning, any areas which could be affected by the cleaning contractor's work must be as clean or cleaner than their condition prior to the commencement of the cleaning operation.
3. Where the equipment is exhausted inside the building. HEPA filtration with 99.97% collection efficiency for 0.3-micron size particles shall be used. When the equipment is exhausted outside the building, precautions shall be taken to ensure that exhaust air does not re-enter the building.
4. All reasonable measures shall be taken to control offensive odors and/or mist vapors during the cleaning upon completion, all components must be returned to those settings recorded just prior to cleaning.
5. Dampers and air-directional devices must have their position marked prior to cleaning and, upon completion, must be restored to their marked position.
6. Any access holes cut for the cleaning process shall be repaired so that they will not significantly alter the airflow. All openings made to facilitate the cleaning shall be sealed in accordance with industry standards and local codes, using materials acceptable under those standards and codes.

HEALTH AND SAFETY:

1. Cleaning contractors shall comply with all applicable federal, state, and local requirements for protecting the safety of the contractors' employees, building occupants, and the environment. Particularly, all applicable standards of the Cal OSHA, EPA and the Occupational Safety and Health Administration (OSHA) shall be followed.
2. No processes or materials shall be employed in such a manner that they will create adverse health effects to the building occupants, cleaning contractors or public.
3. All debris removed from the air system(s) shall be disposed of in accordance with all applicable federal, state, and local requirements.
4. The contractor shall report on the existence of any unsafe conditions that prevent the performance of services to the project coordinator.
5. Suitable protective covering and respiration equipment shall be provided by the contractor to employees in all areas where required.

GENERAL CONDITIONS:

1. The contractor shall carry liability and workman's compensation insurance as required.
2. The contractor shall maintain a daily work log showing work progress materials delivered or installed on site and names of crew members on site. This log is presented to the project coordinator on request.
3. The contractor shall become familiar with building availability of building layout, security requirements, vehicle access, fire extinguishers, exits and breaker panels.
4. The contractor shall leave the area surrounding the project in the same condition as when work started.
5. All tools should be clearly marked and securely stored when not in use.
6. The contractors shall keep the job site free of all surplus material and debris. Upon completion of each shift, all debris shall be removed from the job site and disposed of by the contractor.
7. The contractor shall furnish all supervision, labor, materials, supplies, transportation, tools, equipment and other services or items necessary to accomplish the work.
8. Work should be done at hours convenient for the customer so as not to interfere with the existing operation. Work schedules are to be agreed upon before work begins. Any changes to the schedule agreed upon by either party should be confirmed as early as possible but no less than six hours before the start of the shift.
9. Work should be done at hours convenient for the customer so as not to interfere with existing operation. Work schedules are to be agreed upon before work begins. Any changes to the agreed schedule by either party shall be confirmed as early as possible but no less than six hours before the start of the shift.

PAYMENT TERM & CONDITION

Our Accounts Dept. will send the invoice once the job is properly completed according to the above scope of work including your satisfaction. Our acceptable payment term is for 30 days, and we always appreciate earlier payment. Please coordinate with our Accounts Manager in case of different payment terms; more than 30 days; other conditional payment terms can be negotiated based on the project value and client's creditability. For any major project, more than \$10000 worth, we require 10% advance payment after signing this work contract.

OFFICE MANAGEMENT

Signed contract or assigning a Purchase Order for this work project acknowledges your acceptance of this proposal and the work schedule shall be followed by our Service Dept., and a Project Manager will be sent out for a pre-job walk if needed. The Office Manager will supply our filled & signed W-9 Form, updated copies of General Liability, Automobile & Workers Compensation including our detailed Safety & Health Programs. Please contact the Office Manager for any questions or further assistance at: **(818) 720-1547** or send an email: fgenterprise@att.net

Approved and accepted by: Signature _____ Date _____

Certified member of: NADCA (National Air Duct Cleaners Association), BBB (Better Business Bureau) and ISN (ISNetworld is a global resource for connecting Hiring Clients with safe and reliable contractors)

Phone (818) 399-2417 / Fax (661) 753-3224 E: fgenterprise@att.net W: <http://www.advanced-environmental.net>



City of El Segundo

Public Works Department

October 7th, 2025

Elected Officials:

Chris Pimentel,
Mayor
Ryan Baldino,
Mayor Pro Tem
Drew Boyles,
Council Member
Lance Giroux,
Council Member
Michelle Keldorf,
Council Member
Susan Truax,
City Clerk

Appointed Officials:

Darrell George,
City Manager
Mark D. Hensley,
City Attorney

Department Directors:

Barbara Voss,
Deputy City Manager
Paul Chung,
Finance
George Avery,
Fire Chief
Jose Calderon,
Information Technology
Aly Mancini,
Recreation, Parks and
Library
Rebecca Redyk,
Human Resources
Michael Allen,
Community Development
Saul Rodriguez,
Police Chief
Elias Sassoon,
Public Works

Attn: Noam Ziv
AC Pros Inc.
7046 Darby Dr.
Reseda, CA 91355
Tel: (818) 342-7767
Email: Info@acprosinc.com

Project: PW25-14 – Gordon Clubhouse HVAC Replacement

Re: Response to Protest Letter Received on Sep 29th, 2025

Dear Mr. Ziv,

The City of El Segundo acknowledges receipt of your protest concerning Bridgerock Construction, including your assertions regarding subcontractor listing requirements for duct cleaning, NADCA qualifications, and the notary form issue. Your letter and attachments will be included in the administrative record.

After reviewing all bids, City staff intends to recommend that the City Council reject all bids, in the City's best interest, due to material inconsistencies and responsiveness issues identified across multiple submissions. If Council approves this recommendation, the project will be revised as needed and re-advertised for competitive bidding pursuant to applicable provisions of the Public Contract Code.

Because staff is proceeding with a reject-all recommendation and a re-bid, the City is not issuing a separate determination on the merits of your protest at this time. Your protest and this response will be provided to the City Council for consideration at the meeting on October 21, 2025

Please contact me at (310)524-2349 or aoliveros@elsegundo.org if you have any questions.



City Council Agenda Statement

Meeting Date: October 21, 2025

Agenda Heading: Staff Presentations

Item Number: D.7

TITLE:

Resolution Authorizing the Public Works Director to Approve Plans and Specifications for the Teen Center, Plaza, and Skatepark Renovation Project at Recreation Park, Project No. PW 25-13

RECOMMENDATION:

1. Adopt a resolution authorizing the Public Works Director, or designee, to approve engineering plans and construction specifications for the Renovations of the Teen Center, Plaza, and Skatepark at Recreation Park. Project No. PW 25-13 to avail the City of immunities pursuant to Government Code § 830.6.
2. Authorize staff to advertise the project for construction bidding, as required.
3. Alternatively, discuss and take other action related to this item.

FISCAL IMPACT:

Included in Adopted FY 2025-26 Budget

Amount Budgeted: \$10,414,269.72

Additional Appropriation: None

Account Number(s): 301-511-4101-1-88421

The estimated total project construction cost for the renovations to the Teen Center and Teen Plaza (including Basketball Court & Skate Park) is \$4,950,000. This estimated cost does not include soft costs such as Construction Management and Construction Administration costs.

BACKGROUND:

Recreation Park is centrally located within the residential core of El Segundo and encompasses approximately 17 acres of active and passive recreational amenities. The park is also home to several key community facilities, including the George E. Gordon

Resolution Authorizing the Public Works Director to Approve Plans and Specifications for the Teen Center, Plaza, and Skatepark Renovation Project at Recreation Park, Project No. PW 25-13

October 21, 2025

Page 2 of 5

Clubhouse, the Checkout Building, the Joslyn Center, and the Teen Center and Skate Plaza.

On August 31, 2022, the City Council and the Recreation and Parks Commission convened a joint meeting at the Joslyn Center to evaluate improvement strategies for Recreation Park. At that meeting, both bodies provided directions to retain the existing layout of the park and to implement improvements through a phased approach. This strategy was intended to allow for the systematic execution of upgrades while minimizing disruption to public access and programming.

Phase One Improvements:

Following the joint meeting, and after initial efforts to reach an agreement with the City's prior consultant were unsuccessful, MIG, Inc. was retained in March 2024 to complete final plans and specifications for Phase One improvements. The Phase One Improvements include the renovations of the Teen Center (including Teen Plaza and Skate Park) and renovation of George Brett Field and the Softball Field. These improvements are divided into two primary tasks:

Task 1 – Teen Center, Teen Plaza, and Skatepark Renovation:

- Interior renovation and cosmetic exterior improvements of the existing Teen Center building
- Renovation of the Teen Plaza, including the full demolition and reconstruction of the existing skate park and multi-use/basketball court
- Construction of a new, reoriented concrete multi-use court and skate park
- Parking lot upgrades to incorporate ADA accessibility and enhanced drop-off functionality

During the conceptual planning stage, the City Council considered the possibility of relocating the skate park elsewhere within Recreation Park. However, following extensive outreach to teens, the Recreation and Parks Commission, and the Park Renovation Subcommittee, it was determined that there was no public support for relocation. The Council subsequently directed staff and MIG to proceed with schematic design Option 2, which retains the general footprint of the Teen Plaza while enhancing its layout and usability.

The schematic design, presented to the Recreation and Parks Commission on November 20, 2024, incorporates improvements related to ADA accessibility, site grading, drainage, seating, functionality, lighting, and modernized amenities. The Commission voted 4-0 to approve the proposed design, with a recommendation to include exterior lighting for the multi-use court in the final plans and associated cost

Resolution Authorizing the Public Works Director to Approve Plans and Specifications for the Teen Center, Plaza, and Skatepark Renovation Project at Recreation Park, Project No. PW 25-13

October 21, 2025

Page 3 of 5

estimates.

Task 2 – Renovation of George Brett Field and the Softball Field:

- Installation of amended soil and replacement with new natural turf playing surfaces
- New irrigation system

Task 2 is still in design and will be brought to City Council at a future date.

DISCUSSION:

During a recent Park Renovation Subcommittee meeting, the materials and long-term maintenance of the skate park's concrete were discussed. A key design feature is the iconic El Segundo Water Tower, which is incorporated into the skate park's concrete surface. The base bid proposes a painted concrete finish as the most cost-effective option, allowing for precise color matching and easier application; however, it will require ongoing maintenance over time due to potential fading and peeling. The alternative bid item proposes integral-colored concrete, which offers greater durability and color retention, although it is significantly more expensive, particularly for custom blue tones.

Additionally, the Park Renovation Subcommittee held discussions on the lighting system. The base bid includes retrofitting the existing pole lights, which offers cost savings and avoids trenching. However, it provides uneven lighting with shadows over ramp sections, keeps pole lights on the public sidewalk, and requires additional work to separate circuits and seal pole penetrations. Structural testing of existing poles is also recommended.

The alternate bid proposes a new lighting system that delivers uniform coverage, relocates poles into optimal skate park locations, and includes a fully dedicated electrical system with updated as-built. While more costly, it offers a long-term, comprehensive solution with improved safety and lighting performance.

These options have been structured to allow complete substitution of one for the other. This approach ensures cost-effective decision-making while preserving design flexibility. City Council may decide once bid prices are received to proceed with the alternatives, if desired.

The final engineering plans and specifications for the renovation of the Teen Center, Plaza, and Skate Park at Recreation Park are complete and ready for bidding. These documents have been reviewed and approved by staff. The estimated construction cost

Resolution Authorizing the Public Works Director to Approve Plans and Specifications for the Teen Center, Plaza, and Skatepark Renovation Project at Recreation Park, Project No. PW 25-13

October 21, 2025

Page 4 of 5

of this project is \$4,950,000.

El Segundo Municipal Code ("ESMC") § 1-7C-11 authorizes the Public Works Director or City Council to approve the Project's design or plans in advance of construction pursuant to Government Code § 830.6.

The proposed resolution would authorize the Public Works Director or designee to review and potentially approve the Project's design and plans, under his or her discretion, pursuant to state and local law. The Public Works Director, or designee, must approve the Project's design and plans to determine consistency with the applicable standards and requirements before any Project construction begins. The proposed resolution would also establish a Project payment account for purposes of the contract documents administering the Project. Finally, the resolution would allow the Public Works Director, or designee, to act on the City's behalf in approving any alterations or modifications of the approved design and plans.

With Council's authorization, the anticipated schedule for Task 1 of the improvements is as follows:

November 2025: Advertising and Bid Process
February 2026: Contract Award
May 2026: Begin Construction
June 2027: Project Completion

CITY STRATEGIC PLAN COMPLIANCE:

Goal 1: Develop and Maintain Quality Infrastructure and Technology

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

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

PREPARED BY:

Alberto Oliveros, Senior Engineer Associates

REVIEWED BY:

Elias Sassoon, Public Works Director

APPROVED BY:

Lili Sandoval, Assistant City Clerk

Resolution Authorizing the Public Works Director to Approve Plans and Specifications for the Teen Center, Plaza, and Skatepark Renovation Project at Recreation Park, Project No. PW 25-13

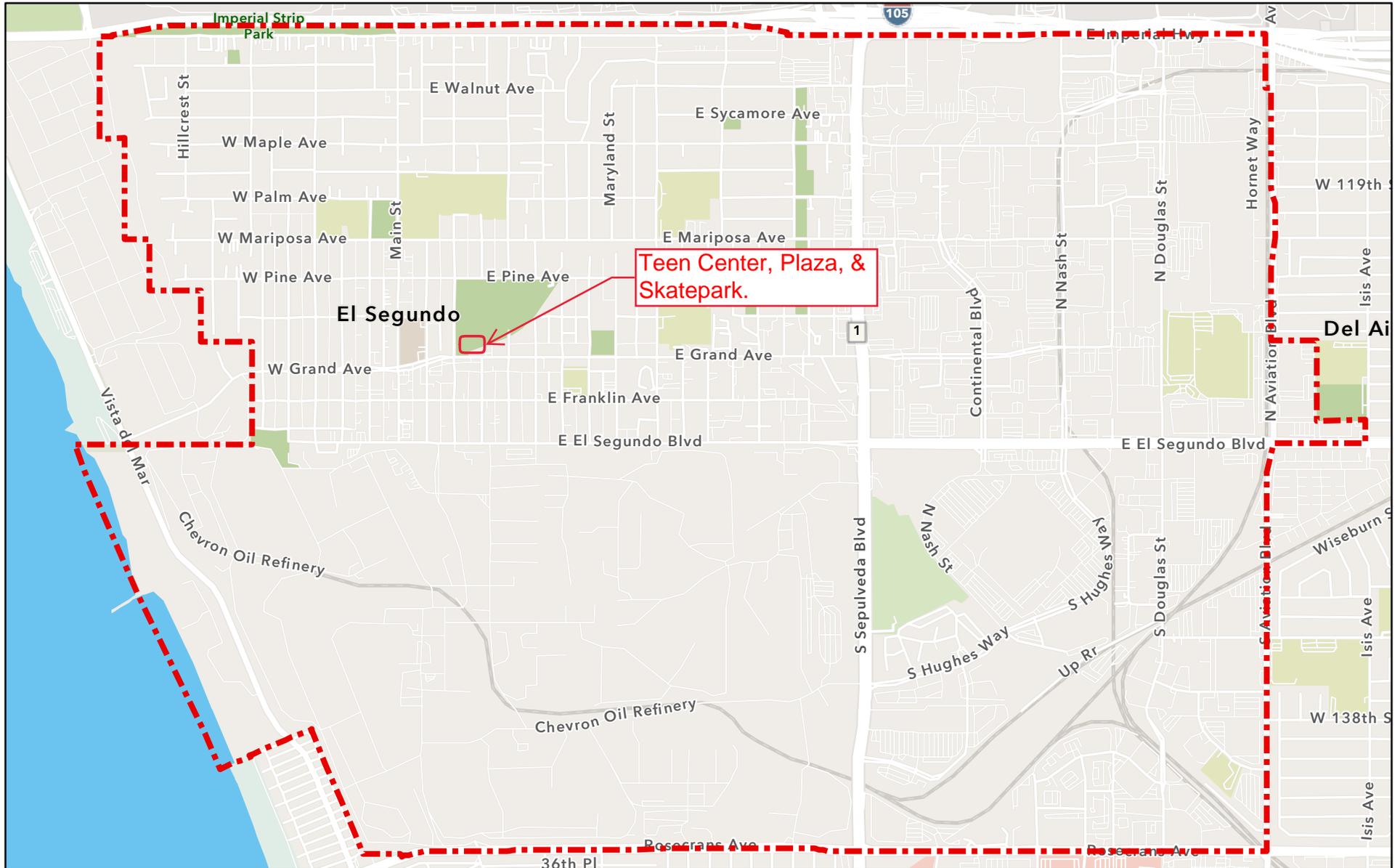
October 21, 2025

Page 5 of 5

ATTACHED SUPPORTING DOCUMENTS:

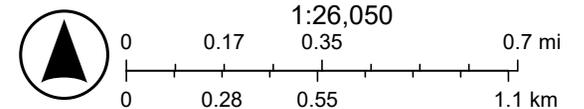
1. Vicinity Map
2. Location Map
3. Resolution

PW 25-13 Teen Center, Plaza, and Skatepark Renovation Vicinity Map



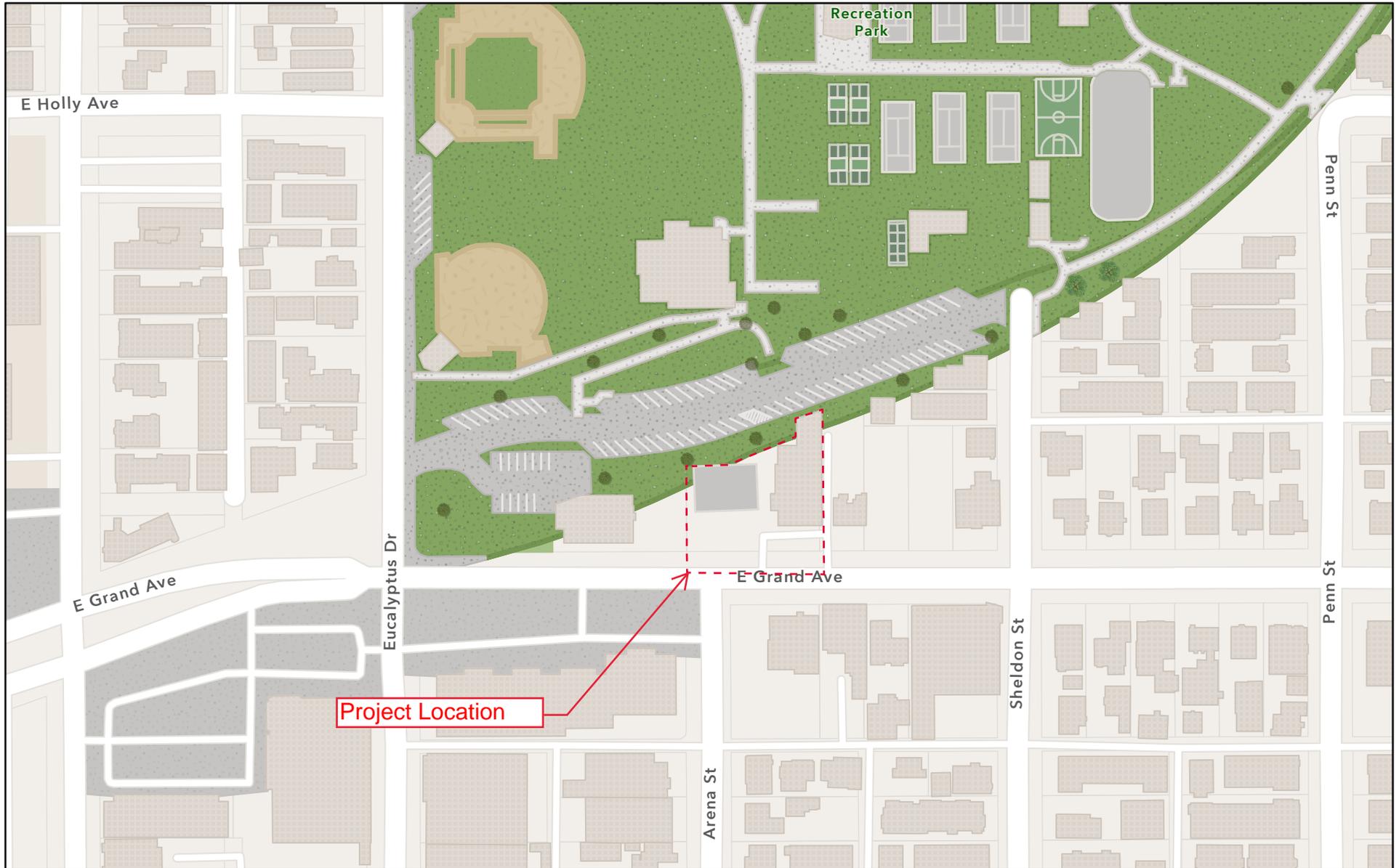
6/30/2025

 COES City Boundary

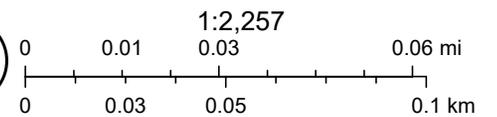


Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community

PW 25-13 Teen Center, Plaza, and Skatepark Renovation Location Map



6/30/2025



Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community

RESOLUTION NO. __

A RESOLUTION AUTHORIZING THE PUBLIC WORKS DIRECTOR, OR DESIGNEE, TO APPROVE THE PLANS AND SPECIFICATIONS FOR RENOVATION OF TEEN CENTER, PLAZA, AND SKATEPARK AT RECREATION PARK, PROJECT (NO. PW 25-13), PURSUANT TO GOVERNMENT CODE § 830.6 AND EL SEGUNDO MUNICIPAL CODE SECTION 1-7C-11 AND ESTABLISHING A PROJECT PAYMENT ACCOUNT.

The City Council of the City of El Segundo does resolve as follows:

SECTION 1: The City Council finds and declares as follows:

- A. The City retained MIG, (“Consultant”) as the architect to design and prepare plans and specifications for PW 25-13, Teen Center, Plaza, and Skatepark (“Project”) for renovation. These plans and specifications are complete. Services related to the Project may begin;
- B. Government Code § 830.6 provides design or plans immunity to a local agency where the legislative body or employee approves the design or plans in advance of construction.
- C. El Segundo Municipal Code (“ESMC”) § 1-7C-11 authorizes the Public Works Director or City Council to approve the Project’s design or plans in advance of construction pursuant to Government Code § 830.6.
- D. The Consultant has informed the City Engineer that Project’s plans are nearing completion.
- E. The City Council wishes to obtain the immunities set forth in Government Code § 830.6 with regard to the plans and construction of the Project.

SECTION 2: *Design Immunity; Authorization.*

- A. The City Council authorizes the Public Works Director or designee to review and potentially approve the Project’s design and plans, under his or her discretion, pursuant to Government Code § 830.6 and ESMC § 1-7C-11.
- B. The Public Works Director, or designee, must approve the Project’s design and plans to determine consistency with the applicable standards and requirements before any Project construction begins.
- C. The Public Works Director, or designee, is authorized to act on the City’s behalf in approving any alterations or modifications of the approved design and plans.

- D. The approval and authorization granted by this Resolution is intended to avail the City of the immunities set forth in Government Code § 830.6.

SECTION 3: Project Payment Account. For purposes of the Contract Documents administering the Project, the City Council directs the City Manager, or designee, to establish a fund containing sufficient monies from the current fiscal year budget to pay for the Project (“Project Payment Account”). The Project Payment Account is the sole source of funds available for the Contract Sum, as defined in the Contract Document administering the Project.

SECTION 4: The City Clerk is directed to certify the adoption of this Resolution.

SECTION 5: This Resolution will become effective immediately upon adoption.

PASSED AND ADOPTED this ____ day of _____, 2025.

Chris Pimentel, Mayor

ATTEST:

Susan Truax, City Clerk

APPROVED AS TO FORM:

_____ for
Mark D. Hensley
City Attorney



City Council Agenda Statement

Meeting Date: October 21, 2025

Agenda Heading: Staff Presentations

Item Number: D.8

TITLE:

Recreation and Parks Divisions Organization Assessment Report

RECOMMENDATION:

1. Receive and file the Baker Tilly Recreation and Parks Divisions Organization Assessment report.
2. Alternatively, discuss and take other action related to this item.

FISCAL IMPACT:

There is no fiscal impact associated with the review of the assessment. If various recommendations are implemented, there could be future budget implications.

BACKGROUND:

The Recreation, Parks, and Library (RPL) Department has undergone several changes over the past ten years with the structure of the Department changing over time. Under different leadership in the City Manager's Office, the RPL Department added and lost divisions during this time period. The Parks Maintenance Division was once housed under the Recreation and Parks Department but was moved to Public Works in 2020 when the combined RPL Department was created. The Parks Maintenance Division was added back into the RPL Department in 2022. The breadth of the RPL Department is wide with several divisions including: Recreation, Library, Parks Maintenance, Aquatics and Administration. The workload has increased significantly within the past few years, with the Department also having responsibility for multiple CCB's including: Recreation and Parks Commission, Diversity, Equity, and Inclusion Committee, Arts and Culture Committee, Library Board of Trustees, Aquatics Subcommittee, and Park Renovation Subcommittee.

In 2024, the City Council directed staff to review the organization of and operations at the Recreation and Parks Divisions of the RPL Department. The project included a variety of information gathering, including a review of various City documents such as

Recreation and Parks Divisions Organization Assessment

October 21, 2025

Page 2 of 3

the City and RPL Strategic Plan, Recreation Park needs assessments and renovation plans, Recreation Activity Guides, staffing data, job descriptions, organizational charts, budget, etc. Consultants also conducted meetings and interviews with staff.

DISCUSSION:

Baker Tilly has completed an analysis and completed the attached draft Recreation and Parks Assessment, including 32 recommendations to improve the operations of the Department. Many of the recommendations relate to continuing to improve efficiencies and communications in the Department, but there are also several staffing recommendations, including the addition of three full-time staff positions: Administrative Services Manager, Recreation Coordinator and Parks Maintenance Worker.

Staff has reviewed the draft assessment and related implementation plan and seeks City Council feedback on the proposed recommendations.

The highest priority within the set of recommendations is the creation of an Administrative Services Manager (ASM) position that would provide direct support to the Director's office and have the oversight of key administrative functions including the development and implementation of the Department Budget, all six CCB's, contract management of the 90+ contracts within the Department, and oversight of special projects such as CIP's, RFP's and grant management.

Second to the ASM position is the addition of a full-time Recreation Coordinator who would work the evening and weekend schedule, providing critical oversight of programs and facilities. The Recreation Coordinator position is the entry level position in the Department and would work directly under the supervision of a Recreation Supervisor.

And finally, staff seeks to add one entry-level position to the Parks Maintenance division to provide critical support to the maintenance of City parks and facilities.

CITY STRATEGIC PLAN COMPLIANCE:

Goal 1: Develop and Maintain Quality Infrastructure and Technology

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

Goal 3: Deliver Solution-Oriented Customer Service, Communication, Diversity, Equity, and Inclusion

Goal 4: Promote and Celebrate a Quality Workforce Through Teamwork and Organizational Excellence

Recreation and Parks Divisions Organization Assessment

October 21, 2025

Page 3 of 3

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

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

PREPARED BY:

Viviann Gonzalez, Senior Administrative Specialist

REVIEWED BY:

Aly Mancini, Recreation, Parks, and Library Director

APPROVED BY:

Barbara Voss, Deputy City Manager

ATTACHED SUPPORTING DOCUMENTS:

1. ElSegundo_RecParksOrgAssessment2025__Final



City of El Segundo

Recreation and Parks Divisions Organization Assessment

July 2025





July 24, 2025

Mr. Darrell George, City Manager
Ms. Rebecca Redyk, Human Resources Director
Ms. Aly Mancini, Recreation, Parks, and Library Department Director
City of El Segundo
350 Main Street
El Segundo, CA 90245

Dear Mr. George, Ms. Redyk, and Ms. Mancini:

Baker Tilly is pleased to transmit this report summarizing our organization assessment of the Recreation and Parks Divisions in the City of El Segundo. The focus of the assessment was to conduct a review of the divisions to improve their structure, span of control, training processes, and program offerings to ensure each is able meet the continuing expectations of the community and align with the City's mission, objectives, and values, as well as the Recreation, Parks, and Library Department's newly developed strategic plan. Our report includes 32 recommendations for improvement based on this assessment and best practices.

We would like to thank the Divisions staff for their assistance in providing us with a variety of documents and information, as well as having candid discussions with our team members during interviews and arranging a tour of the Recreation and Parks facilities. We appreciate the time your team dedicated to this important work.

Sincerely,

A handwritten signature in blue ink that reads "Carol Jacobs".

Carol Jacobs, Managing Director
Baker Tilly Advisory Group, LP
+1 (949) 809 588 | carol.jacobs@bakertilly.com

Table of Contents

Executive Summary	1
Major Themes and Areas of Focus	1
Organization of the Document.....	1
Project Approach	2
Organization Structure and Staffing	3
Existing Organization Structure.....	3
Administrative Division	3
Recreation Division	4
Parks Division.....	5
Recreation Facilities, Staffing, and Operational Hours	7
Job Descriptions	7
Supervision Coverage and Span of Control.....	7
Checkout Building	8
Gordon Clubhouse	8
Teen Center and Skate Park.....	9
Joslyn Center	9
Policies and Procedures	11
Pricing Policy.....	11
Performance Management and Technology	13
Key Performance Indicators	13
Computer Maintenance Management System.....	14
Training.....	15
Core Program Areas and Objectives	15
Certification.....	16
Accreditation and Audits.....	17
Looking to the Future	18
Succession Planning	18
Annual Report	18

Conclusion	19
Attachment A – List of Recommendations	20
Attachment B – Sample Key Performance Indicators	22
Recreation	22
Parks	22

Tables

Table 1.	Proposed Checkout Building Staffing.....	8
Table 2.	Proposed Gordon Clubhouse Staffing.....	8
Table 3.	Proposed Teen Center and Skate Park Staffing.....	9
Table 4.	Proposed Joslyn Center Staffing.....	10

Figures

Figure 1.	Existing Organization Chart of Recreation and Parks Divisions.....	3
Figure 2.	Proposed Organization Chart of Recreation and Parks Divisions.....	6
Figure 3.	Sample Aquatics Goals, Objectives and KPIs.....	14

Executive Summary

The City of El Segundo engaged Baker Tilly to conduct an organizational assessment of the Recreation and Parks Divisions, which are within the Recreation, Parks, and Library Department. The Parks and Recreation Divisions offer high-quality parks, recreation classes, community events, and other activities that enrich the lives of residents of all ages and abilities. The purpose of this engagement was to identify areas for improvement related to organizational structure, staffing, spans of control, recreation program offerings, technology usage, culture, and policies and procedures.

This report provides 32 recommendations that address areas for improvement for the Recreation and Parks Divisions, which are listed in Attachment A.

Major Themes and Areas of Focus

During our assessment, we conducted 12 individual interviews, toured Recreation and Parks facilities, reviewed submitted documents and information, and reviewed and applied industry best practices. These activities informed the following major themes and areas of focus that we believe department leaders should focus on in the near term.

1. **Organization structure and staffing:** The existing organization structure requires additional administrative support and growth opportunities for employees within the Parks Division. There is also a need for additional staffing at the recreation coordinator level to support increased programs and activities, allowing the Director to be less involved in day-to-day programming.
2. **Policies and procedures:** It would be beneficial for the Department to review and update pricing policies that include cost recovery goals and establish a fee schedule that is reviewed and revised annually.
3. **Technology and performance management:** The Department should consider adopting recreation program and park maintenance outcome-based standards, which are evaluated on a regular basis. There is also a need to adopt key performance indicators that can be used to measure the overall success and effectiveness of the Department, which can be reported to City Council and the community through an annual report. Additionally, the Parks Division needs to implement a computerized maintenance management system (CMMS) to support its staffing and operations.
4. **Looking to the future:** As the Department moves forward, the Director should lead by developing and working toward an overall succession plan. They should also begin to document the work of the Department as they update and adapt to meet the future needs of the community.

Organization of the Document

The remainder of this report is organized into the following major sections:

- Project Approach
- Organization Structure and Staffing
- Policies and Procedures
- Technology and Performance Management
- Looking to the Future
- Conclusion

Project Approach

Baker Tilly and the El Segundo staff began the project with a kickoff meeting to discuss the project's objectives and timeline. Baker Tilly obtained the information necessary to perform our analysis and inform the recommendations in this report through the activities summarized below.

- City Manager
- Department Director
- Recreation Manager
- Parks Supervisor
- Recreation Supervisors (5)
- Parks Superintendent
- Parks Maintenance Workers (2)

Conducted Interviews with City Leadership and Division Staff



- George E. Gordon Clubhouse
- Checkout Building
- Joslyn Center
- Teen Center
- Campus El Segundo
- General tour of auxiliary facilities in the City
- City parks

Toured City Facilities



- Staffing data
- Job descriptions
- Organization chart
- Recreation guides
- Monthly Director's reports
- Needs assessment presentation
- Draft department strategic plan
- Facility map
- Master fee schedule

Reviewed Documents



- Created existing division-wide functional organization charts for Recreation and Parks
- Created proposed organization charts that highlight recommended changes to staffing and structure for Recreation and Parks.

Created Functional Organization Charts



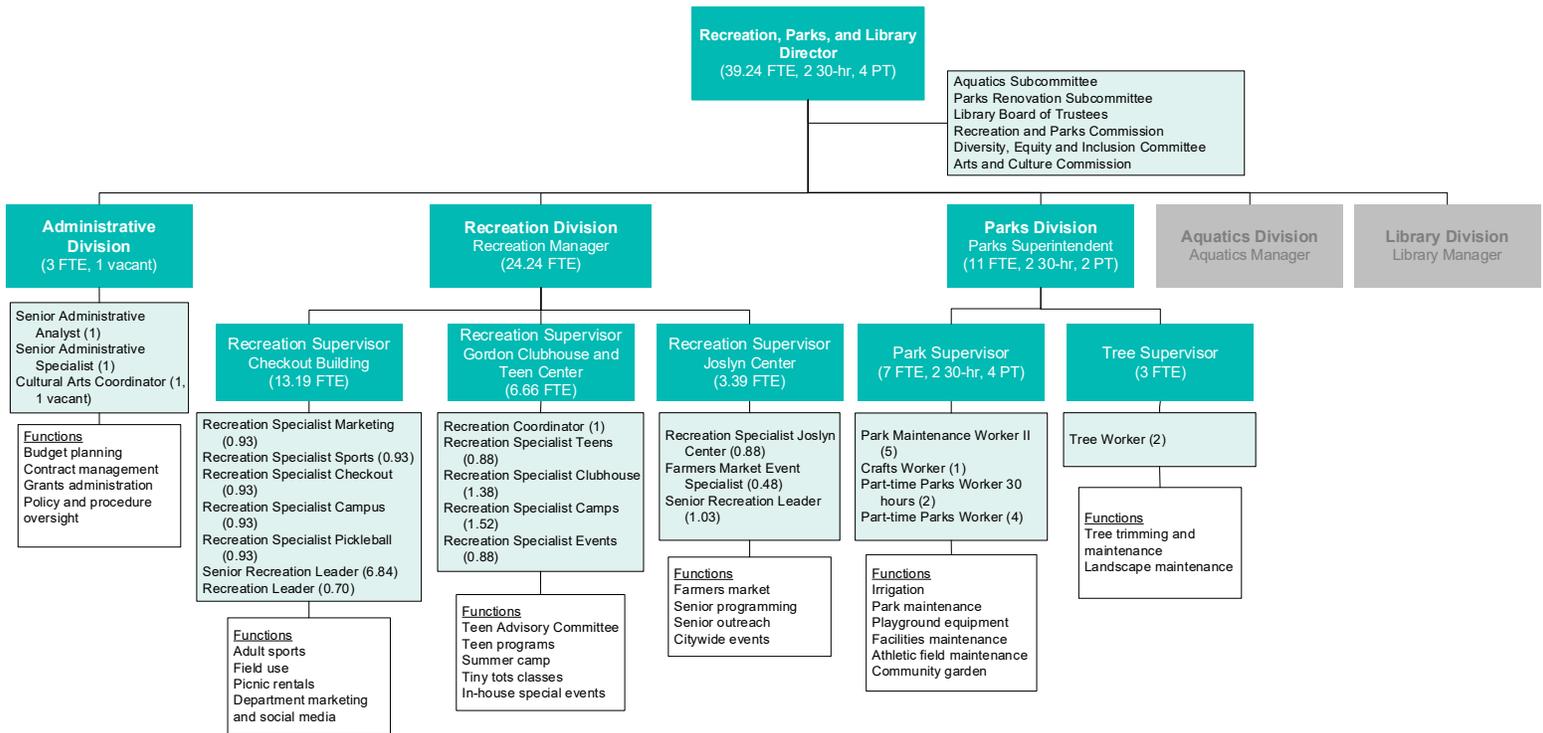
Organization Structure and Staffing

Baker Tilly conducted a multi-faceted review of the organization structure of the Recreation and Parks Divisions. This included a thorough review of the existing hierarchical arrangement, spans of control, reporting relationships, and location of functions. We examined the existing organization chart, job descriptions, and job titles, and also gleaned information through individual interviews.

Existing Organization Structure

The City of El Segundo Recreation and Parks Divisions are dedicated to enhancing the quality of life for El Segundo residents by delivering high-quality recreation programs and maintaining facilities and parks. These services are provided by the existing organization as shown in Figure 1 below.

Figure 1. Existing Organization Chart of Recreation and Parks Divisions



Note: Gray indicates divisions that were not included in this assessment.

Administrative Division

The Administrative Division provides support to all segments of the Department, playing a crucial role in ensuring the smooth and efficient operation of the entire Department. As such, the Administrative Division should be directly under the Director, ensuring that support is provided as needed across the Department and the priority of support service aligns with the Department’s overall needs.

Recommendation 1. The Administrative Division should align under and to the side of the Director.

A lack of general administrative support across the Department was a consistent theme with staff during the interviews. The Administrative Division has recently filled a major vacancy, however, the Director continues to be overwhelmed by administrative issues and is unable to focus on strategic planning and higher-level decision making. Adding an Administrative Manager to oversee the day-to-day duties would free up the Director to provide the overall direction and management of the Department.

Recommendation 2. Add one new Administrative Manager position to oversee the Administrative Division.

During the interview process, the Cultural Arts Coordinator position was discussed as it is currently vacant and in the process of being filled. Cultural arts positions traditionally are difficult to fill, as the duties are highly specialized, and most agencies do not fill the positions at a high enough level to match the duties and responsibilities expected of the position. As a result, Baker Tilly considered where the Cultural Arts Coordinator positions should be located. The initial recommendation was to reassign the Cultural Arts Coordinator to the Joslyn Center Supervisor, which would have resulted in one coordinator position being assigned to head the recreation unit. As no description was provided for the Cultural Arts Coordinator position, the general recreation coordinator position description was used, which made moving the position a natural fit.

It is recommended that the Cultural Arts Coordinator position be reevaluated for possible reclassification based on additional duties as reported by the Department Director. In the meantime, the position could remain aligned within the Administrative Division.

Recommendation 3. Set a timeframe to reevaluate the Cultural Arts Coordinator position to determine whether a reclassification and reassignment are warranted.

Recreation Division

During the individual interviews, Recreation Division staff reported that staffing at the supervisor level up to the director is adequate, but more coordinator staffing is needed. An inventory of Recreation Division staff indicated that there is likely a need for two additional full-time coordinator staff members. It would be optimal for at least one recreation coordinator to be assigned to each program supervisor. Adding full-time coordinators to assist with immediate and expanding program needs, as well as facility oversight after normal business hours, would improve operations. Additional part-time specialist positions may still be needed to fill any vacancies.

There appear to be inconsistencies between the types of work being conducted at each level in the Department. Coordinators generally oversee one to two program areas, while supervisors oversee three to four program areas, including supervising some full-time staff, and division managers generally oversee a division of work, responsible for the oversight of three to five individuals and related program areas, budgets and full/part-time staff.

Recreation coordinators are typically entry-level positions in a recreation agency. Assigning a coordinator to each recreation supervisor provides direct supervision to the coordinator, leadership experience to the supervisor and provides for a larger span of programming under each supervisor.

Recommendation 4. Restructure the organization chart to align coordinators in the Recreation Division under supervisors.

During the interviews, staff noted they could use additional full-time staff to manage and expand programming efforts and facility supervision. At the Joslyn Center, it was noted that staff would like to examine trends for seniors based on different age groups, but they lack the time for such forward planning due to staff limitations. These additions would provide parity with other recreational facilities and increase the overall programming capacity of the Department.

It is recommended that a full-time recreation coordinator position be recruited for both the Checkout Building and the Joslyn Center. This provides equity among the programming areas within the Recreation Division. The workhorse of the Recreation Division appears to be the part-time recreation specialist position. As the Department looks to add additional full-time recreation coordinator positions, it may be necessary to recruit additional part-time staff, especially if the Department chooses to promote from existing specialist-level staff.

Recommendation 5. Add one new Recreation Coordinator position in the Checkout Building and Joslyn Center.

Most of the after-hours facility supervision and programming responsibilities are currently covered by part-time recreation leaders who are mostly teenagers or young adults. This raises concerns about the level of responsibility available to manage the facilities. The Recreation Coordinator classification is generally a non-exempt classification that allows for the ability to schedule adjusted work shifts outside of a typical workday or workweek. To accommodate the needs of programming, after-hours facility coverage, and supervision within a 40-hour per week time frame, it is recommended that a modification to the recreation coordinator's job description be made to include some scheduled evening and weekend shifts.

Recommendation 6. Consider modifying the recreation coordinator job descriptions to include some evening and weekend shifts.

Parks Division

The Parks Division is responsible for the general maintenance of City parks and recreation facilities and has a working relationship with the local school district to assist with maintenance at some of their facilities. The Division also oversees several landscape maintenance contracts where park maintenance services are outsourced to the private sector. Recently, the Division has begun to assume some facility maintenance functions from the Public Works Facilities Division, as the work is done within a park facility.

The Parks Division does not use any scheduling program to assign or schedule work. Staff meet as a crew each morning and get their assignments for the day. However, numerous concerns were raised that they are pulled off their regular work to deal with problems and/or emergencies. This results in some daily work being put aside for another day in the hope it can be addressed later. This situation is very common when work is not scheduled well in advance, or when there is no specific crew that responds to emergencies. Many parks departments create a *hotshot* team that can respond to a change in plans and/or an emergency, so that the entire crew does not get affected. Although we were unable to determine whether there are sufficient staff to complete all the work, it is clear that a lack of scheduling work is creating problems.

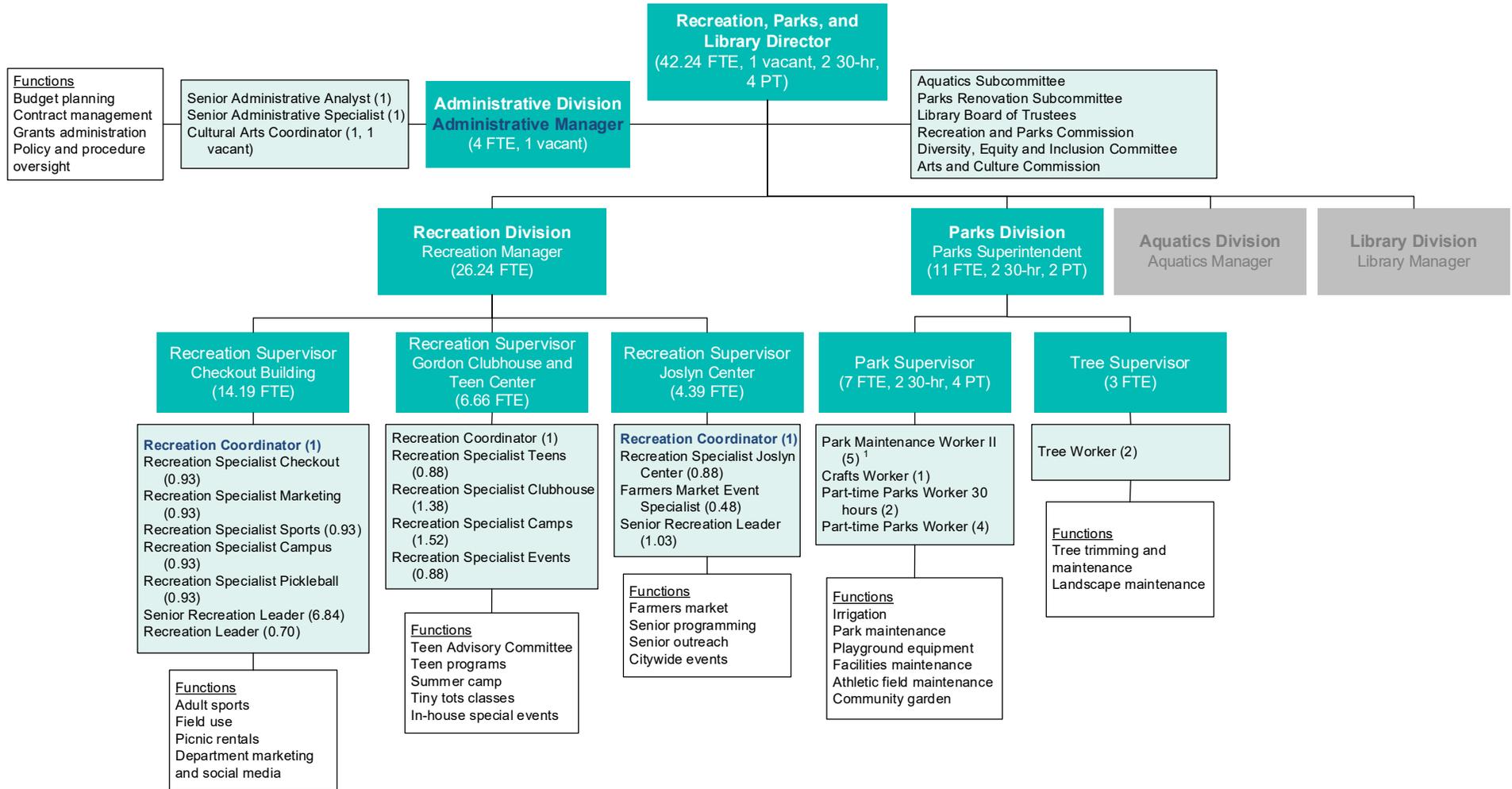
Recommendation 7. Create a *hotshot* crew from existing staff who have, as one of their duties, the responsibility to respond to emergencies or changes in plans as needed.

The Parks Maintenance Worker classification also lacks a lead position, such as a Parks Maintenance Worker III or Senior Parks Maintenance Worker. Currently, work by maintenance workers is overseen by the supervisors, and the crews are unable to carry out direction on projects and special activities without that oversight. Creating a senior-level lead classification will unlock growth opportunities and provide the opportunity for more self-directed work to be completed.

Recommendation 8. Create a journeyman-level position in the Parks Maintenance Worker classification.

The recommended staffing and organization changes to the Administrative, Recreation, and Parks Divisions, as discussed above, are presented in the proposed organization structure shown in Figure 2 below.

Figure 2. Proposed Organization Chart of Recreation and Parks Divisions



¹ The proposed increase in the Parks Maintenance Worker classification series includes a Parks Maintenance Worker III; this is a reclassification, not an additional position.

Note: Dark blue indicates a proposed new position; gray divisions indicate units that were not included in this organization assessment.

Recreation Facilities, Staffing, and Operational Hours

Based on the analysis of job descriptions, programming, and facility hours of operation, we have summarized proposed supervision schedules for the Checkout Building, Gordon Clubhouse, Teen Center and Skate Park, and Joslyn Center.

Job Descriptions

Baker Tilly reviewed job descriptions for open positions on the California Park and Recreation Society website. El Segundo's recreation supervisor classification appears to be largely in line with similar open positions. A strong reliance was noted in the open positions on budget preparation and administration, cost recovery strategies, preparing grant proposals, maintaining records, developing statistical reports, and policy administration to support recreation programs and services. Further consideration for how current El Segundo Recreation Supervisors align with such duties may be warranted.

For the Recreation Coordinator position, Baker Tilly's review of open positions found varied assigned work hours along with budgeting development, administration skills, program report writing, and attendance at evening meetings and weekend events. An example of a Recreation Coordinator position currently being advertised with varied working hours is provided by the City of Diamond Bar.

Recreation Coordinator example of assigned work hours:

This position will work a 9/80 schedule Saturday – Wednesday, with every other Saturday off. (Hours: Saturday 3 pm – 1 am, Sunday 2 pm – 12 am, Monday 9 am – 7 pm, Tuesday - Wednesday 8 am – 6 pm). Exact hours may vary depending on scheduled events and programs. Some remote workdays may be available.

Supervision Coverage and Span of Control

As recommended above, the addition of two recreation coordinator positions helps cover the current programming and provides the ability to expand recreation programming. The two recommended positions also provide the ability to have full-time coverage within all three facilities during operational hours.

The Recreation Coordinator classification, as a non-exempt position, affords the opportunity to be scheduled for various shifts during the workweek. As such, a sample schedule is provided in Tables 1 through 4 below to illustrate how that might work to provide full-time supervision across all three facilities during the seven-day per week operation.

It is recommended that one Recreation Coordinator can serve as the full-time support for after-hours night and weekend operations, covering all three facilities given the proximity of all three facilities. This also provides each Recreation Coordinator with a professional development opportunity to learn the workings of each facility. It is further recommended that a rotating schedule be implemented among all three Recreation Coordinators spread the after-hours work evenly, ensuring that no coordinator is consistently required to work evenings or weekends.

Recommendation 9. Implement a rotating schedule for all three Recreation Coordinators to cover after-hours work.

Developing a temporary employee Building Attendant classification of Recreation Leaders or Specialists will further assist with after-hours coverage of all three facilities. It is recommended that one to two part-time staff members be on site at each facility during all hours to assist with scheduled programming setup and breakdown duties (depending on program needs), customer service needs, and any emergency situations. It is best to have two to three staff members available in the event of an emergency situation.

Regarding emergency situations, if not already in place, it is recommended that each facility have or maintain a “panic” button to alert emergency services if needed.

Recommendation 10. Install a panic button for emergencies in each of the recreation facilities.

Checkout Building

The Checkout Building is open from 8:00 am to 6:00 pm Monday through Sunday. A summary of the proposed supervision schedule for the Checkout Building is provided in Table 1.

Table 1. Proposed Checkout Building Staffing

Hours	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Facility Hours	8:00 am to 6:00 pm						
8:00 am to 5:00 pm	1 Recreation Supervisor						
9:00 am to 6:00 pm			1 Recreation Coordinator				
8:00 am to 1:00 pm	1-2 PT Recreation Leaders (Bldg. Attendant)						
1:00 pm to 6:00 pm	1-2 PT Recreation Leaders (Bldg. Attendant)						

¹ One recreation coordinator should be able to supervise all three facilities during evening and weekend hours unless there are special events requiring more staffing.

Gordon Clubhouse

The Gordon Clubhouse is open from 9:00 am to 8:00 pm Monday through Friday, 9:00 am to 1:00 pm on Saturday, and is closed on Sundays. A summary of the proposed supervision schedule for the Gordon Clubhouse is provided in Table 2.

Table 2. Proposed Gordon Clubhouse Staffing

Hours	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Facility Hours	9:00 am to 8:00 pm					9:00 am to 1:00 pm
8:00 am to 5:00 pm	1 Recreation Supervisor					
11:00 am to 8:00 pm	1 Recreation Coordinator					
8:00 am to 2:00 pm	1-2 PT Recreation Leaders (Bldg. Attendant)					

Hours	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
2:00 pm to 8:00 pm	1-2 PT Recreation Leaders (Bldg. Attendant)					
9:00 am to 1:00 pm						1-2 PT Recreation Leaders (Bldg. Attendant)

Teen Center and Skate Park

Supervision of the Teen Center and Skate Park is required from 2:00 pm to 8:00 pm Monday through Friday, 12:00 pm to 8:00 pm on Saturday, and is not required on Sundays. Supervision can be provided by the Gordon Clubhouse Recreation Coordinator. A summary of the proposed supervision for the Teen Center and Skate Park is provided in Table 3.

Table 3. Proposed Teen Center and Skate Park Staffing

Hours	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Facility Hours	2:00 pm to 8:00 pm					12:00 pm to 8:00 pm
2:00 pm to 8:00 pm	Gordon Clubhouse Coordinator					
	1 PT Recreation Leader (Specialist)					
3:00 pm to 8:00 pm		Gordon Clubhouse Coordinator	Gordon Clubhouse Coordinator	Gordon Clubhouse Coordinator	Gordon Clubhouse Coordinator	
		1 PT Recreation Leader (Specialist)				
12:00 pm to 8:00 pm						1 Recreation Coordinator ¹
						1 PT Recreation Leader (Specialist)

¹ One recreation coordinator should be able to supervise all three facilities during evening and weekend hours unless there are special events requiring more staffing.

Joslyn Center

Supervision of the Joslyn Center is required from 8:00 am to 8:00 pm Monday through Thursday, 8:00 am to 5:00 pm on Friday, 9:00 am to 2:00 pm on Saturday, and 9:00 am to 3:00 pm on Sunday. A summary of the proposed supervision schedule for the Joslyn Center is provided in Table 4.

Table 4. Proposed Joslyn Center Staffing

Hours	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Facility Hours	9:00 am to 8:00 pm				8:00 am to 5:00 pm	9:00 am to 2:00 pm	9:00 am to 3:00 pm
8:00 am to 5:00 pm	1 Recreation Supervisor						
11:00 am to 8:00 pm	1 Recreation Coordinator						
9:00 am to 2:00 pm	1-2 PT Recreation Leaders (Bldg. Attendant)						
2:00 pm to 8:00 pm	1-2 PT Recreation Leaders (Bldg. Attendant)						
9:00 am to 3:00 pm							1-2 PT Recreation Leaders (Bldg. Attendant)

Policies and Procedures

It is best practice for any organization to regularly review and update its policies and procedures. One of the areas that is important to keep up to date is with other departments within the City, where policies and procedures of one department can affect the operation of another department. This is especially true between the Department and its human resources and finance departments.

Recommendation 11. Establish formal communication with Human Resources and Finance regarding hiring practices, purchasing and budgeting.

It is essential for supervisory staff to understand the ebb and flow of recreational programming, which includes advanced planning for upcoming quarters, seasons, and annual events, as well as a review of the previous programs and events. There should be an established annual calendar to assist programming staff in planning programs, hiring staff, program promotion, and program review. This may also include long-term plans (three to five years). This calendar should also include the annual program budget development schedule as well as the end-of-season program reports due to the Parks and Recreation Commission and/or City Council.

Recommendation 12. Set formal planning timelines and review periods for each program area.

It is a best practice in recreation programming to allow staff the opportunity to be cross-trained over time in all department programs. Recreation coordinators and supervisors, over time, become experts in the programs and activities they are responsible for. To facilitate personal growth and build redundancy within a department for coverage, many departments establish a process of rotating program responsibilities. This practice has proven to strengthen the overall ability of a department to be more flexible over time and can be a significant strength when a department seeks to stay current with the latest community trends.

Recommendation 13. Develop a rotational cross-training program for recreation coordinators and supervisors.

In addition to the overall support provided to each Division and staff member by the Administrative Division, managers and supervisors are expected to complete certain administrative duties that may include program budgeting for areas of responsibility, supervision and evaluation of direct reports, and report writing and presentations to the Parks and Recreation Commission and/or City Council. These duties can be equally important to programming and/or maintenance duties and are often overlooked or underemphasized, which can add responsibilities to other staff members.

Recommendation 14. Review administrative support requirements in each job description for managers and supervisors and hold each accountable for their job performance.

Pricing Policy

Currently, the City has not updated the pricing policy related to parks and recreation fees. Staff indicated that the City has used cost recovery goals in the past; however, they are not up to date.

Most parks and recreation agencies have a pricing policy that reflects their various program fees, and a cost-recovery model tied to the department budget allocation. Parks and recreation departments have a target revenue figure they strive to achieve through programming and other fees. Cost-recovery ratios are established across programming to achieve revenue goals, as some programs are heavily subsidized (with low/no cost recovery), compared to programs that recover many times what they spend. A policy, such as considering a leisure enrichment class, to be 100% cost recovery when it hits the 80% fill rate, is one example of how a policy can help drive the revenue goals of the Department. The policy itself should be reviewed on a regular basis to ensure established metrics are in place. It is common to review these

policies every five years and include a comparison of similar fees with those of peer agencies. Many recreation agencies have a policy to be in the top percentile of peer agencies when it comes to program pricing.

Recommendation 15. Revise and update the department-wide pricing policy.

Recommendation 16. Review and revise the fee structure to meet cost-recovery goals for each program area.

Performance Management and Technology

The Parks Division currently lacks written maintenance standards to measure the effectiveness of the Department's parks and facilities maintenance. A best practice for maintenance standards is to articulate them in an outcome-based format (what you expect as a result of the maintenance) rather than the more traditional performance-based format (how you perform the maintenance). Without established standards, there is no way to measure and evaluate the quality of facility maintenance. As a result, there will always be disagreement among staff, user groups and policymakers regarding the usability of facilities.

Recommendation 17. Establish formal outcome-based parks and facility maintenance standards with regular reviews against the standards.

Parks Maintenance staff have been gradually assigned responsibility for various facility maintenance duties that were previously part of the Public Works Department's Facility Maintenance Division. These duties have been assigned to the Parks Division, not because of the nature of the work, but because the work is for a facility that is in a park. This work has been transferred without an increase in Parks Maintenance staff or a reduction in Public Works staff. It is common for Public Works staff to request that Parks Maintenance staff perform work at a facility because the facility is located within a park. However, it is more appropriate that work is assigned to a division based on the type of work, not the location of the facility. It is not appropriate to expect Parks Maintenance staff to take on more work just because of the location of the work.

Recommendation 18. Review the work that has been added to Parks Maintenance by the Public Works Facility Division related to facility maintenance and assign it to the respective division based on the type of work and not the location of the work.

Key Performance Indicators

Key performance indicators (KPIs) are a series of measurable outcome-related metrics that show how an organization is performing over time. While it is a common practice among parks and recreation agencies to track, measure, and report KPIs, Recreation Division and Parks Division staff indicated that KPIs have not been established in El Segundo. The lack of measurable outcomes and benchmarks makes it difficult for the Department to identify areas needing improvement and to justify budget allocations. Eventually, this could lead to missed opportunities for growth and difficulty in efficient resource management.

KPIs such as program attendance, park maintenance standards, customer satisfaction rankings, and community surveys can be used by a department to compile an annual report that can be shared with policymakers and the community to demonstrate the department's effectiveness. KPIs also help an organization measure and evaluate its performance. Some standards may be industry-wide or city-established, such as a certain number of park acres mowed weekly per 1,000 residents.

Many organizations categorize their services into A, B, or C levels, with budget allocations for each level. To establish those levels of service, a baseline of service needs must be determined, which may come from strategic planning goals combined with community expectations (i.e., the library should be open a certain number of hours per week; park lawns mowed with a certain frequency, etc.). Knowing the metrics of the service provided helps drive the budget process.

Some agencies measure the effectiveness of their programs by the number of people using them. For example, in 2024, the City of Burlingame noted that 18,600 garbage bags were used in their city parks the previous year, indicating how well-used their parks were. This metric is measured annually for both budget purposes and as an indicator of use. A "down" year in the number of garbage bags used would lead staff to ask deeper questions about what affected park usage.

Figure 3 below shows an example of goals, objectives and KPIs from an aquatics program. Additional sample KPIs commonly used in recreation and parks are provided in Attachment B.

Figure 3. Sample Aquatics Goals, Objectives and KPIs

Goal	Objective	Indicator
1. Be the swim lesson provider of choice for those who live in the community	a. Maintain a 75% residency rate among swim lesson participants	<ul style="list-style-type: none"> Percentage of residents in swim lessons
2. Be the safest swimming facility in the Bay Area	a. Reduce rescues and swimmer assists by 50% b. Increase the number of first time visitor swim tests c. Get all pool maintenance staff AFO or CPO certified	<ul style="list-style-type: none"> Track rescue log Track number of swim tests given in each season for comparison All staff trained by Dec. 31, keep records on file
3. Develop Leadership Academy for Pool Managers	a. Make graduating from the academy a condition of employment for the Pool Manager position a. Hold three-day course twice a year b. Graduate all pool managers prior to the start of the season	<ul style="list-style-type: none"> Review pass/fail rate Full course rosters for each session Measure effectiveness at the end of the season

Source: National Recreation and Park Association, Management of Parks and Recreation Agencies

Recommendation 19. Establish KPIs and outcome-based standards for the Recreation and Parks Divisions in the newly adopted Department strategic plan.

Recommendation 20. Create regular program and facility evaluations to be included in an annual department report on Department performance.

Computer Maintenance Management System

The Parks Division does not currently use any computerized maintenance management systems (CMMS) in its operations. In recent years, it has become a best practice for parks maintenance to utilize technology for work orders, scheduling work, tracking assets, creating capital replacement schedules, evaluating maintenance standards, and completing annual reports. The City has an online work order program; however, the Parks Division prints hard copies of work requests and does not utilize technology for tracking or completion.

There is a cost and investment associated with a city to utilizing a CMMS program and, many times, that commitment is not made for parks. However, if the city wants to know the true costs of maintenance and whether there is sufficient staffing, a CMMS program, along with the necessary hardware and training, is a necessity.

Implementing a CMMS program is not intended to reduce or replace staffing levels, as the program does not itself complete the maintenance work. A CMMS system provides a mechanism that enables the department to better track, schedule, and justify the work being done within a maintenance division. Most importantly, a CMMS program enables the division to document the costs associated with maintaining facilities, thereby eliminating the expectation of asking staff to do more with less.

The best training school for creating a CMMS program is the CPRS Maintenance Management School in Lake Arrowhead, California. This three-year program (one week per year) has been attended by at least three members of the Parks Division; however, no program has been created. Although the school is geared towards park maintenance, it is training that recreation staff should also attend, including the Department Director.

Recommendation 21. Create a formal program to send Recreation and Parks staff to the CPRS Maintenance Management School for implementation of a CMMS program.

Recommendation 22. Create a formal process for consideration of the implementation of a CMMS program for the Parks Division.

Training

Currently, the City offers several general training opportunities related to budgeting, report writing, and supervisory skills. Although the training is available to all employees, it is currently only being utilized by a few Department employees.

Recreation supervisors and coordinators should be proficient in report writing and public presentation skills to present to community groups, commissions and the City Council. Additionally, employees in these positions should understand program budget development, evaluation, and monitoring; registration software and the registration and facility reservation process. Training in these skills may be offered in-house, but is also available through local professional training, regional and statewide training and professional networking.

Widening the network of training and professional collaboration outside of their agency allows staff to expand into new ways of providing services and an opportunity to collaborate with other providers. This will allow for additional leadership development skills, communication and teambuilding skills.

Training for Department staff helps ensure that risks are mitigated and that parks and facilities are safe for visitors. A well-trained staff can provide better customer service, as they are equipped to answer questions, assist with activities, and ensure that facilities and parks are well maintained. Mandatory training should be required of all staff and noted as part of their performance review as a condition of employment. Examples may include harassment training, Injury and Illness Prevention Program (IIPP), violence in the workplace, and cash handling procedures.

Other training opportunities should be offered, such as career enhancement, leadership development and one-on-one mentoring as a means of enhancing professional career development. Training that helps staff develop new skills and advance their careers can lead to higher job satisfaction, improved retention rates, enhanced morale, and employees who feel valued and supported in their professional growth. Examples may include leadership development, California Park and Recreation Society (CPRS) training, National Recreation and Park Association (NRPA) professional development, DiSC training on the four main personality profiles, staff report writing, and the capital improvement planning process. These training opportunities not only enhance the staff's current knowledge but also provide a basis for future succession planning. Additionally, these trainings and certifications enhance a staff member's professional skill base, improving leadership, maintenance and revenue generation skills, which in turn aid succession planning.

Recommendation 23. Create mandatory formal short- and long-term individualized leadership and training programs for staff.

Recommendation 24. Provide cross-training opportunities for Recreation and Parks staff, specifically the CPRS Maintenance Manager School.

Core Program Areas and Objectives

During the Recreation staff interviews, staff were asked about programming areas of demand. Staff shared that more pool space was needed, that there would be continued growth in youth programming, and that the current park renovation project would drive new service needs. While the need for more programming was stated, what that programming entails or how it fits into the mission of the Department was unclear.

It is becoming increasingly difficult for an agency to be all things to all people, with leisure programming mixed with social service needs in a one-stop shop for a community. As competing priorities with limited resources grow, determinations about which programs to fund, scale back, or eliminate may need to be

made. These decisions are often based on annual budget allocations, other resources available, program attendance, strategic planning goals, and community needs.

This necessitates that each program area develops a keen sense of what its core programming is - why it exists, and what programming is the core of what it offers. Knowing the scope and boundaries of a programming area provides a focused approach for program offerings. It also helps prevent internal competition for the same clients across department programs. Likewise, on the department level, it helps define boundaries between the programming the department offers and services available through outside businesses or providers.

For example, during a budgetary downturn, an aquatics division determined that teaching kids to swim was its core function. If they couldn't teach a kid to swim, then most of the other programming offered at the facility was irrelevant (swim team, recreational swim, water polo, Junior Lifeguard program, etc.). In budget decisions, the Learn to Swim program became the last program they would consider cutting resources from. It was also key to the aquatics program mission statement in that department.

The Department should routinely evaluate its program offerings against what is already available in the local community. Research indicates that residents will drive an average of 10 miles outside their town to participate in a program that offers good value, is reasonably priced, and is enjoyable. The Department should consider the ability or need to compete with local vendors (e.g., karate studios, private pickleball providers) for customers. Giving up a program or activity to a community provider may free up time and space for new or additional programming.

It is also important for the programming that the Department offers to be aligned with the Department's mission. There may be programs offered that fall outside the scope of the Department's mission. In such cases, either those programs can be transferred to other service providers in the community, or perhaps the department's mission needs to be updated.

Recommendation 25. Establish core program areas and rank what the Department should and can operate compared to what can be eliminated.

Aside from creating of an overall departmental strategic plan, with a departmental vision, mission and goals/strategic initiatives, each program and facility should have a stated reason for its existence. Without this step, it becomes difficult to explain or measure why a department does what it does.

It is recommended that each program area have its own mission statement that aligns with the Department's strategic plan and mission, ensuring guiding principles for decision making in the program area. Additionally, each program area should have program goals, expected outcomes and a measurement tool for assessing the outcomes. These program goals have budgetary dollars assigned to them and should be based on an annual analysis of trends in each program area.

Currently, the Department does not perform a trend analysis of programming participation. A trend analysis should be developed to deep dive into the customers using a department's programs, including who is using the program, with what frequency, how they value the program, and an analysis of the potential "lifespan" of the person using the program (e.g., a teen will only use a teen center for a certain number of years). Additionally, a trend analysis of local recreation agencies offering "like" programming will aid in determining the viability of how much or how little to continue to offer a program.

Recommendation 26. Institute program objectives as part of an annual budget process based on trend analysis.

Certification

In recent years, most parks and recreation departments have struggled to remain proactive in the face of budget reductions, changes in funding, or increases in expenses. As a result, when a department has its budget reduced, it struggles to match the reduction in services to the corresponding budget reduction. The plain truth is that most departments do not know the true costs of providing programs and facilities.

This has resulted in years of departments being asked to do more with less. This is not a fair expectation, as the appropriate response is to do less with less, but only if you know what it costs to provide services. Currently, the Department lacks the measures and means to track the costs of programs and facilities and therefore is unable to respond to reductions in a strategic or proactive manner.

A new certification program has been established by the CPRS in relation to financial sustainability. This three-day training program, held in various locations around the state, teaches parks and recreation professionals how to develop strategies and practices that can help a department become more financially sustainable over time. The program covers key topics, including economic principles, accounting practices, and pricing strategies, all tailored to the unique needs of parks and recreation departments. Attendees can enhance their understanding of financial management, improve decision making, and ensure that taxpayer dollars are used effectively to benefit the community. Additionally, the program fosters a shared understanding of finance-centric terminology, promoting better communication and collaboration within the Department.

Recommendation 27. Assign staff to attend the CPRS Financial Sustainability certification program.

Accreditation and Audits

During the staff interviews, it was observed that several best practices or standards across the parks and recreation field were lacking that could easily be rectified by adopting a set of ready-made standards in the field. These guidelines are useful in enhancing department success as an organization and improving the quality of life for those who live and work in El Segundo.

The NRPA publishes guidelines on agency accreditation standards. Becoming an accredited agency involves a thorough examination of department standards and processes. The guidelines present best practices in the field and are good to adopt, regardless of whether an agency pursues accreditation. It does, however, require the commitment of staff time, and accreditation itself does not indicate that the Department is effective and efficient.

It is further recommended that spot audits of program areas and facilities, or the entire Department, by outside partners, may provide useful feedback to help ensure the agency is on track. Utilizing staff from neighboring recreation agencies provides an outside perspective on a program area or specific strategic goal being worked on.

Recommendation 28. Establish a Department goal of reviewing Department performance against NRPA accreditation standards.

Recommendation 29. Establish a Department goal to create a process for outside audits against established performance indicators.

Looking to the Future

Succession Planning

Succession planning is one of the most important roles a leader fulfills in their department. Succession planning ensures the continuity and sustainability of departmental operations, helping to preserve institutional knowledge and maintain leadership. A comprehensive succession plan includes identifying key positions, assessing current talent, and developing training programs to prepare potential successors. It is essential for leaders to understand the existing skill set of their staff and identify the capabilities required for them to advance to the next level of employment. Setting “stretch” goals that are just beyond existing capabilities is a good way to fill any knowledge gaps (e.g., having a coordinator learn and prepare the budget under the direction of their supervisor). This development of internal talent identifies and prepares potential successors. This not only boosts employee morale and engagement but also enhances the department’s overall capability.

In addition to fostering and developing talent from within the department, it is important for leadership at every level to train their replacements. As key leaders and experienced staff members retire or transition to other roles, this training will help ensure seamless delivery of services and the ongoing management and maintenance of parks and recreation facilities. The City Manager and Department Director should work to develop the “next steps” in creating a succession plan for the Department.

Recommendation 30. Develop and implement a comprehensive succession planning strategy to address future leadership transitions and develop internal talent. The Director should work directly with the City Manager to develop the succession plan.

Collecting and reviewing job descriptions from other agencies for the next job level can be a valuable strategy for identifying potential candidates. By reviewing position descriptions and the required knowledge, skills, and abilities, staff can benchmark their current qualifications against those necessary for advancement to move up a particular career ladder in the department. Understanding industry standards and expectations can help align individuals’ career development with broader trends and requirements in the parks and recreation field.

Recommendation 31. Encourage staff to review job descriptions for the job classification of the next position on the career ladder.

Annual Report

A parks and recreation department is only as good as the needs it meets through the services it provides to the community. It is important to have up-to-date processes, policies, and procedures. It is also important for the department to provide its standards and measurements to the community so the community can understand what the department does and can provide feedback on how well their needs are being met. A best practice for community engagement is to create an annual report of the department’s projects and activities, which is reported to the Parks and Recreation Commission, City Council, and the broader community.

Recommendation 32. Create an annual report for the City Council, the Parks and Recreation Commission and the community of a year in review of the projects and activities of the Department.

Conclusion

The El Segundo Parks, Recreation and Library Department has a long history of providing quality programs and facilities for the community. The Department has a strong foundation on which to build for the future and has a team of experienced and dedicated staff in place to move forward.

At the same time, the parks and recreation profession, as well as local government in general, continue to change and evolve at an increasingly rapid pace. Most parks and recreation departments must adapt and change from serving all the needs of a community to focusing on services of the highest priority. These changes require departments to better understand their core services and skills and increase the measurement of their success. It also requires staff to modify their job processes and increase the reliance on forming partnerships to meet community needs.

To position themselves for the future, departments are relying on more short- and long-term planning, along with policies and procedures that enable the department to adapt when necessary. The recommendations contained in this report will assist the El Segundo Recreation and Parks Divisions in positioning themselves to be more effective and efficient in the future.

Attachment A – List of Recommendations

- Recommendation 1.....The Administrative Division should align under and to the side of the Director.**
- Recommendation 2.....Add one new Administrative Manager position to oversee the Administrative Division.**
- Recommendation 3.....Set a timeframe to reevaluate the Cultural Arts Coordinator position to determine whether a reclassification and reassignment are warranted.**
- Recommendation 4.....Restructure the organization chart to align coordinators in the Recreation Division under supervisors.**
- Recommendation 5.....Add one new Recreation Coordinator position in the Checkout Building and Joslyn Center.**
- Recommendation 6.....Consider modifying the recreation coordinator job descriptions to include some evening and weekend shifts.**
- Recommendation 7.....Create a *hotshot* crew from existing staff who have, as one of their duties, the responsibility to respond to emergencies or changes in plans as needed.**
- Recommendation 8.....Create a journeyman-level position in the Parks Maintenance Worker classification.**
- Recommendation 9.....Implement a rotating schedule for all three Recreation Coordinators to cover after-hours work.**
- Recommendation 10...Install a panic button for emergencies in each of the recreation facilities.**
- Recommendation 11...Establish formal communication with Human Resources and Finance regarding hiring practices, purchasing and budgeting.**
- Recommendation 12...Set formal planning timelines and review periods for each program area.**
- Recommendation 13...Develop a rotational cross-training program for recreation coordinators and supervisors.**
- Recommendation 14...Review administrative support requirements in each job description for managers and supervisors and hold each accountable for their job performance.**
- Recommendation 15...Revise and update the department-wide pricing policy.**
- Recommendation 16...Review and revise the fee structure to meet cost-recovery goals for each program area.**
- Recommendation 17...Establish formal outcome-based parks and facility maintenance standards with regular reviews against the standards.**

- Recommendation 18. ...Review the work that has been added to Parks Maintenance by the Public Works Facility Division related to facility maintenance and assign it to the respective division based on the type of work and not the location of the work.**
- Recommendation 19. ...Establish KPIs and outcome-based standards for the Recreation and Parks Divisions in the newly adopted Department strategic plan.**
- Recommendation 20. ...Create regular program and facility evaluations to be included in an annual department report on Department performance.**
- Recommendation 21. ...Create a formal program to send Recreation and Parks staff to the CPRS Maintenance Management School for implementation of a CMMS program.**
- Recommendation 22. ...Create a formal process for consideration of the implementation of a CMMS program for the Parks Division.**
- Recommendation 23. ...Create mandatory formal short- and long-term individualized leadership and training programs for staff.**
- Recommendation 24. ...Provide cross-training opportunities for Recreation and Parks staff, specifically the CPRS Maintenance Manager School.**
- Recommendation 25. ...Establish core program areas and rank what the Department should and can operate compared to what can be eliminated.**
- Recommendation 26. ...Institute program objectives as part of an annual budget process based on trend analysis.**
- Recommendation 27. ...Assign staff to attend the CPRS Financial Sustainability certification program.**
- Recommendation 28. ...Establish a Department goal of reviewing Department performance against NPRA accreditation standards.**
- Recommendation 29. ...Establish a Department goal to create a process for outside audits against established performance indicators.**
- Recommendation 30. ...Develop and implement a comprehensive succession planning strategy to address future leadership transitions and develop internal talent. The Director should work directly with the City Manager to develop the succession plan.**
- Recommendation 31. ...Encourage staff to review job descriptions for the job classification of the next position on the career ladder.**
- Recommendation 32. ...Create an annual report for the City Council, the Parks and Recreation Commission and the community of a year in review of the projects and activities of the Department.**

Attachment B – Sample Key Performance Indicators

Recreation

- **Program participation rates:** The number of participants enrolled in various programs and activities.
- **Facility utilization:** The frequency and extent to which recreational facilities are used.
- **Customer satisfaction:** Feedback from community members regarding their experiences with programs and facilities.
- **Revenue generation:** Income from program fees, facility rentals, and other sources.
- **Operational efficiency:** Metrics such as cost per participant or cost per program.
- **Volunteer engagement:** The number of volunteers and the hours they contribute.
- **Community impact:** The broader effects of programs on community health, well-being, and social cohesion.
- **Safety and maintenance:** The number of safety incidents and the condition of facilities and equipment.
- **Program diversity:** The variety and inclusivity of programs offered to different demographics.
- **Staff performance:** Employee satisfaction, training completion rates, and staff turnover.

Parks

- **Maintenance response time:** The time taken to address and resolve maintenance issues.
- **Facility condition:** Regular assessments of the condition of park facilities and infrastructure.
- **Cleanliness standards:** The frequency and effectiveness of cleaning and waste management efforts.
- **Safety incidents:** The number of accidents or safety-related incidents reported in parks.
- **Equipment functionality:** The operational status and maintenance of playgrounds, benches, and other park equipment.
- **Landscape health:** The condition of lawns, trees, and plants, including pest control and irrigation effectiveness.
- **Visitor satisfaction:** Feedback from park visitors regarding the cleanliness and maintenance of the parks.
- **Staff productivity:** Efficiency and performance of maintenance staff.
- **Environmental impact:** Measures of sustainability practices, such as recycling, water usage, and energy consumption.



City Council Agenda Statement

Meeting Date: October 21, 2025

Agenda Heading: Staff Presentations

Item Number: D.9

TITLE:

Agreement with Matrix Consulting Group, Ltd. for a Citywide Staffing Assessment

RECOMMENDATION:

1. Authorize the City Manager to execute a Professional Services Agreement with Matrix Consulting Group, Ltd. in an amount not-to-exceed \$112,560 for a citywide staffing assessment.
2. Alternatively, discuss and take other action related to this item.

FISCAL IMPACT:

The adopted FY 2025-26 Budget included \$100,000 for the citywide staffing assessment.

At this time, if Council approves Optional Task C: Peer Jurisdiction Benchmarking, this action will require an additional budget appropriation of \$12,560, for a total budget of \$112,560. The budget amount is as follows:

Amount Budgeted: \$100,000

Additional Appropriation: \$12,560

Account Number(s): 001-503-2101-1-56214 (Professional Services)

BACKGROUND:

To address evolving community needs, technological advancements, and potential budgetary constraints, the City released a Request for Proposals (RFP) No. 25-04, "Citywide Staffing Assessment," on July 25, 2025. Recognizing these ongoing challenges and in order to ensure the City's workforce is optimally structured and resourced to deliver high-quality public services efficiently and effectively, the RFP sought comprehensive proposals from qualified firms to analyze departmental

Agreement for Citywide Staffing Assessment

October 21, 2025

Page 2 of 6

operations, workload distribution, and staffing needs across all City departments.

Ten proposals were received by the deadline of September 4, 2025. The proposals were initially screened by an employee working group, eliminating five proposals that failed to demonstrate clarity and transparency in their workplans and deliverables, and lacked relevant and industry-specific experience desired. The remaining five proposals were evaluated by members of the Executive Team based on the criteria established in the RFP, which allocated 90 total points for technical merit across five key areas:

- **Project Understanding (25 points)**
Evaluating how well the proposer comprehends the City's needs and the project's objectives, and demonstrating that the proposer understands the scope of work and the process required to complete the project successfully.
- **Scope of Work / Methodology (25 points)**
Assessing the proposer's detailed plan for fulfilling the services requested in the RFP.
- **Firm Qualifications & Experience (15 points)**
Evaluating the consultant's history, structure, and relevant experience. Evaluation was based on firm's overall qualifications, including its size, years in business, and comparable projects completed in the last five years.
- **Project Team Qualifications (15 points)**
Focusing on the individual team members assigned to the project. Points were awarded for the qualifications and experience of key personnel, including their resumes and previous work with municipal agencies, and inclusion of subject-matter experts.
- **Implementation Schedule (10 points)**
Evaluating the proposer's plan for completing the project on time. The score is based on the detail and realism of the proposed schedule, including key milestones and a timeline for deliverables.

The evaluation process concluded with Matrix Consulting Group, Ltd. emerging as the highest-ranked proposer based on the technical criteria, ranking provided in the attached, achieving an average technical score of 79.0 points.

DISCUSSION:

The scoring demonstrated that Matrix is the best-qualified firm to provide the citywide staffing assessment services. Matrix achieved the highest average technical score (79.0 points), distinguishing themselves from the other four final bidders. Their proposal demonstrated superior depth and relevance across all mandated scoring criteria:

Agreement for Citywide Staffing Assessment

October 21, 2025

Page 3 of 6

1. Project Understanding (Criterion 1): Matrix Consulting stood out by demonstrating an existing, in-depth knowledge of the City. Their prior experience with the City's specific governance and operational context as well as their in-depth knowledge and experience working in over 1,800 public agencies conducting similar analyses provide an insightful approach that goes beyond a superficial restatement of the RFP requirements.

2. Scope of Work / Methodology (Criterion 2): Matrix proposed a comprehensive methodology rooted in their "experience, analytical, and inclusive approaches." The firm's structure is built around subject-matter experts for virtually all municipal operational areas (e.g., Police, Fire, Community Development, Public Works, Finance, etc.), ensuring the methodology is tailored, logical, and effective for each City department, fulfilling the "Differentiation" requirement of the Scoring Rubric.

3. Firm Qualifications & Experience (Criterion 3): Matrix Consulting's history and relevant experience are exemplary. They report having worked with over "1,800 public sector entities" and conducted nearly "2,000 individual department studies" since their incorporation in 2003. Crucially, the firm's experience is not limited to public agencies; they have successfully adapted and applied their methodologies, including process mapping and organizational analysis, to various private sector and non-profit organizations.

Their relevant non-governmental experience includes:

- Quasi-governmental and Non-profit Entities: Organizational and staffing assessments for the United Nations (facilities staffing), CPS HR Consulting (a joint powers authority), and organizational, staffing, and process improvement study for the Corporation for Public Broadcasting.
- Private Sector Clients: Studies for companies and organizations such as the San Francisco 49ers (cost allocation), Saudi Aramco (fire study), National Association of Fleet Administrators (policy development), and Marcon Management Consulting Group (hydrogen fuel fleet survey).

This blend of experience ensures the team can apply a broad range of best practices and modern efficiency models.

4. Project Team Qualifications (Criterion 4): The proposed team is led by Aaron Baggaly, a Vice President of the firm, providing a high level of supervision and firm commitment. The team consists of members who have previously served in local government in "executive management roles," ensuring the expertise brought to the project is grounded in direct, practical municipal administration experience. The team's collective resume indicates strong subject matter expertise across all City departments,

Agreement for Citywide Staffing Assessment

October 21, 2025

Page 4 of 6

a key element of the scoring rubric.

5. Implementation Schedule (Criterion 5): Matrix provides a detailed Implementation Schedule that is comprehensive and well-structured. The schedule clearly identifies phases, key milestones, and deliverables, addressing the need for realism and clarity required by the Scoring Rubric to ensure the project is completed efficiently. The schedule also clearly identifies City dependencies, which allows for effective project management and resource allocation by City staff.

Project Implementation and Next Steps:

Upon City Council approval, the project will immediately move into the contract execution phase and subsequent project kickoff. The proposed project implementation is structured in the following high-level phases as outlined in the Matrix Consulting Group proposal:

1. Phase 1: Project Initiation & Data Collection: Formal project kick-off, confirmation of project scope, collection of baseline data (organizational charts, budgets, process documents), and development of detailed work plans.
2. Phase 2: Data Analysis & Field Work: Conduct workload analysis, interviews with department heads and staff, process mapping, and benchmarking with comparable agencies.
3. Phase 3: Development of Preliminary Findings: Presentation of preliminary findings and draft recommendations to the Executive Team for review and feedback.
4. Phase 4: Final Report & Presentation: Development of the final, comprehensive report with clear recommendations for staffing levels, organizational structure, and efficiency improvements. Presentation of the final report to the City Council.

Next Steps:

- October 2025: Finalize and execute the Professional Services Agreement (PSA) with Matrix Consulting Group, Ltd.
- November 2025: Conduct the Project Kick-off Meeting with Matrix Consulting and the Executive Team.
- November 2025 – January 2026: Matrix Consulting conducts Phases 1-3 (Data Collection, Analysis, and Preliminary Findings).
- March 2026: Final Staffing Assessment Report delivered to the City Council.

Agreement for Citywide Staffing Assessment

October 21, 2025

Page 5 of 6

In addition to the primary scope of work proposed, Matrix offers three Optional Tasks (further described in the attached proposal):

Optional Task A: Employee Survey — \$4,900.

Optional Task B: Best Practices Assessment — \$23,240

Optional Task C: Peer Jurisdiction Benchmarking — \$12,560

Because citywide employee surveys have recently been completed, and the City proactively manages a 5-year Strategic Action Plan outlining management, strategic planning, training, performance metrics, etc., staff does not recommend electing either Option A or Option B. Previous survey results and strategic plan materials will be provided for reference and use. However, staff does recommend including Option C, in order to better understand comparative operational models, structure, and overall performance metrics against other organizations. If Council approves Option C, this action would require a budget appropriation of \$12,560.

Matrix Consulting Group, Ltd.'s proven track record, specific experience within the City of El Segundo, and the superior technical qualifications of their team collectively make them the most advantageous proposer. Staff recommends entering into a Professional Services Agreement with Matrix Consulting Group, Ltd. to proceed with the Citywide Staffing Assessment.

CITY STRATEGIC PLAN COMPLIANCE:

Goal 1: Develop and Maintain Quality Infrastructure and Technology

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

Goal 4: Promote and Celebrate a Quality Workforce Through Teamwork and Organizational Excellence

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

PREPARED BY:

Michael Allen, Community Development Director

REVIEWED BY:

Michael Allen, Community Development Director, Paul Chung, Chief Financial Officer

APPROVED BY:

Barbara Voss, Deputy City Manager

Agreement for Citywide Staffing Assessment

October 21, 2025

Page 6 of 6

ATTACHED SUPPORTING DOCUMENTS:

1. RFP 25-04 Citywide Staffing Assessment - Matrix Consulting
2. Staffing Assessment Rankings



PROPOSAL TO CONDUCT A CITYWIDE STAFFING ASSESSMENT

SEPTEMBER 4, 2025

EL SEGUNDO, CALIFORNIA

MATRIX CONSULTING GROUP, LTD.
1875 S. GRANT STREET, SUITE 960
SAN MATEO, CA 94402

CONTACT:
AARON BAGGARLY; 650-858-0507

MATRIX
CONSULTING GROUP

TABLE OF CONTENTS

TRANSMITTAL LETTER	/
A. QUESTIONNAIRE	1
A. PROPOSER AND GENERAL INFORMATION	1
B. FIRM QUALIFICATIONS AND EXPERIENCE	1
C. TEAM MEMBER EXPERIENCE AND QUALIFICATIONS	5
D. QUESTIONS/RESPONSES TO THE SCOPE OF SERVICES	7
E. PROPOSED FEES/BUDGET	13
F. REFERENCES	13
G. IMPLEMENTATION SCHEDULE	15
H. CERTIFICATE(S) OF INSURANCE	15
I. BUSINESS TAX CERTIFICATE	17
J. STANDARD CITY PROFESSIONAL SERVICES AGREEMENT	17
B. PRICE	17
APPENDIX: TEAM MEMBER RESUMES	19

Michael Allen, Community Development Director

City of El Segundo

350 Main Street
El Segundo, CA 90245

Dear Mr. Allen:

Matrix Consulting Group, Ltd. is pleased to present this proposal to conduct a comprehensive citywide staffing assessment for the City of El Segundo. Our proposal is based on our review of the RFP, our experience conducting similar staffing evaluations in California and throughout the country, and a previous consulting project with El Segundo. We have specialized teams focusing on various governmental services, including City Manager's and City Clerk's Office, Community Development, Finance, Human Resources, Information Technology, Parks & Recreation (including Libraries), Police, Fire, and Public Works. Our key qualifications to work with the City on this project include:

- **Extensive Experience in California and with the City of El Segundo:** Our market and service focus is assisting public sector entities, primarily local governments, with operational, organizational, staffing, and efficiency assessments. Since our incorporation in 2003, the firm has conducted over 100 organization-wide and nearly 2,000 studies of individual local government departments. We have conducted hundreds of studies for clients throughout California; recent clients include Escondido, Hawthorne, Napa, Redondo Beach, and Santa Rosa. We also completed a development review study for El Segundo in 2022.
- **Tailored Services to Meet Your Unique Organizational Needs:** We understand that each municipal organization has a unique organizational culture, service portfolio, and expectations regarding service levels. As a result, we develop a highly customized approach to providing services to each client designed to support and advance your goals and objectives.
- **A Highly Experienced Analytical Team:** We have proposed a team that includes members who have previously served in local government in executive management roles and career consultants with extensive experience conducting dozens of similar efficiency studies for local governments.

As the firm's President, I am authorized to represent the firm contractually and execute any service agreement. Aaron Baggarly, a Vice President, can provide any additional information you may need during the evaluation period. We can be reached at the address and phone number below or via email at apennington@matrixcg.net and abaggarly@matrixcg.net.



ALAN D. PENNINGTON

President, Matrix Consulting Group, Ltd.

MATRIX CONSULTING GROUP

1875 S Grant Street, Suite 960
San Mateo, CA 94402
650-858-0507

A. QUESTIONNAIRE

A. PROPOSER AND GENERAL INFORMATION

Proposer's name and address:

Matrix Consulting Group, Ltd.
1875 S. Grant Street, Suite 960
San Mateo, CA 94402

Primary contact information:

Aaron Baggarly, a Vice President of the firm, can provide any additional information you may need during the evaluation period. He can be reached 650-858-0507 and abaggarly@matrixcg.net.

B. FIRM QUALIFICATIONS AND EXPERIENCE

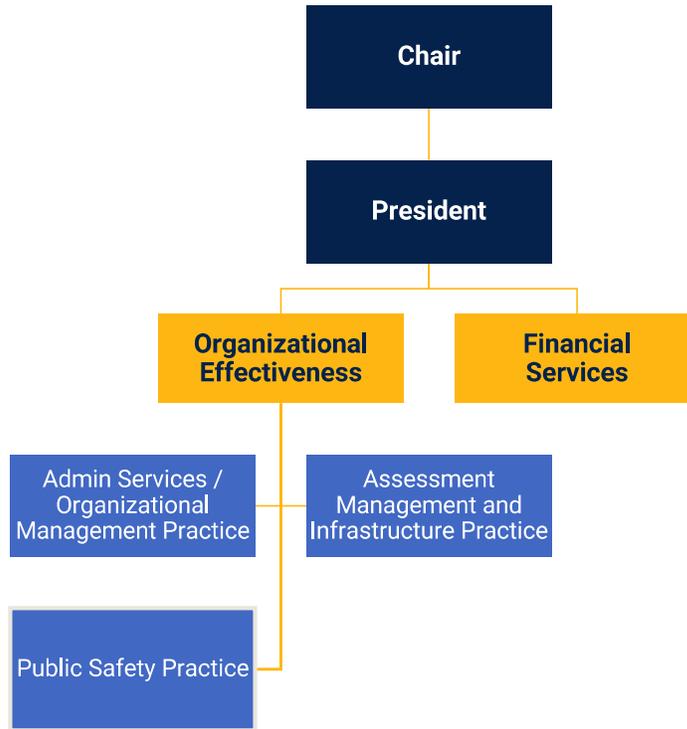
The Matrix Consulting Group is summarized as follows:

- We were incorporated in 2003 in the State of California. Our headquarters are in San Mateo with a satellite office in Irvine. We have regional offices in Charlotte (NC), Dallas (TX), Edwardsville (IL), the Tampa (FL) area, Portland (OR), and Nova Scotia, Canada.
- Since our founding, we have worked with over 1,800 public sector entities, evaluating the effectiveness of organizational structures, streamlining business processes to increase efficiency, evaluating service delivery approaches, ensuring function alignment for enhanced interdepartmental collaboration, and developing appropriate resources and staffing allocations.
- We employ 30 full-time, highly experienced management consultants who specialize in public sector management consulting. We have subject matter experts in virtually all major operational areas of local government operations.

ORGANIZATIONAL CHART

Describe the firm's history and organizational structure, size of the firm, principal owners, and number of positions and titles of staff.

The following chart shows our company's organizational chart and followed by a listing of staff classifications and assigned employee count.



The following table summarizes employees by classification.

Firm Owners	Employee Classification Count
Richard Brady – Board Chair	Chair and President (2)
Alan Pennington - President	Senior Vice President (2)
Courtney Ramos – Chief Financial Officer (SVP)	Vice President (5)
Ian Brady – Chief Operating Officer (SVP)	Senior Manager (3)
Aaron Baggarly – Vice President	Manager (8)
Jen Winter – Vice President	Senior Consultant (4)
Khushboo Hussain – Vice President	Consultant (3)
Kate Vigneau – Vice President	Administrative Manager (1)
Robert Finn – Vice President	Proposal Coordinator (1)
	Proposal Assistant (1)

What is the primary business of the parent company and/or affiliates?

Matrix Consulting Group, Ltd. is a management consulting firm that provides quality analytical, evaluation, support, and training assistance to public sector entities. Our firm provides a full range of services to public sector organizations:

- Administrative (HR, Staffing)
- Community Development
- Corrections and Justice
- Facility Management
- Financial Services
- Fire and EMS
- Law Enforcement
- Parks and Recreation
- Public Works and Utilities
- Sustainability

Assigned Project Team Listing

Staff assigned to this project are located across the country. However, our headquarters location is in San Mateo, CA. Our proposed Project Manager, Aaron Baggarly, resides in Charlotte, NC. The following table summarizes the proposed team members and role.

Employee / Title / Location	Role
Alan Pennington, President (IL)	Principal in Charge
Aaron Baggarly, Vice President (NC)	Project Manager
Robert Finn, Vice President (TX)	Lead Analyst: Public Safety/Fire
Khushboo Ingle, Vice President (CA)	Lead Analyst: Finance
John Scruggs, Senior Manager (NC)	Analyst: Public Safety/Police
Chas Jordan, Manager (FL)	Analyst: Public Works; Parks & Recreation
Allyson Brekke, Manager (MT)	Analyst: Community Development
Amy Mabey, Manager (UT)	Analyst: City Administration
Terry Lewis, Manager (KY)	Analyst: Public Safety/Fire
Megan Young, Senior Consultant (NC)	Analyst: Parks and Recreation, Public Works
Jaymee Westover, Senior Consultant (TN)	Analyst: Finance
Tim Donohoe, Senior Consultant (NV)	Analyst: Public Safety/Police
William Haight, Senior Consultant (UT)	Analyst: Information Technology
Alexis Orrick, Consultant (CA)	Analyst: General Data Analyst

Additional information about the team can be found below in *C. Team Member Qualifications & Experience*, and resumes have been provided as an Appendix.

What is the firm’s experience conducting the services requested?

Since 2003, we have conducted over 100 organization-wide assessments for local government agencies. Examples of relevant projects are listed below. Over the past five years, we have completed more than 400 organizational and staffing studies for local government agencies. We have identified similar projects completed since 2021 in the following two subsections. We cannot list all 400+ projects since 2021 within the page limits for this response.

ORGANIZATION-WIDE ASSESSMENTS

Representative organizational-wide assessment clients include:

Albuquerque, New Mexico	Gulf Shores, Alabama	Portage, Michigan
Augusta, Georgia	Half Moon Bay, California	Rancho Mirage, California
Barstow, California	Jefferson City, Missouri	Rancho Palos Verdes, Calif.
Brattleboro, Vermont	Joplin, Missouri	Roseville, California
Coventry, Rhode Island	Monroe County, Michigan	Salt Lake County, Utah
Corp. for Public Broadcasting	Montgomery County, Maryland	Schertz, Texas
DeKalb County, Georgia	Monrovia, California	St. Cloud, Florida
Dunedin, Florida	Mount Lebanon, Pennsylvania	Sunnyvale, California
Deltona, Florida	Orland Park, Illinois	Takoma Park, Maryland
Franklin Township, New Jersey	Orting, Washington	Tigard, Oregon
Grand County, Utah	Palos Verdes Estates, Calif.	Vermont Secretary of State

Details about any project listed above are available upon request.

DEPARTMENT-SPECIFIC STUDIES

As noted above, in addition to our numerous organization-wide studies, the firm and project team have conducted 1,800 stand-alone studies of specific local government functions focused on developing efficient service delivery models. Representative projects completed in the past five years by major service areas are listed below, with most in California.

Functional Area	Client	Functional Area	Client
Administrative Services	Irvine (CA) Milpitas (CA) Riverside (CA)	Parks and Recreation	East Bay Reg. Park Dist. (CA) Stockton (CA) Vacaville (CA)
Community Development	El Segundo (CA) Hawthorne (CA) San Dimas (CA)	Fire	Big ear (CA) Napa County (CA) Sebastopol (CA)
Finance / Purchasing	Albany (CA) Greeley (CO) Pasadena (CA)	Police	Downey (CA) La Verne (CA) Los Angeles (CA)
Human Resources	Palo Alto (CA) Riverside (CA) San Joaquin Rail Auth. (CA)	Public Works	Pismo Beach (CA) Stockton (CA) West Sacramento (CA)
Information Technology	Brea (CA) Riverside (CA) Salt Lake City (UT)	City Clerk	San Clemente (CA) San Luis Obispo (CA) Santa Monica (CA)

These are representative examples of our experience working in select service areas. Details about any project listed above are available upon request.

Comment on other areas that may make the firm different from its competitors.

We have several distinguishing features that we feel need to be stressed:

- Our proposed project team and our lead analysts have worked as public sector directors/executives prior to joining the firm and have significant operational and staffing expertise for their specific area.

- Our team has conducted hundreds of similar studies for local governments in California. Included within this experience is a previous completed a development review study for El Segundo in 2022.
- Our study approaches balance superior empirical analysis with extensive input from staff and other stakeholders. Our interaction in a project builds acceptance for change and avoids surprises.
- It should also be mentioned that our firm has another division not directly included in the scope of this study. Our Financial Services Division develops cost of service and fee studies for local governments, including over 100 in California (e.g., Hawthorne, Long Beach and Manhattan Beach).

These factors together have led to an extraordinary level of implementation for recommendations we make, generally exceeding 80%. This is the true measure of success for a study!

C. TEAM MEMBER QUALIFICATIONS AND EXPERIENCE

Summaries of qualifications for each team member are below. Detailed information about previous local government and similar project experience can be found for on their resume in the Appendix.

Employee / Title	Professional Summary
Alan Pennington President	Alan Pennington is President of the Matrix Consulting Group and led our organizational effectiveness practice prior to becoming President in 2025. His primary expertise is in Administrative Services, Community Development, Finance, Human Resources, Information Technology, Procurement, Public Works and Parks and Recreation. He has served as the Project Manager or Lead Analyst on over 400 local government studies since joining the firm
Aaron Baggarly Vice President	Aaron Baggarly is a Vice President who co-leads our organizational effectiveness practice and leads all administrative services and organizational wide efforts. He has more than 18 years of experience and, since joining the firm, has completed over 150 studies for all aspects of municipal operations, including: analysis of processes, workload, staffing analysis, and organizational reviews. He is well versed in all operations of local government.
Robert Finn Vice President	Robert Finn is a Vice President who leads our Fire Practice. He previously served as the Chief of the Southlake (TX) Department of Public Safety. He has completed over 150 fire and public safety staffing, operations, and facility needs assessments during his career. Studies have included all aspects of fire suppression, prevention, and administrative operations. Robert has a strong background in fire service strategic planning, budgeting, and change management.
Khushboo Ingle Vice President	Khushboo Ingle is a Vice President who manages cost allocation plan, user fee, development impact fee, and cost of service engagements. Her experience with the firm also includes participation in operational audit engagements focusing on reviewing organizational, staffing, and internal processes to enhance services. Khushboo’s relevant experience includes analysis reviewing cost of service assumptions and ensuring compliance with best practices.
John Scruggs Senior Manager	John Scruggs is a Senior Manager and a former Captain with the Portland Police Bureau, with 26 years of experience in law enforcement. He is now a lead analyst on our law enforcement, engagements. His relevant experience includes the completion of over 50 studies for law enforcement; analysis focuses on operational and staffing review, workload analysis, and scheduling; and the evaluation of administrative, dispatch, investigations, patrol, and records.

Employee / Title Professional Summary

Chas Jordan
Manager
Chas Jordan is a Manager who focuses on solid waste, public works, facilities, fleet management, utilities, parks and recreation and administrative functions. He is SWANA Certified in Zero Waste and has previously been certified in Collection Systems. Prior to joining Matrix, Chas served as an Assistant Public Works Director. In this role he managed projects dealing with collection operations, solid waste master plans, and waste composition studies.

Allyson Brekke
Manager
Allyson Brekke, a Manager, focuses on the Community Development Services practice area, with specialty knowledge in management and leadership, development review and permitting procedures, code compliance, and historic preservation. Prior to joining the firm, Allyson served as Deputy Planning Director for Gallatin County, MT and the Director of Community and Economic Development for Port Angeles, WA.

Amy Mabey
Manager
Amy Mabey, a Manager, is an analyst with extensive experience in public administration, policy analysis, community development, public outreach, and emergency management. She combines leadership and strategic insight in her approach as a consultant. Her experience in large and small municipalities provides a multi-faceted understanding of city governance and resource allocation.

Terry Lewis
Manager
Terry, a Manager, has over 40 years of fire service and consulting experience. Prior to joining Matrix, he was the Chief of the Henderson (KY) Fire Department. He brings a wealth of knowledge and experience conducting strategic planning studies for Fire and EMS agencies. Terry’s relevant experience includes serving the City of Henderson, Kentucky as Fire Chief for 10 years. He began his career with the Loveland-Symmes (OH) Fire Department.

Megan Young
Manager
Megan Young, a Manager, brings more than twelve years of experience working with local and regional governments in Public Works, Engineering, Parks and Recreation. Prior to joining Matrix, Megan served as Assistant to the City Manager, Parks and Grounds Administrator, and Public Works Operation Analyst in various organizations in South Carolina. Relevant experience includes maintenance and asset management, staffing, and CIP budgeting, and best practices evaluations.

Jaymee Westover
Senior Consultant
Jaymee Westover, a Senior Consultant, is an analyst in the Financial Services group. She works primarily on cost allocations plan, user fee, development impact fee, and cost-of-service engagements. Jaymee’s relevant experience includes over 20 cost-of-service and cost allocation; a financial data analysis, including narrative analysis; comparative studies; and legal and regulatory compliance.

Tim Donohoe
Senior Consultant
Tim Donohoe, a Senior Consultant, has 29 years of experience in local and international law enforcement. He is a retired Commander with the Reno, NV Police Department. Tim has extensive specialized experience in police reform, hiring practices, internal affairs, and police training. He is a graduate of the Police Executive Research Forum’s Senior Management Institute for Policing. He is an Adjunct Professor at the University of Nevada, Reno.

William Haight
Senior Consultant
William “Bill” Haight is an IT Analyst/Technical Advisor with our firm and provides an information technology background and support. Mr. Haight has over 30 years of experience working in the public sector specializing in IT strategies, organizational structure, and application design and development. Mr. Haight served as the Director of Cloud Business for CentralSquare Technologies. Prior to this, he served as Chief Information Officer for the City of Salt Lake City, UT.

Employee / Title Professional Summary

Alexis Orrick Consultant	Alexis Orrick recently joined our firm as a data analyst in our General Consulting Practice. Alexis works primarily on data analysis and metrics for operational, organizational, and staffing assessments.
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Identify and provide the resume(s) of the personnel who will be assigned to this project.

Resumes have been provided as an Appendix.

D. QUESTIONS/RESPONSES TO THE SCOPE OF SERVICES

This section will summarize our approach to complete the requested scope of work.

PROJECT UNDERSTANDING

The City of El Segundo is undertaking this staffing and organizational assessment to identify process improvements, staffing resource, and organizational needs to meet desired service level expectations. This study will also evaluate potential cost savings for the City to align service level expectations and staffing resources, with the intent to maintain desired service levels across all City departments. This study will assess City operations, workflows, service levels, and staffing (internal and contracted) for the provision of City services, and use of technology.

We have provided the City with a comprehensive approach to providing the requested services. Our base proposal describes the tasks to meet the requirements of the scope of work in the proposal. We have developed three optional tasks to increase the analytical justification for recommendations as well as increase employee input and participation in the study process.

APPROACH

Our philosophy in providing consulting services is a customized approach to address our clients’ unique issues and needs in a fact-based manner. Our approach is, utilizing our proven methodologies and analytical approaches, as summarized in the following point:

1. A principal of the firm is involved in every aspect of each study. For this engagement, Aaron Baggary, AICP, will serve as the project manager.
2. We approach our projects by gaining a firm grounding in formal and fact-based analytical methodologies.
3. Our projects are characterized by extensive input and interaction between the consultants and our clients’ staff, management, and policy makers.
4. We recognize that successfully serving clients requires more than simply providing the right answers. We provide practical solutions for implementation.
5. We engage regularly with our clients to ensure that the project remains on time, the schedule is maintained, and we are accessible when needed.

Our consulting reputation is based on our experience, analytical, and inclusive approaches.

PROJECT MANAGEMENT AND QUALITY CONTROL

We strongly believe in effectively managing each consulting engagement and utilizing formal project management techniques in our studies. These techniques include:

- Use **project management software** to create timelines, track utilization, and communicate.
- Expectations and results of the project team and clients are managed weekly by developing and utilizing **formal project schedules and reporting tools**.
- All project work activities are defined in advance and tied to each project team member, deliverables, schedule, and budget.
- The project manager and lead analysts develop general and **project-specific data collection plans and interview guides** for all our staff.
- At project initiation, we will establish a series of **progress meetings** with the project steering committee and other key stakeholders as needed to review interim deliverables and findings as they are developed. This collaborative approach throughout the engagement ensures that there are no surprises and works to maximize buy-in at all levels.
- The **project manager designs and personally reviews all interim and final products** before they are delivered to the client.

These project management approaches have enable us to deliver all our projects at a high level of quality and on time. All our projects are completed within budget – we have **never** asked for additional budget to complete the proposed scope of work. We are known for the depth and insight of our analysis and our client responsiveness.

SCOPE OF WORK TASK PLAN

This section will summarize our proposed task plan. As noted above, we are providing tasks to meet the RFP's scope requirements as well as three optional tasks, presented at the end of the task plan, that will more fully address all aspects outlined in the requested scope of work.

TASK 1: DEVELOP A CURRENT STATE PROFILE AND FRAMEWORK

To fully provide services to the City, we need to quickly develop an understanding of the key issues impacting and shaping service requirements for the community and an in-depth knowledge of the current organizational structures, staffing allocations, service level expectations, and service delivery approaches in place. To fully develop our understanding, we will accomplish the following work steps:

- Meet with the City Manager to discuss the project, initiate and refine specific project tasks, and establish a schedule for the engagement.
- Interview department heads and division managers to gain insight into the organization's existing plans and key organizational and operational issues facing each functional area. The purpose is to understand the current processes, service levels, staffing, and organizational issues. Departmental

leadership interviews will be supplemented by a departmental focus group that allows for additional staff to provide insight into the study.

- Review available information, including mission statements, budgets, workload data, job descriptions, SOPs, and other documents that provide insight into each department’s service delivery approaches, key performance indicators, regulatory constraints, and operational practices.
- Understand staffing and responsibilities in each function. Document staffing trends and identify gaps, if any, in key service areas and skill sets.
- Develop an understanding of the scope of the programs and services for each department/division under review, including historical, current, and projected workloads, scheduling (public safety) resource allocation, and service levels for each department/division to be reviewed.
- Document the major software and technology employed throughout the City and develop an understanding of the current utilization levels.

Once these efforts have concluded, the project team will develop a current state profile.

TASK RESULT

The project team will develop a current state profile of the staffing, workload, performance goals, operations, and organizational structures of all City departments.

TASK 2: SERVICE DELIVERY AND PROCESS EFFICIENCY IMPROVEMENTS

To address the challenge of sustaining fiscal responsibility while maintaining high service levels, the City must implement strategic measures focusing on efficiency and effectiveness. This task aims to evaluate different methods of service delivery, service levels, and process improvement to identify potential efficiencies and improvements, as well as any associated cost savings these changes may bring. We will conduct departmental focus groups to discuss current processes, challenges, and improvement opportunities.

This analysis will lead to recommendations to modify service levels, streamline services, provide direction on effective service delivery methods, use technology, and implement process improvements.

TASK RESULT

The project team will develop an interim report that provides opportunities to realign services or service delivery, establish performance indicators, and enhance technology.

TASK 3: ORGANIZATIONAL AND STAFFING ANALYSIS

This task will analyze the workload, staffing, and organizational needs for all departments. The project team will review the current workload and service level expectations for each department and identify the staffing needs (in-house and contracted). The analysis in this task will include the following elements:

WORKLOAD AND STAFFING ANALYSIS

- Analyze current workload and apply service level benchmarks and time requirements to identify the staffing resources to meet service level expectations.
- Will staffing allocations need to be adjusted for future needs?
- What additional staffing is required to implement desired programs or services (such as an enhanced strategic planning, communication, and organizational culture focus)?

ORGANIZATIONAL STRUCTURE

- Are there gaps or overlapping or duplicated functions?
- Is the structure too “tiered” or too “flat” in management staffing?
- Are functions placed too high or too low in terms of their importance?
- Are services/functions appropriately located/assigned in the organization?

SPAN OF CONTROL

- Are spans of control for executive, management, supervisory, and lead personnel appropriate?
- Are there any modifications needed in operational practices, technology, or other service delivery methods to implement the proposed span of control?

FISCAL AND COST SAVINGS ANALYSIS

After the process analysis and staffing recommendations have been made, the project team will evaluate the fiscal impact of each recommendations. This will include a detailed cost analysis of maintaining the desired service level and staffing levels, evaluate potential outsourcing costs for contracting service, and impact of meeting service level goals. The project team may develop alternative service level and staffing scenarios (internal and external) and identify the fiscal impact of those recommendations.

This task will result in developing a workload and staffing analysis and recommended organizational structure to ensure consistency throughout the City organization. Preliminary recommendations will be

TASK RESULT

The project team will develop an interim report that provides a comprehensive analysis of the organizational, management, and staffing needs for City operations. A fiscal analysis will accompany each recommendation.

provided to the City's project steering committee for their review. Once preliminary recommendations have been reviewed, the project team will conduct a fiscal analysis of each recommendation.

TASK 4: DRAFT AND FINAL REPORTS AND IMPLEMENTATION PLAN

The draft report combines the analytical steps and interim deliverables into one document, including recommendations for all City operations. The recommendations made as part of the study must be specific, measurable, prioritized, and associated with a detailed and comprehensive timeline for implementation. It will include the following elements:

- An **executive summary** that summarizes the major findings of the study.
- A description of the study **methodology**.
- A detailed evaluation of each department with **clear recommendations** regarding process improvements, service level expectations, staffing resources (internal and external), organizational structure, and fiscal impact analysis of recommendations.
- A **detailed implementation plan** that the City can use to guide organizational changes over the foreseeable future. The implementation plan will assign each recommendation a priority, timeline, and champion (lead entity). A fiscal analysis will accompany each recommendation. The implementation plan will provide a roadmap to the organization's transformation.

The draft report will be reviewed with the project steering committee, and any key stakeholders identified throughout the study. Once this review is completed, the project team will review all comments received, edit and finalize the report, and present the final report to the City leadership team and elected officials.

TASK RESULT

The project team will develop a draft and final report that builds upon all interim deliverables to provide a comprehensive analysis of the organization and an action plan. The final report will be presented to City appointed and elected officials.

OPTIONAL TASKS

The City has requested a comprehensive study of its operations and resource needs. To best meet the full scope of work requested, we proposed three optional tasks to support the analytical basis for eventual recommendations as well as increase employee buy-in.

OPTIONAL TASK A: EMPLOYEE SURVEY

The project team believes that gathering input from all employees in studies focusing on developing the organization's future state is essential. This approach also increases staff buy-in for the engagement. Input obtained through interviews will be supplemented by an online anonymous survey, allowing everyone to participate. The survey will be conducted electronically using SurveyMonkey, distributed to all employees, and designed to ensure the anonymity of all respondents. The results will be tabulated into an analysis that examines key findings and differences in perception by department.

TASK RESULT

An anonymous online employee survey will be distributed to employees, offering everyone the opportunity to provide input to the study. The responses will be tabulated, and the key findings and conclusions will be summarized in an analytical report.



OPTIONAL TASK B: BEST PRACTICES ASSESSMENT

The purpose of this task is to evaluate the services provided by the City in the context of best management practices. Each department would be assessed against a unique set of management practices. We will evaluate the programs and practices of the various departments in areas such as staffing, management, strategic planning, processes utilized, employee training, communication, key performance metrics, technology, etc.

The best practice assessment will provide an analysis that includes the identification of areas where the City currently meets or exceeds the best practice and, more importantly, those areas where current gaps and shortcomings exist and, therefore, present opportunities for improvement of existing operations. The best practice assessment will clearly identify the overall strengths and weaknesses of the organization.

TASK RESULT

An evaluation of City's operations compared to industry specific best practices and a summary of strengths and weaknesses identified from this assessment.



OPTIONAL TASK C: PEER JURISDICTION BENCHMARKING

The project team will conduct a comparative assessment with five similar municipal organizations in Southern California. We will compare the service delivery model, organizational structure, performance metrics, technology utilization, and other organizational characteristics to current operations in El Segundo. The comparative survey will provide insight into how the City compares to other city organizations and identify areas for further inquiry and potential modification to enhance the efficiency and effectiveness of service delivery utilization.

TASK RESULT

An evaluation of the City's operations to comparable jurisdictions and a summary of issues identified from this assessment.



EXPECTATIONS OF THE CITY

The City should establish an internal project manager and a project steering committee. Individuals assigned to these roles will assist the Matrix team with collecting workload data, scheduling interviews, and reviewing deliverables. We will also conduct bi-weekly project check-ins.

Provide a statement of the service(s) that differentiate the proposal from other respondents.

Our proposed project task plan has multiple interim deliverables to ensure our project team’s understanding of the City’s operations, workload, processes, etc. This iterative process ensures there are no surprises at the draft analysis and recommendation phase.

Our staffing analysis is rooted in empirical analysis and based on El Segundo’s historical workload and desired service level expectations.

We have a dedicated financial services team to evaluate the fiscal impact of each recommendation.

E. PROPOSED FEES/BUDGET

We propose completing this citywide staffing study for a fixed price of \$99,900, within the stated budget. Three optional task costs are not included in this fixed price fee. The following table outlines the hours by task and employee classification for the base study and, separately, the optional tasks.

Task	President / Vice President	Senior Manager	Manager	Senior Consultant	Consultant	Total Hours	Total Fee
1. Current State	24	12	40	40	24	140	\$25,220
2. Service Delivery	16	8	40	40	16	120	\$21,280
3. Org. and Staffing	24	12	60	56	24	176	\$31,280
4. Report and Plan	24	8	24	24	16	96	\$17,920
Total Hours	88	40	164	160	80	532	
Hourly Rate	\$250	\$225	\$175	\$160	\$130		
Total Professional Fees	\$22,000	\$9,000	\$28,700	\$25,600	\$10,400		\$95,700
Travel Expenses							\$4,200
Total Project Cost							\$99,900
Option A Employee Survey	4	0	0	0	30	34	\$4,900
Option B Best Practices	8	16	48	48	12	132	\$23,240
Option C Benchmarking	8	4	4	4	64	84	\$12,560

The optional tasks together total \$40,700. We are willing to tailor the scope of our services to meet the City’s needs, ensuring that we deliver maximum value without compromising the project’s quality and objectives.

F. REFERENCES

The following tables provide references for similar projects completed by the project team.



Organizational and Staffing Optimization Assessment

Brian Crane, City Administrator

(573) 634-6410

Bcrane@jeffersoncitymo.gov

Matrix Consulting Group completed a comprehensive organizational structure and staffing optimization review for the city of **Jefferson City, Missouri**. This assessment evaluated overall organizational structure and staffing requirements to provide services to residents.

Key recommendations included creation of an Administrative Services Department – combining Finance, IT and Human Resources; recommendation for charter modifications to enable conversion of the City Administrator to a City Manager position, establishing Parks & Recreation Director as department head reporting to City Administrator versus independent Board; and converting City Prosecutor position from an elected position to an appointed position within the City Attorney Office.

Additional recommendations included establishment of a dedicated grants function and staffing adjustments throughout all departments to align with service expectations and workloads.



Comprehensive Management and Operational Analysis of the Public Works Department

Carla Triplett, HR Manager

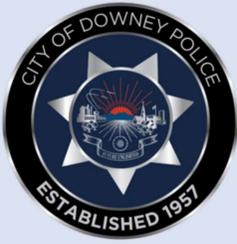
(760) 777-7000

ctriplett@laquintaca.gov

The **City of La Quinta, California** hired Matrix Consulting Group to assist in evaluating the management, organization, staffing, and operations of the Public Works Department, which included Engineering, Streets, Stormwater, Traffic Operations, Facilities, Fleet, Parks, and Landscape & Lighting functional areas. The study focused on assessing the department’s organizational and operational practices, including structure, staffing levels, workflow processes, and technology systems.

Recommendations included improving organizational structure, such as changing reporting lines and teams, enhancing training programs and incentives for certifications, and improving career development and staff retention opportunities.

The study also addressed technology use, administrative systems, gaps in standard operating procedures, and asset management.



Police Organizational Assessment

Scott Loughner
 Chief of Police
 (562) 904-2346
sloughner@downeyca.org

The **City of Downey, California** selected our firm to conduct a comprehensive analysis of police operations to determine appropriate and optimum staffing levels while ensuring that the management of operations is efficient. Key outcomes of the study included:

- Recommended increase in patrol staffing.
- Redistricting of the patrol beat structure to better equalize workloads and align boundaries with communities.
- Realign deployment of officers by shift to provide for consistent operational capabilities during the daytime and evening hours.
- Creation of a standalone School Resource Officer unit.
- Improved tracking of performance metrics.
- Overhaul of recruitment and retention strategies, including new communication efforts and codification of hiring incentives.

The Department and city are in the process of implementing these recommendations.

Additional details and/or references are available upon request.

G. IMPLEMENTATION SCHEDULE

We propose to conduct this study over five months, as outlined in the following table.

Task	Oct	Nov	Dec	Jan	Feb
1. Current State Profile	Matrix Task	City Review			
2. Service Delivery Analysis	Matrix Task	Matrix Task	City Review		
3. Organizational and Staffing Analysis			Matrix Task	Matrix Task	City Review
4. Report and Action Plan				Matrix Task	City Review

Matrix Task
 City Review

For this project to be completed within five months, it will require City staff to work with the Matrix team to schedule staff interviews and start preliminary data collection within one week of a notice to proceed. At the conclusion of each task, the project manager and steering committee is expected to provide feedback on the interim deliverable within two weeks. This timeline can be adjusted based on City staff priorities, preferences, and availability.

H. CERTIFICATE(S) OF INSURANCE

We agree to provide the required certificates of insurance upon contract award, and *Exhibit C: Insurance Requirements*, can be found on the following page.

EXHIBIT C

INSURANCE REQUIREMENTS [MUST BE SUBMITTED WITH PROJECT PROPOSAL]

To be awarded this contract, the successful bidder must procure and maintain the following types of insurance with coverage limits complying, at a minimum, with the limits set forth below:

<u>Type of Insurance</u>	<u>Limits</u>
Commercial general liability:	\$1,000,000
Professional liability	\$1,000,000
Business automobile liability	\$1,000,000
Workers compensation	Statutory requirement.

Commercial general liability insurance must meet or exceed the requirements of the most recent ISO-CGL Form Number. The amount of insurance set forth above must be a combined single limit per occurrence for bodily injury, personal injury, and property damage for the policy coverage. Liability policies must be endorsed to name the City, its officials, and employees as “additional insureds” under said insurance coverage and to state that such insurance will be deemed “primary” such that any other insurance that may be carried by the City will be excess thereto. Such insurance must be on an “occurrence,” not a “claims made,” basis and will not be cancelable or subject to reduction except upon thirty (30) days prior written notice to the City.

Professional liability coverage must be on an “occurrence basis” if such coverage is available, or on a “claims made” basis if not available. When coverage is provided on a “claims made basis,” the Consultant must continue to maintain the insurance in effect for a period of three (3) years after this Agreement expires or is terminated (“extended insurance”). Such extended insurance must have the same coverage and limits as the policy that was in effect during the term of this Agreement, and cover the Consultant for all claims made by the City arising out of any errors or omissions of the Consultant, or its officers, employees or agents during the time this Agreement was in effect.

Automobile coverage must be written on ISO Business Auto Coverage Form CA 00 01 06 92, including symbol 1 (Any Auto).

The Consultant must furnish to the City duly authenticated Certificates of Insurance evidencing maintenance of the insurance required under this Agreement, endorsements as required herein, and such other evidence of insurance or copies of policies as may be reasonably required by the City from time to time. Insurance must be placed with admitted insurers with a current A.M. Best Company Rating equivalent to at least a Rating of “A:VII.” Certificate(s) must reflect that the insurer will provide thirty (30) day notice of any cancellation of coverage. The Consultant will require its insurer to modify such certificates to delete any exculpatory wording stating that failure of the insurer to mail written notice of cancellation imposes no obligation, and to delete the word “endeavor” with regard to any notice provisions.

By signing this form, the bidder certifies that it has read, understands, and will comply with these insurance requirements if it is selected as the City’s consultant. Failure to provide this form may render the bidder’s proposal “nonresponsive.”

9/4/25
Date

Matrix Consulting Group, Ltd.
Bidder

I. BUSINESS TAX CERTIFICATE

The proposing organization does not require an El Segundo business tax certificate to respond to this RFP. However, the successful proposer will be required to acquire an El Segundo business tax certificate during the contracting process and to maintain an active certificate throughout the contract period. The cost of this shall be included in the total proposal price.

We understand and will comply with this requirement.

J. STANDARD CITY PROFESSIONAL SERVICES AGREEMENT

The City will require the successful proposer to execute a professional services agreement with the City. Please review the attached draft agreement and identify any questions or areas of concern in your response to the City. Any/all requests for changes to the agreement must be included with the responsive proposal.

We have read the City's professional agreement included in the RFP. We are willing and able to comply with all terms and conditions except the insurance requirement regarding coverage for owned automobiles. Our firm does not own automobiles; as such, we cannot provide coverage for this. Our insurance otherwise complies with contract requirements, and we would request an exception on this minor issue.

B. PRICE

1. Itemized List of Total All-inclusive Maximum Costs/Price

An itemized list of hours and price by project scope task and estimated travel costs is provided in the previous cost table found on Page 13.

2. Anticipated Rates Times the Hours for Each Partner, Specialist, Supervisory and Staff Level to be assigned to the Engagement

This information is outlined by project task and employee classification on Page 13. Exhibit B, which also includes this information, can be found on the following page.

3. Out-of-Pocket Expenses Included in the Total All-inclusive Maximum Price

We have included a line item of \$4,200 for travel expenses related to onsite trips for staff interviews, workshops, and presentation of the final report to the City Council. This price is included in our not-to-exceed price of \$99,900.

4. Manner of Payment

Our preferred invoicing method is based on work progress from the previous month. This will include the hourly costs incurred and travel expenses (if applicable).

EXHIBIT B

SCHEDULE OF PROFESSIONAL FEES AND EXPENSES FOR THE PROPOSAL

	Hours	Standard Hourly Rates	Quoted Hourly Rates	Total
Partners	88	\$250	\$250	\$22,000
Senior Managers	40	\$225	\$225	\$9,000
Supervisory Staff Managers	164	\$175	\$175	\$28,700
Staff Sr. Consultants	160	\$160	\$160	\$22,600
Other (specify): Consultants	80	\$130	\$130	\$10,400
Subtotal				\$ 95,700
Total for services described in Section IV C of the request for proposals.				\$ 95,700
Out-of-pocket expenses:				
Meals and lodging				\$ 4,200
<u>Transportation</u>				
Other (specify): <u>Lump Sum Travel Related Expenses (\$4,200)</u>				
<u> </u> Total all-inclusive maximum price				\$ 99,900

*Please attach itemize schedule for all services described in Section II.

Note: The rate quoted should not be presented as a general percentage of the standard hourly rate or as a gross deduction from the total all-inclusive maximum price.

APPENDIX: TEAM MEMBER RESUMES

Resumes for proposed team members begin on the following page.



ALAN PENNINGTON
President

Alan Pennington is President of the Matrix Consulting Group and leads our General Consulting Practice which includes organization-wide assessments and operational and organizational studies for all non-public safety functions.

His primary expertise is in Administrative Services, Community Development, Finance, Human Resources, Information Technology, Procurement, Public Works and Parks and Recreation. He has served as the Project Manager or Lead Analyst on over 400 local government studies since joining the firm.

EXPERIENCE HIGHLIGHTS:

CINCINNATI, OH: CULTURAL ASSESSMENT

Alan has served as the Project Manager on our past and current organizational assessment studies for Cincinnati. This includes cultural assessment of the City’s Fire Department, Building and Inspections, Public Services, and Recreation Commission. These assessments are focused on identifying key organizational issues that relate to organizational health and recommending improvement opportunities.

RIVERSIDE, CA: OPERATIONAL AND ORGANIZATIONAL REVIEWS

Alan was the Project Manager and lead analyst on a series of studies covering numerous service areas for this organization including Human Resources, Finance, Information Technology, City Manager/Mayor’s Offices and Community Development.

These audits were part of a multi-year schedule of performance audits covering all City departments. The audits included assessments of operational practices, workload, technology, staffing requirements, and compliance with financial and operational practices.

PROJECT ROLE:

Alan will serve as the project executive.

RELEVANT CLIENTS:

- CA, Half Moon Bay
- CA, Rancho Mirage
- CA, Roseville
- CO, Fort Morgan
- FL, St. Cloud
- GA, DeKalb County
- IL, Orland Park
- IL, Tinley Park
- MD, Takoma Park
- MI, Portage
- MO, Joplin
- MO, Jefferson City
- MO, Raymore
- NC, Waxhaw
- NH, Carroll County
- OH, Cincinnati
- OR, Tigard
- PA, Mt. Lebanon
- TX, Schertz
- UT, Salt Lake County
- VT, Montpelier

YEARS OF EXPERIENCE:

19

EDUCATION:

BA, University of Maine, Public Management.

PROFESSIONAL ASSOCIATIONS:

Association of Local Government Auditors (ALGA)

Government Finance Officers Association (GFOA)

International City-County Management Association (ICMA)



AARON BAGGARLY, AICP
Vice President – Project Manager

Aaron Baggarly is the lead analyst on development review, permitting, and inspection related engagements. Prior to joining the firm, he was the Planning and Development Director in Stillwater, Oklahoma.

- Completed over 50 studies for municipal development operations, including: analysis of planning, building, and code enforcement, organizational review, and process evaluation and reengineering.
- Performed data and workload analysis, needs assessments, visioning, organizational and staffing assessments, public engagement, and best management practices evaluation.
- Serves as Chair of his local Board of Adjustment.

EXPERIENCE HIGHLIGHTS:

ST. PETERSBURG: MANAGEMENT EVALUATION OF THE DEVELOPMENT SERVICES DEPARTMENT

Aaron led the firm’s comprehensive evaluation of the City’s development review and permitting operations. Key recommendations focused on:

- Identified technology improvements to streamline the customer portal, internal workflows, and roles in the permit review process.
- Align staffing resources to meet service level goals.

CLEARWATER, FL: DEVELOPMENT BUSINESS PROCESS REVIEW

Aaron was the lead analyst for this study which analyzed the City’s development service processes. Key study findings included:

- Identified process improvements focused on quality review and maintaining a high performance goals for reviewing applications.
- Identify technology improvements to provide a more predictable permitting process.

PROJECT ROLE:

Aaron will serve as Project Manager.

RELEVANT CLIENTS:

- CA Downey
- CA Menlo Park
- CA Milpitas
- CA Redondo Beach
- CA Redwood City
- FL Bradenton
- FL Clearwater
- FL Miami Beach
- FL St. Petersburg
- FL ToHo Water Auth
- MA Boston
- NC Raleigh
- NC Rowan County
- OR Forest Groves
- TX Dallas
- TX Fort Worth
- TX Flower Mound
- TX Prosper
- TN Knoxville
- VA Blacksburg
- VA Stafford County
- WA Richland

YEARS OF EXPERIENCE:

18

EDUCATION:

BS, Appalachian State University, Community and Regional Planning, Minor in GIS.

PROFESSIONAL ASSOCIATION:

- American Institute of Certified Planners (AICP)
- American Planning Association



ROBERT FINN
Vice President

Robert Finn is a Vice President with Matrix Consulting Group and leads our Fire Practice. He previously served as the Chief of the Southlake (TX) Department of Public Safety.

Robert has a strong educational background coupled with a successful track record that includes strategic planning, budgeting, change management, community relations, and building collaborative partnerships.

EXPERIENCE HIGHLIGHTS:

CLEVELAND, OH: FIRE AND EMS OVERTIME STUDY

Robert was the lead fire and EMS analyst on this study to examine the staffing, deployment, and overtime issues impacting the Fire and EMS Departments. Key findings/achievements included:

- Changes to the MOU to change hours worked calculations
- Reducing “special assignments” which increased overtime
- Development of a staffing plan that included impacts of leave and turnover factors.

PERRYSBURG, OH: FIRE DEPARTMENT STAFFING STUDY

Robert served as the lead analyst for this project that examined the staffing and deployment of the Fire Department. Key findings/achievements included:

- Reclassification of Assistant Chief positions to improve reporting relationships.
- The need for the development of a Community Risk Assessment/Standards of Cover Document.
- Implementing EMD to reduce engine company responses to low acuity EMS calls.

PROJECT ROLE:

Robert will be the Lead Fire Analyst.

RELEVANT CLIENTS:

- AK, Anchorage
- AZ, Phoenix
- CA, Huntington Beach
- CA, Mercer County
- CO, Mesa County
- CO, Steamboat Springs
- CT, Greenwich
- CT, Westport
- GA, DeKalb County
- IL, Peoria
- MA, Billerica
- MA, Boston
- MA, Sandwich
- MI, Sterling Heights
- OH, Cleveland
- OH, Columbus
- OH, Hudson
- OH, Perrysburg
- WA, Bellingham
- WI, Oshkosh

YEARS OF EXPERIENCE:

35

EDUCATION:

BS, Public Safety Administration, and MBA, Grand Canyon University.

Professional Association:

Center for Public Safety Excellence (CPSE)

International Association of Fire Chiefs (IAFC)

National Fire Protection Association (NFPA)



JOHN SCRUGGS
Senior Manager

John Scruggs is a former Captain with the Portland Police Bureau, with 26 years of experience in law enforcement. He is now a lead analyst on our law enforcement, public safety, and criminal justice engagements. His relevant experience includes:

- Completed over 50 studies for law enforcement, public safety, and criminal justice clients.
- Analysis focuses on operational and staffing review, workload analysis, net annual work hour determination, and scheduling.
- Expertise also includes the evaluation of administrative, dispatch, investigations, patrol, records, and property and evidence.

EXPERIENCE HIGHLIGHTS:

KYLE, TX: POLICE DEPT STAFFING ANALYSIS AND PROJECTIONS

Served as the lead analyst on this engagement, which evaluated the staffing, facility needs and projected future needs. Key recommendations included:

- The need for additional patrol and investigative staffing. Opportunity for some civilization.
- Provided insight into alternative organizational structures and span of control in administrative functions.
- Identified the need for expanded facility size to meet current and future staffing needs.

NORMAN, OK: LAW ENFORCEMENT STAFFING ANALYSIS

- Identified shift coverage hours needed to be re-aligned to meet calls for service demands.
- Identified a shortage of detectives assigned to investigate crimes and the need for an additional lieutenant to reduce the span of control.
- There was a need for additional support staff.

PROJECT ROLE:

John will be a Police Analyst.

RELEVANT CLIENTS:

- AZ, Chandler
- AZ, Goodyear
- CA, Federal Reserve
- CA, La Verne
- CA, Richmond
- CA, San Diego Harbor
- CA, San Jose
- CA, Signal Hill
- CT, Bridgeport
- FL, Osceola County
- ID, Boise
- NY, Monroe County
- NY, Syracuse
- OH, Cincinnati
- OK, Ada
- OR, Bend
- PA, Pittsburgh
- RI, East Greenwich
- TX, Cedar Hill
- TX, Cedar Park
- TX, Fort Worth
- TX, Texas City
- VA, Virginia Beach
- WI, Milwaukee

YEARS OF EXPERIENCE:

- 27 Law Enforcement
- 9 Consulting

EDUCATION:

Master of Public Administration and B.S. in Political Science from Portland State University



KHUSHBOO INGLE
Vice President

Khushboo Ingle is a Vice President who manages cost allocation plan, user fee, development impact fee, and cost of service engagements. Her experience with the firm also includes participation in operational audit engagements focusing on reviewing organizational, staffing, and internal processes to enhance services. Khushboo's relevant experience include:

- Analysis focuses on verifying and reviewing cost of service assumptions and ensuring compliance with best practices.
- Expertise also includes impact fee studies and development fee-studies.

EXPERIENCE HIGHLIGHTS:

ALBANY, CA: FINANCE DEPARTMENT REVIEW

Khushboo was the lead analyst on this comprehensive evaluation of the internal operations of the department including assessments of organizational structure, staffing levels, internal financial processes, services provided to the organization and technology evaluation. Key recommendations included modifications to the staffing allocations, changes in position duties to utilize assigned resources, modifications more effectively to financial processes, and enhanced use of technology:

GREELEY, CO: FINANCE DEPARTMENT ASSESSMENT

Khushboo was the lead analyst on this comprehensive operational assessment of the City of Greeley Finance Department. This is a full-service Finance Operation including all core financial operations including accounting, accounts payables and receivables, budgeting, grants management, payroll, purchasing, and utility billing.

Key recommendations included realignment of the organizational structure to improve financial oversight and accountability, modifications to staffing to align resources with workload, and recommendations to policies and procedures to increase compliance with best practices.

PROJECT ROLE:

Khushboo will serve as a senior analyst primarily focused on financial operations.

RELEVANT CA CLIENTS:

CA, Burlingame
CA, Long Beach
CA, Manhattan Beach
CA, San Mateo
CA, S. San Francisco
CO, Rio Grande Co.
FL, Fort Lauderdale
FL, Miami Beach
HI, Maui County
IL, Champaign
NC, Asheville
TX, Austin
TX, Bellaire
TX, Dallas
TX, Garland

YEARS OF EXPERIENCE:
15

EDUCATION:

B.A., University of California
– San Diego, International
Economics

M.A., University of California
– San Diego, International
Affairs

PROFESSIONAL ASSOCIATION:

California Society of
Municipal Finance Officers

Revenue Enhancement Best
Practices



CHAS JORDAN, MPA, FMP, PWE, ENV SP
 Manager

Chas Jordan serves as a project manager and a project consultant on projects dealing with public works, facilities, fleet management, utilities, parks and recreation and administrative functions. Prior to joining Matrix, Chas served as an Assistant Public Works Director and Public Works Administrative Manager in Florida. His consulting expertise includes:

- Major construction project management and systems review.
- Maintenance planning and coordination.
- Process studies within public activities, organizational review, and process evaluation and reengineering.
- Work Order technology implementation to improve workflow and management, integration strategies and employee training.
- Management and soft skills development and training.
- Financial analysis, rate setting, and long-term capital planning.
- Fleet asset management and equipment replacement.
- Facilities capital project management and long-term planning.

EXPERIENCE HIGHLIGHTS:

ADDISON, TX: ASSESSMENT OF GENERAL SERVICES DEPT.

- Served as lead analyst and project manager to review the General Services Department (Facilities and Fleet Management)
- Reviewed maintenance standards and needed staffing resources.
- Recommended Organizational and Staffing Improvements to meet Service Level Expectations.

MIAMI BEACH, FL: FLEET AND FACILITIES ASSESSMENTS

- Served as project manager on an assessment of the organization and staffing of the City’s Facilities Management Division.
- Served as a fleet analyst on an assessment of the utilization and replacement of the City’s vehicle fleet.

PROJECT ROLE

Chas will serve as a Public Works Analyst.

RELEVANT CLIENTS:

- CA Bellflower
- CA Brentwood
- CA EBRPD
- CA La Mesa
- CA Long Beach
- CA Moreno Valley
- CA Port of LA
- CA SDCWA
- CA Stockton
- CA Vacaville
- CO Fort Collins
- FL Bradenton
- FL Miami Beach
- FL Palmetto Bay
- FL Seminole Tribe
- FL St. Johns Co.
- FL St. Petersburg
- MA Lowell
- MO Jefferson City
- MO Lees Summit
- OH Cincinnati
- OR Washington Co.
- SC Columbia
- TX Addison
- VT Burlington
- WY Laramie

YEARS OF EXPERIENCE:

18

EDUCATION:

MPA, University of North Florida

BA, University of North Florida

PROFESSIONAL ASSOCIATIONS:

American Public Works Association (APWA)

Solid Waste Association of North America (SWANA)

National Recreation and Parks Association



ALLYSON BREKKE, AICP
Manager

Allyson Brekke focuses on the Community Development Services practice area, with specialty knowledge in Cultural Resources and Historic Preservation, Economic Development, and Town and Gown Relations. Prior to joining the firm, Allyson served as Deputy Planning Director for Gallatin County, MT where she initiated a comprehensive housing study and the Director of Community and Economic Development for Port Angeles, WA where she helped City Council to adopt the City’s two-year strategic plan. Her experience includes:

- Strategic planning, capital plan updates, budget/work plan development, development review efficiencies and analysis.
- Long-range planning efforts for environmental protection, comprehensive plans and housing needs.
- Organization and operation development and coordination of intergovernmental policies, programs, and operations.
- Community outreach facilitation and neighborhood planning.

EXPERIENCE HIGHLIGHTS:

REDONDO BEACH, CA: EVALUATION OF THE COMMUNITY DEVELOPMENT DEPARTMENT

Allyson served as the senior analyst on this evaluation of the City’s Community Development Department, which focused on creating more predictable entitlement and permitting processes, aligning staffing resources and workload, and transitioning to new development review software, online application submittal, and digital plan review.

JEFFERSON CITY, MO: CITY ORGANIZATIONAL REVIEW AND STAFFING ASSESSMENT

Allyson served as a senior analyst on this study and focused her operational and staffing analysis on the Planning and Protective Services Department to help identify different strategies in grant administration and staff needs for regional community planning efforts.

PROJECT ROLE:

Allyson will serve as a Community Development Analyst.

RELEVANT CLIENTS:

- CA El Monte
- CA Escondido
- CA Piedmont
- CA Redondo Beach
- IL Champaign
- MA Boston
- MI Royal Oak
- MO Jefferson City
- NC Raleigh
- NJ Paterson
- SC Columbia
- TX Prosper
- VT Burlington

YEARS OF EXPERIENCE:

21

EDUCATION:

MCP, University of Pennsylvania, City Planning

BA, University of Mary Washington, Historic Preservation

PROFESSIONAL ASSOCIATION:

American Institute of Certified Planners (AICP)

Graduate of Northwest Women’s Leadership Academy

Study Certificate in Town and Gown Relations



AMY SUE MABEY, MPA
Manager

Amy Mabey is an analyst with extensive experience in public administration, policy analysis, community development, public outreach, and emergency management. She combines leadership and strategic insight in her approach as a consultant. Her experience in large and small municipalities provides a multi-faceted understanding of city governance, resource allocation, and community engagement.

EXPERIENCE HIGHLIGHTS:

PLEASANT VIEW, UT: CITY ADMINISTRATOR

- **Municipal Operations & Leadership.** Administered all city operations, including budgeting, development, engineering, finance, justice court, planning, police, public works, and recreation, in alignment with the directives of the Mayor and City Council.
- **Personnel Policy Update.** Led committee review, rewrite, and updates to the city's personnel policies, ensuring legal compliance, best practices, and meeting the evolving needs of city staff/operations.
- **Staff Training & Development.** Designed and implemented a staff training program to enhance employee skills, encourage unity, and ensure compliance with city policies.

OGDEN, UT: POLICY ANALYST AND COMMUNICATION MANAGER

- **Policy and Budget Analysis.** Provided extensive review and analysis of ordinance amendments along with assisting in development of proactive legislation.
- **Technology Transitions.** Coordinated transition to paperless processes and initiated use of social media – drafting and implementing policy solutions to enhance efficiency, accessibility, and transparency while considering budget, staffing and legal limitations.

PROJECT ROLE:

Amy will focus on administrative and internal services.

YEARS OF EXPERIENCE:
15

EDUCATION:

MPA, University of Utah
Emphasis in Local Government Management and Major Research Project for Civility in Government

BS, Utah State University
Political Science

University research contributor for the costs and services of local government

PROFESSIONAL ASSOCIATIONS:

Utah City and County Management Association (UCMA)

Member and Board Member

Utah League of Cities and Towns (ULCT)

Member and Legislative Policy Committee Voting Member

International City Management Association (ICMA)

CERTIFICATIONS:

Emergency Management Institute (EMI)

Advanced Public Information Officer

All Hazards Emergency Management Trainer



TERRY LEWIS
Manager

Terry has over 40 years of fire service and consulting experience. Prior to joining Matrix, he was the Chief of the Henderson (KY) Fire Department. He brings a wealth of knowledge and experience conducting strategic planning studies for Fire and EMS agencies.

Terry’s relevant experience includes serving the City of Henderson, Kentucky as Fire Chief for 10 years. He began his career with the Loveland-Symmes (OH) Fire Department where he advanced through the ranks until being appointed as Chief of Henderson.

EXPERIENCE HIGHLIGHTS:

HUDSON, OH: STAFFING AND DEPLOYMENT STUDY

Terry was an analyst on this project aimed at an assessment of current and future staffing, deployment and facility needs of the Fire and EMS Departments. Key findings/ achievements of the project:

- Development of a hybrid staffing plan to ensure immediate response reliability of the Fire and EMS departments.
- Facility renovation requirements for 24-hour staffing.
- Locally defined performance standards to measure results.

COLUMBUS, OH: STAFFING AND OPERATIONAL STUDY

Terry was an analyst on this study to evaluate the staffing and operations of the Division of Fire. Key findings/achievements include:

- Staffing plan for training to reduce the use of operations personnel long-term.
- Deployment plan for EMS units to improve system reliability.
- Deployment changes for fire apparatus to improve initial response times and the development of an effective response force.

PROJECT ROLE:

Terry will be a Fire Analyst.

RELEVANT CLIENTS:

- CA, Atherton
- CA, Big Bear
- CA, Butte County
- CA, Mercer County
- CO, Aspen
- CO, Evergreen
- CT, Greenwich
- CT, Westport
- MA, Billerica
- MA, Sandwich
- MI, Sterling Heights
- MN, Hennepin County
- MN, Medina
- OH, Cleveland
- OH, Columbus
- OH, Hudson
- TX, Addison
- TX, Cedar Hill
- TX, Cedar Park
- TX, Georgetown
- TX, Round Rock
- WI, Mequon
- WI, Oshkosh

YEARS OF EXPERIENCE:

40

EDUCATION:

BS Fire Technology, AS Accounting, University of Cincinnati

Professional Association:

- National Fire Protection Association (NFPA)
- International Association of Fire Chiefs (IAFC)
- Center for Public Safety Excellence (CPSE)



JAYMEE WESTOVER, CGFM
Senior Consultant

Jaymee Westover is an analyst in the Financial Services group. She works primarily on cost allocations plan, user fee, development impact fee, and cost-of-service engagements.

Jaymee’s relevant experience includes:

- Over 20 cost-of-service and cost allocation studies for clients across the United States.
- Financial data analysis, including narrative analysis; comparative studies; and legal and regulatory compliance.

EXPERIENCE HIGHLIGHTS:

THOUSAND OAKS, CA: COST ALLOCATION PLAN AND FEE STUDY

Jaymee supported senior staff in collecting and analyzing data for both a cost allocation plan and a fee study, including estimates of effort. She also input information into fee models to develop hourly rates and clarify the cost of providing selected services for the City. As part of this effort, she researched legal restrictions on specified fees to ensure compliance.

PORT OF LOS ANGELES, CA: FINANCIAL CONTRACT AUDIT

As part of the on-call services agreement with the Port of Los Angeles, Jaymee is serving as the financial analyst in reviewing current contracts for compliance with financial reporting requirements. This includes reviewing current financial reporting requirements, their applicability, and compliance of port contractor and users. Recommendations focused on improving contract performance measures, reporting requirements, and financial incentives/penalties.

CHARLOTTE, NC: COST ALLOCATION PLAN

Jaymee served as a project analyst on this engagement. She participated in interviews to understand client needs and collect relevant metrics. She worked with the project team to input data into an internally developed cost allocation model and develop an OMB-Compliant Cost Allocation Plan for the City.

PROJECT ROLE:

Jaymee will be a Financial Analyst.

RELEVANT CLIENTS:

- AK Juneau
- AZ Scottsdale
- CA Banning
- CA Butte Co.
- CA Elk Grove
- CA Monterey Co.
- CA Orange
- CA Palo Alto
- CA Piedmont
- CA Port of LA
- CA Poway
- CA Santa Clara Co.
- CA Sonoma
- CA Thousand Oaks
- FL Alachua Co.
- FL Miami Beach
- FL Osceola Co.
- HI Maui Co.
- NC Charlotte
- TX Dallas

YEARS OF EXPERIENCE:

4

EDUCATION:

- B.A., Vanderbilt University, Political Science
- M.A., University of Tennessee – Knoxville, Public Policy and Administration

PROFESSIONAL ASSOCIATIONS:

- Association of Governmental Accountants (AGA)



MEGAN YOUNG
Manager

Megan Young brings more than twelve years of experience working with local and regional governments. Prior to joining Matrix, Megan served as Assistant to the City Manager, Parks and Grounds Administrator, and Public Works Operation Analyst in various organizations in South Carolina. Relevant experience includes:

- Maintenance management, including maintenance standards, asset and amenity management, and levels of service.
- Public Works operations, staffing, and capital improvement budgeting.
- Organizational and staffing assessments, operational assessments, and best management practices evaluation and implementation.

EXPERIENCE HIGHLIGHTS:

VACAVILLE, CA: PARKS AND RECREATION

Megan served as lead analyst on this project focusing on programming analysis and recommendations for future expansion. The study also evaluated staffing for current needs and future growth.

EAST BAY REGIONAL PARK DISTRICT, CA: RESOURCE ALLOCATION STUDY

Megan served as the lead analyst on the review of resource allocation and staffing methodology. The study evaluated the operations, staffing, and organization of the Park Operations Department, which includes Park Maintenance, Maintenance & Skilled Trades, and Interpretive & Recreation Services.

ROYAK OAK, MI: PUBLIC SERVICES ORGANIZATIONAL ANALYSIS

Megan served as the lead analyst on the City’s comprehensive review of the Public Services Department. The study evaluated the operations, staffing, and organization of the Department, which includes wastewater, stormwater, streets, fleet, and facilities.

PROJECT ROLE:

Megan will be a Parks, Recreation, Library, and Public Works Analyst.

RELEVANT CLIENTS:

- CA Bellflower
- CA EBRPD
- CA San Carlos
- CA Vacaville
- FL Palmetto Bay
- GA Chamblee
- MI Royal Oak

YEARS OF EXPERIENCE:

12

EDUCATION:

BA, Intercultural Studies for Business and Spanish, Wofford College

MPA, Clemson University

TRAINING & CERTIFICATIONS:

Project Management Professional: 2020, 2023, Project Management Institute

Certified Park and Recreation Professional: 2020, 2023, National Recreation and Parks Association

Certified Landscape Professional: 2020, Clemson University



TIM DONOHOE
Senior Consultant

Tim Donohoe has 29 years of experience in local and international law enforcement. He is a retired Commander with the Reno, NV Police Department and has command level experience in both police operations and administration. He has served as Mission Advisor for the United States Department of Justice, International Criminal Investigative Training Assistance Program for the country of Armenia and as a Senior Law Enforcement Advisor for the country of Ukraine implementing police reform.

Tim has extensive specialized experience in police reform, police hiring practices, internal affairs, and police training. He is a graduate of the Police Executive Research Forum’s Senior Management Institute for Policing and is a National Institute of Justice, Law Enforcement Advancing Data and Science Scholar. He is an Adjunct Professor at the University of Nevada, Reno, instructs an evidence-based policing course for police leaders at the University of Louisville, Southern Police Institute, and is a veteran of the United States Marine Corps.

EXPERIENCE HIGHLIGHTS:

FORT WORTH, TX: POLICE WORKLOAD/STAFFING STUDY

- Lead Analyst, Support Bureau’s Tactical Command. Assessed current operations, response capabilities, staffing, and resource allocation.

VIRGINIA BEACH, VA: STAFFING/STRUCTURE ASSESSMENT

- Lead Analyst, Special Operations Division. Assessed current operations, response capabilities, staffing, and resource allocation.

PROJECT ROLE

Tim will serve as a Law Enforcement Analyst.

RELEVANT CLIENTS:

- AZ, Chandler
- AZ, Goodyear
- CA, Federal Reserve
- CA, La Verne
- CA, Richmond
- CA, San Diego Harbor
- CA, San Jose
- CA, Signal Hill
- CT, Bridgeport
- FL, Osceola County
- ID, Boise
- NY, Monroe County
- NY, Syracuse
- OH, Cincinnati
- OK, Ada
- OR, Bend
- PA, Pittsburgh
- RI, East Greenwich
- TX, Cedar Hill
- TX, Cedar Park
- TX, Fort Worth
- TX, Texas City
- VA, Virginia Beach
- WI, Milwaukee

YEARS OF EXPERIENCE:

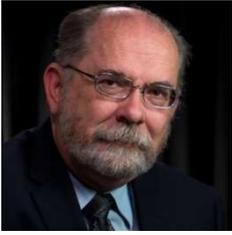
29

RELEVANT POSITIONS:

- Adjunct Professor, University of Nevada, Reno
- Police Commander, Reno Police Department
- Law Enforcement Advancing Data and Science Scholar, National Institute of Justice

EDUCATION:

- MA, University of Colorado at Denver
- BS, Portland State University



WILLIAM HAIGHT
Technical Advisor

BIOGRAPHY:

William “Bill” Haight is an IT Analyst/Technical Advisor with our firm and provides a wide array of information technology background and support. William Haight is an experienced information technology manager and analyst. Mr. Haight has over 30 years of experience working in the public sector at the federal, county, and municipal level specializing in IT strategies, organizational structure, and application design and development.

In the past, Bill served as Chief Information Officer for the City of Salt Lake City, UT. Notable accomplishments include:

- Established Division of Innovation and Transformation to bring more creative and cutting-edge technologies to bear on social, civic, and operational challenges.
- Established Open Data Policies and Procedures for the City with the goals of increasing transparency and trust in government and decrease the number of governmental records requests.
- Implemented formal IT governance to Salt Lake City’s IT Dept.
- Developed and administered the City’s Information Technology Master Plan and Strategic Master Plan

EXPERIENCE HIGHLIGHTS:

RIVERSIDE, CA: IT DEPARTMENT REVIEW

Bill served as the lead analyst in this comprehensive assessment of the City’s Information Technology Department which developed a new organizational structure and staffing allocations to align resources with service demands. Additionally, he evaluated technology infrastructure and deployment and made recommendations to enhance technology utilization, enhance software implementation practices, and increase oversight and training of decentralized systems.

PROJECT ROLE:

Bill will be an IT Technical Advisor and Subject Matter Expert.

RELEVANT CLIENTS:

CA Riverside
MO Lee’s Summit

YEARS OF EXPERIENCE:

30

EDUCATION:

Western Governors
University, studied
Business Administration
and Management

Mountainwest College,
Associates, Systems
Program



ALEXIS ORRICK

Consultant

Alexis Orrick recently joined our firm as a data analyst in our General Consulting Practice. Alexis works primarily on data analysis and metrics for operational, organizational, and staffing assessments.

Her relevant experience include:

- Reporting and Data Analysis
- Management and Communication
- Mixed Methods Research

EXPERIENCE HIGHLIGHTS:

LSE RESEARCH: PROGRAM EVALUATION

- Conducted program evaluation of Latimer Community Art Therapy (LCAT). Mixed methods reports (quantitative survey analysis, case studies, and interviews) sent to potential and existing funders to evaluate the efficacy of LCAT services.
- Created and maintained Excel and Google Sheets dashboards for automated data analysis of assessments (surveys).

FAMILY HEALTH CENTERS OF SAN DIEGO: DATA ANALYST

- Managed 3 databases (SQL, CMIS, EHR) & hundreds of Excel spreadsheets with confidential patient information (HIPAA).
- Responsible for Data Evaluation to ensure accurate and quality data was presented to grant funders during audits.

PROJECT ROLE:

Alexis will serve as a data analyst.

YEARS OF EXPERIENCE:
6

EDUCATION:

MsC Applied Social Data Science – London School of Economics and Political Science

BA Political Science: Comparative Politics – University of California, San Diego

City-Wide Staffing Assessment

Proposal Rankings

1. Matrix Consulting Ltd.
2. Baker Tilly Advisory Group, LP
3. MGT Impact Solutions LLC
4. Coleman Consulting Group
5. Blackline Consulting
6. Peoplyst
6. Star of the Sea
6. Gallagher
6. Varmoda
6. Veracity



City Council Agenda Statement

Meeting Date: October 21, 2025

Agenda Heading: Committees, Commissions and Boards

Presentations

Item Number: E.10

TITLE:

Update on Major Events Committee Activities, El Segundo Wiseburn Aquatics Center Facility Use Agreements, and Proposed Initiatives in Preparation for FIFA World Cup 2028 and LA28 Olympic and Paralympic Games

RECOMMENDATION:

1. Receive and File Update on Major Events Committee Activities ("Major Events" meaning the FIFA World Cup 2026, Super Bowl LXI 2027, and the LA28 Olympic and Paralympic Games).
2. Authorize the City Manager to execute Facility Use Agreements with interested professional teams for the use of the El Segundo Wiseburn Aquatics Center for training camps leading up to and during the LA28 Olympics or other professional competitions, at a rate of \$80 per lane per hour, to off-set equipment procurement costs, operational costs, and resident displacement cost; including exclusive use of the 10-lane competition pool, and access to services and equipment to be provided by or procured by the City as part of the agreement.
3. Provide direction regarding the scope of research and planning for event activation and community engagement.
4. Provide direction regarding the research and development of a temporary off-site signage policy.
5. Provide direction regarding the research and development of a policy regarding short-term rentals during major events.
6. Provide direction regarding the research and proposal development for a temporary residential parking protection strategy.
7. Alternatively, discuss and take other action related to this item.

FISCAL IMPACT:

Major Events Committee Update and Facility Use Agreement

October 21, 2025

Page 2 of 9

The potential fiscal impact of the subject initiatives includes both direct revenue generation and indirect economic benefits.

- El Segundo Wiseburn Aquatics Center Agreement: The proposed Facility Use Agreement with interested teams for the El Segundo Wiseburn Aquatics Center represents a direct revenue stream for the City. The facility use agreement for use of the 10-lane competition pool is \$80/hour per lane, which includes 100% cost recovery for staff time, equipment procurement and use, and resident displacement from regular programming and use of the aquatics center.
- Short-Term Rentals: Should the City Council eventually approve an ordinance allowing temporary short-term rentals, it could lead to a temporary increase in Transient Occupancy Tax (TOT) revenue. This would also generate additional business license fees from property owners. The revenue generated would be dependent on the number of participating properties and the duration of the major events. As a point of reference, since adoption of the current short-term home share program, approximately 20 homes have participated, generating approximately \$84,000 in permitting and TOT fees annually. However, the City has incurred significant Code Enforcement costs enforcing the ordinance.
- Event Activation: While these initiatives may require an initial investment of City funds, they are expected to generate economic benefits for local businesses. Event activations, such as fan zones and community events, can drive consumer spending on retail, dining, and other services. Further research will be required to project costs and potential positive economic benefits, including off-setting costs by collaborating and partnering with the local business community to sponsor, support, and assist in the planning and execution of any event activations. Costs to provide audio/visual equipment, movie screens, porta potties, and trash services, as well as staffing costs for public safety and City employees will depend on the scope and duration of the event(s), which will be reported back to City Council prior to advancing any community activations.
- Temporary Off-Site Signage: The temporary off-site signage program presents an opportunity for direct revenue generation for the City and substantial indirect economic growth for local businesses through a revenue-sharing model. The proposed partnership would allow the City to capitalize on the high demand for large-format branding opportunities during major events. Rather than simply issuing permits, the City could establish a revenue-sharing agreement with a media partner and private property owners. This model would grant the City a percentage of the revenue generated from the lease of temporary advertising space on commercially attractive properties. However, as noted below and in the attached December 3, 2024 staff report, there are significant legal issues that should be considered when modifying the City's current sign ordinance.

Major Events Committee Update and Facility Use Agreement

October 21, 2025

Page 3 of 9

BACKGROUND:

The Major Events Committee was established to proactively plan for the City's participation in and response to upcoming global events, including the FIFA World Cup 2026, Super Bowl LXI 2027, and the LA28 Olympic and Paralympic Games.

The Committee met on July 23, August 27, and September 24, 2025, focusing on developing a comprehensive roadmap for El Segundo's involvement in upcoming major global events like the FIFA World Cup 2026, Super Bowl LXI 2027, and the LA28 Olympic and Paralympic Games. The intent has been to establish a shared vision, define clear goals, and outline a work program for the Major Events Committee. This includes setting specific objectives, assigning research tasks to committee members, and planning for ongoing progress monitoring and reporting to the City Council. The ultimate goal is to proactively leverage these events to enhance the city's global exposure, generate economic benefits for local businesses and residents, and create a lasting legacy for the community.

To inform its work program, the Committee established the following vision and goals:

Vision: El Segundo is a premier destination for family-friendly entertainment and cultural experiences, where small-town charm meets the global stage. As the *Gateway to the Games*, we are leveraging major events to create a safe, welcoming and vibrant environment; fostering community engagement, generating educational opportunities and creating lasting memories. With a rich legacy of innovation, a walkable historic downtown, and an unparalleled professional sports presence, El Segundo is uniquely positioned to activate, inspire and engage. Through strategic planning in infrastructure & transportation, public safety, event programming and activations, and the use of training facilities, we maximize economic opportunities for local businesses, elevate the city's visibility on a global scale and create a lasting legacy, enriching the lives of our residents, businesses and visitors alike.

Goals:

- **Strategic Partnerships & Global Outreach:** To proactively cultivate and strengthen strategic partnerships with external stakeholders, including businesses, tourism organizations, and regional entities, and to initiate robust media relations, maximizing economic opportunities, enhancing the city's exposure on a global scale, and putting El Segundo 'on the map'.
- **Operational Excellence & Safety:** To serve as a centralized and trusted conduit for accurate, timely information for all impacted stakeholders, ensuring clear communication before, during and after major events, while actively managing internal relationships with residents and city employees, ensuring seamless

Major Events Committee Update and Facility Use Agreement

October 21, 2025

Page 4 of 9

coordination across infrastructure and transportation, public safety, and city facility use to create a comfortable and safe environment for all, and to ensure efficient event execution and long-term infrastructure improvements.

- Economic Empowerment & Sustainable Growth: To strategically attract and retain diverse economic opportunities within El Segundo, leveraging the global exposure and increased visitation generated by major events to empower local businesses (in part by raising awareness of procurement, training and bid opportunities led by partner organizations), foster job creation, and drive sustainable revenue growth, reinforcing the city's identity as a place to "start (and 'stay') here," and contributing to a lasting economic legacy.
- Community & Educational Enrichment: To develop and implement diverse initiatives that foster broad community engagement, provide enriching educational opportunities for all ages (including youth employment and volunteer programs), and ensure major events deliver family-friendly entertainment and cultural experiences that create lasting memories.
- Permanent Legacy & Sustainable Impact: To ensure that all major events leave a permanent legacy of positive impact on the city, including tangible infrastructure improvements, and contribute to the long-term enrichment of the lives of El Segundo's residents and visitors.

Further described below, the guiding vision and goals have informed the Committee's initial focus on immediate policy considerations and community activation opportunities that may be explored for the FIFA World Cup, less than one-year away. In addition to the Committee's work, staff has engaged with national teams looking to utilize the El Segundo Wiseburn Aquatics Center as their training camp leading up to and during the LA28 Olympic Games.

DISCUSSION:

Following the initial meeting on July 23, 2025, and subsequent meetings, Committee members conducted specific research tasks aligned with the goals of the Committee. These tasks have focused on laying the groundwork for citywide planning needs leading up to the major events, and include:

- **Infrastructure & Transportation**: Research into initiatives like "28 by '28" and Olympic transit planning to identify potential bus routes, shuttle options, and infrastructure improvements.
- **Aquatics Facility Use**: Information gathering on inquiries for facility use and the development of potential fee structures.

Major Events Committee Update and Facility Use Agreement

October 21, 2025

Page 5 of 9

- **Economic Opportunities:** Research into best practices from other cities that have hosted major events, and initial outreach to local businesses.
- **Community Engagement & Events:** Research into the LA28 Cultural Olympiad and brainstorming community-driven events and activations to be held in El Segundo.
- **Policy Planning:** Research on existing policies and identifying new policies that may require review or adjustment for upcoming major events.

Infrastructure and Transportation: A literature review found the following policies, plans, and documents in order to identify potential impacts and opportunities — LA Metro 28x28, LA Metro Olympic Transit Planning, Games Mobility Plan, Mobility Concept Plan, El Segundo Circulation Element, Downtown Specific Plan, Smoky Hollow Specific Plan, South Bay Bicycle Master Plan, and Local Travel Network.

- LA Metro plans to set up Mobility Hubs where attendees can gather and then ride transit to venues. They will likely test this during the World Cup. Attendees can access these hubs via car, transit, or active transit. El Segundo could support this by providing feeder shuttle service through town and to the hub.
- Access to potential events within the City could be supported by a shuttle service, as well as slow streets for active transportation.
- Swoop Beach service could be redirected for use during major events and city events.

The research tasks led to the development of specific focus areas that are the subject of the request for direction below.

Aquatics Facility Use: The proposed increase in the hourly lane rental rate from the standard community rate of \$36.00 to a premium rate of \$80.00 for exclusive use by a national Olympic training team is justified based on three core components: Elevated operational costs and high-value ancillary services, the significant opportunity cost (loss-of-use) associated with displacing resident programs, and market comparisons.

The previous rate of \$36.00 per hour, per lane, reflects a subsidized, non-exclusive rate designed for local organizations and residents. The proposed rate of \$80.00 is a competitive, elevated commercial-tier rate that accounts for the complex, bespoke, and intensive nature of the requested service package leading up to and during the LA 2028 Olympic Games.

Recommended by the Major Events Committee, the \$80.00 rate is at the top range of

Major Events Committee Update and Facility Use Agreement

October 21, 2025

Page 6 of 9

market comparisons, factoring in 100% of the basic lane rental of \$36/hour/lane, the specialized daily labor required for pool reconfiguration, resident loss-of-use and exclusivity premium, and market comparability analysis.

The recommended rate covers the required labor and heightened use while converting the pool from 25 meters to 50 meters and back daily, involving the deployment and retraction of movable bulkheads, lane line adjustments, and calibration of touchpads and timing systems. Additionally, exclusive facility rental, particularly during high-demand periods leading up to the Olympics, results in a direct loss of revenue and programming from existing users and community stakeholders. The "loss-of-use" premium acts as a buffer to:

- Compensate for displaced local club teams and high school programs.
- Fund alternative programming or offer subsidized rental time for displaced local groups.
- Recognize the value of a guaranteed, secure, and private training environment, which is paramount for an Olympic-level team and commands a market premium.

Lastly, comparable commercial and event rental rates for high-quality aquatic facilities in the Los Angeles region, particularly those accommodating professional media or exclusive events, generally range from \$28.00 to \$40.00 per lane, per hour for standard long-course use, excluding specialized labor or exclusivity.

Facility Comparison	Service/Category	Approximate Long-Course Rate (per lane/hr)	Relation to \$80 Rate
LA Area Municipal Center (Example)	Commercial Non-Resident Rate	\$28.00	Standard Baseline (35% of proposed rate)
SoCal High-End Public Center (Example)	Category 3 Long Course Rental	\$40.00	High-End Public Baseline (50% of proposed rate)
Private/Residential Pool Rental (Example)	Exclusive, Hourly Private Access	\$60.00 – \$80.00+	Establishes Market Value for Exclusivity

The market analysis confirms that our existing \$36.00 rate is competitive for a standard, non-exclusive long-course rental in the region, serving as a solid market baseline. The final \$80.00 rate is therefore justified by adding a specialized service premium (covering daily conversion, dedicated labor, and resident loss-of-use) to this established market baseline. Securing this contract also provides substantial non-monetary benefits, including international publicity, media exposure, and prestige for the facility and the City of El Segundo as an official LA 2028 training site. As an added benefit, the US

Major Events Committee Update and Facility Use Agreement

October 21, 2025

Page 7 of 9

Olympic teams expressing interest in training at the El Segundo Wiseburn Aquatics Center, have also indicated a desire to provide public engagement opportunities, fan viewing, and fan interaction, particularly with the El Segundo youth and local swim teams.

REQUEST FOR DIRECTION

The Committee is seeking specific direction from the City Council on the following key areas to continue its work in developing concrete plans and proposals.

1. Event Activation and Engagement The Committee is exploring opportunities for community-driven events, such as fan zones and a Cultural Olympiad, as a way to leverage the city's unique charm and professional sports presence to create a vibrant environment for residents and visitors. Direction is requested on the level of financial and staff resources dedicated to researching, planning, and executing these types of events. The Committee would also like to understand the scale of events that City Council is comfortable with — number of events, locations, duration, etc.

2. Off-Site Temporary Signage The Committee's research has identified a need to review and potentially adjust existing city sign ordinances. Currently, temporary signs are limited in size, number, and duration and are generally not permitted off-site. For major events, the ability to allow temporary off-site signage would provide increased exposure during major events and a potential temporary revenue source.

The City has historically prohibited billboard signs throughout the city for the purpose of helping to maintain the aesthetic environment and to ensure pedestrian and traffic safety. The U.S. Supreme Court has held that a general prohibition on billboards for these purposes is constitutionally permissible. Carving out limited exceptions to an otherwise complete prohibition on billboard signs, while not per se unconstitutional, invites a high level of judicial scrutiny and can risk invalidating the outright prohibition the city wishes to keep in place in other areas.

Over the past few years, the City has been asked to consider limited exceptions to the billboard prohibition to allow for changeable message signs in certain key areas. In the past, after being advised of the potential legal risks, the City Council chose not to consider the issue further. For example, this topic was most recently considered by the City Council on December 3, 2024. A copy of the staff report from that meeting is attached for the Council's reference.

The Committee requests direction to begin the process of developing a temporary off-site signage ordinance specific to major events, which would require consultation with the City Attorney's Office to address legal concerns related to the temporary allowance of off-site signage.

3. Short-Term Rental Policy The Committee has identified the potential impact of

Major Events Committee Update and Facility Use Agreement

October 21, 2025

Page 8 of 9

major events on short-term rentals within the city. Allowing a controlled, temporary expansion of short-term rental options could provide a significant economic benefit to residents while meeting the increased demand for accommodations. The Committee requests direction on whether to develop an ordinance for allowing non-hosted short-term rentals in residential areas for a limited duration during major events.

The City's current Home Share Rental Permit Program was first established in 2020 as a pilot program, after many public hearings before both the Planning Commission and City Council. At the time, the City considered allowing non-hosted short-term rentals, but many residents voiced strong concerns about potential impacts to such rentals. As a result, the City's current Program only allows the renting of one or more bedrooms in the host's home, while the host lives on site and stays throughout the guest's stay (ESMC Chapter 4-16).

The ordinance was re-evaluated by the City Council in November 2023, when the temporary pilot program was made permanent. At the time, staff reported 24 official home shares in El Segundo, and also described staff's efforts to work with AirBNB to identify unpermitted listings.

An expansion of the program would be a significant change from the current program. The development of such a program would require consultation with the City Attorney's Office to address legal concerns related to the impacts that may occur due to the increased use of short-term rentals, including public nuisances and enforcement of the adopted regulations.

4. Residential Parking Protection The influx of visitors during major events poses a significant risk of parking intrusion into residential neighborhoods. The Committee seeks direction to proactively develop strategies to mitigate this impact. Strategies may include the use of citywide Residential Permit Parking zones, temporary parking restrictions, or increased enforcement during event periods. The goal is to ensure the convenience and safety of residents are maintained.

5. El Segundo Wiseburn Aquatics Center Agreement Staff has been in discussions with several national teams regarding the use of the El Segundo Wiseburn Aquatics Center as a pre-Olympic training facility. Following successful delegation visits on September 12, 15, and 16, 2025, quotes have been developed with the Committee, and provided to the team, at a proposed cost of \$80/lane per hour described above. The quoted rate developed in collaboration with the Committee includes 100% cost recovery of staff time, procurement and use of all pool equipment, two exercise bikes, touchpads, daily cleaning, and access to ancillary facilities.

CITY STRATEGIC PLAN COMPLIANCE:

Goal 5: Champion Economic Development and Fiscal Sustainability

Major Events Committee Update and Facility Use Agreement

October 21, 2025

Page 9 of 9

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

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

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

PREPARED BY:

Michael Allen, Community Development Director

REVIEWED BY:

Michael Allen, Community Development Director

APPROVED BY:

Barbara Voss, Deputy City Manager

ATTACHED SUPPORTING DOCUMENTS:

1. Attachment - Dec 3 2024 Staff Report re Off-Site Signage



City Council Agenda Statement

Meeting Date: December 3, 2024

Agenda Heading: Staff Presentations

Item Number: D.16

TITLE:

Review and Discussion of Billboard and Off-Site Signage Standards Being Permitted

RECOMMENDATION:

1. Receive and file staff's presentation.
2. Discuss and provide staff with feedback and direction related to billboard and off-site signage standards being permitted in the City.
3. Alternatively, discuss and take other action related to this item.

FISCAL IMPACT:

None.

BACKGROUND:

The City's sign ordinance currently prohibits any outdoor advertising structures and outdoor advertising displays, regardless of size, that do not advertise the business conducted, the services rendered, or the goods produced on the property where the sign is placed. Generally, this type of advertising is called "off-site advertising."

Currently, billboards and building wraps are the most common forms of off-site advertising.

The City has received inquiries from the Los Angeles Chargers and the owner of the Los Angeles Times regarding the allowance of off-site advertising (billboards/building wraps, etc.) respectively for commercial purposes along PCH and on the Los Angeles Times building on Imperial Highway. Although the City's sign ordinance permits "Works of Art" (i.e., murals), commercial advertising within the mural is limited. Use of registered, copyrighted, or trademarked names, insignia, or logos in the mural is limited to the lesser of six-square feet or one-percent of the area of the artwork. Murals have been thus far been limited to the downtown area and are not commercial in nature.

Billboard and Off-Site Signage Standards

December 3, 2024

Page 2 of 3

DISCUSSION:

Under current state and federal laws, a city may regulate or entirely prohibit billboards for aesthetic and public safety reasons, so long as the city's ordinance complies with the First Amendment. To maintain the aesthetic environment and to ensure pedestrian and traffic safety, the El Segundo Municipal Code prohibits billboards ([El Segundo Municipal Code §§ 15-18-1\(A\), 15-18-2\(C\)](#)). A complete prohibition on billboards like El Segundo's is the most constitutionally sound approach as exceptions to an overall prohibition may render the underlying prohibition unconstitutional.

Once a public agency opens a view corridor for off-site advertising, it is legally difficult to prohibit off-site advertising in the view corridor. Accordingly, if PCH or Imperial allow for off-site advertising, then those areas may have to allow for off-site advertising for the entirety of those streets. It should also be noted that the legal distinction between "murals" and "commercial signage" is becoming blurrier and more difficult to legally defend. It should be noted that off-site advertising companies aggressively litigate the right to have this type of signage.

Staff brings this to City Council as a discussion item to determine if there is any desire to explore the possibility of allowing billboards and other outdoor advertising displays on multi-story, high-rise buildings, or otherwise off-site signage. A variety of questions/factors should be discussed while contemplating this subject, such as:

Taking the 2017 intent and purpose of the comprehensive sign update into consideration, a variety of questions/factors should be discussed while contemplating this subject, such as:

1. Sign content, in most cases, cannot be regulated. Only sign type, size, location and quantity can only be regulated.
2. What is being achieved by allowing for off-site advertising in the community?
3. Who benefits from this additional signage?
4. Who is the target audience and whose attention is the signage trying to get? Various signs may compete for attention and create distractions for motorists.
5. Implications and unintended consequences of additional large signs, such as visual clutter or visual blight along major corridors.

Staff will provide a presentation of examples of outdoor advertising displays in the region.

CITY STRATEGIC PLAN COMPLIANCE:

Billboard and Off-Site Signage Standards

December 3, 2024

Page 3 of 3

Goal 5: Champion Economic Development and Fiscal Sustainability

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

PREPARED BY:

Eduardo Schonborn, AICP, Planning Manager

REVIEWED BY:

Michael Allen, Community Development Director

APPROVED BY:

Barbara Voss, Deputy City Manager

ATTACHED SUPPORTING DOCUMENTS:

None