

**Vision:**

To lead the transformation of Los Angeles into the world’s most livable and resilient city.

**Mission:**

To serve all Angelenos by delivering innovative, sustainable, high-quality services and projects.

**Values:**

**Equity:** We are fair and honest, support inclusivity, create access to opportunity, and treat all employees and customers with respect.

**Creativity:** We initiate original and imaginative ideas to support world-class solutions for Los Angeles.

**Quality:** We work together to efficiently deliver professional services at a level that exceeds the expectations of our clients and the public.

**Transparency:** We operate with integrity and are accessible to the public and our clients, taking responsibility for our work.

**Responsiveness:** We engage with our internal and external clients, building lasting partnerships and providing excellent customer service.

| Goal I                            | Strategy  | Year | Status      | # | Action   |
|-----------------------------------|---|------|-------------|---|--|
| <b>A DIVERSE AND SKILLED TEAM</b> | <b>A. Enhance the Engineering Academy</b><br>Invest in people and ensure they have the training and skills to succeed   | 2022 | In Progress | 1 | Develop a training module within the Engineering Academy that focuses on resiliency and sustainability practices.  |
|                                   |   | 2023 |             | 2 | Develop new training programs through the use of technologies such as video and online training.   |
|                                   | <b>B. Foster Employee Growth</b><br>Develop, support, and retain an exceptionally qualified workforce   | 2022 | In Progress | 3 | Expand opportunities for staff to attend outside seminars and training sessions, including those that are part of profession associations, by informing employees about such training and promoting attendance through division meetings.  |
|                                   |   | 2023 |             | 4 | Improve the performance review process to ensure that employees have continuous feedback including through quarterly reviews, set specific training goals, and clarify supervisor and manager leadership expectations by updating the Employee Performance Appraisal System. Provide more informal opportunities for management-level reviews to ensure that employee privacy is protected when anonymous feedback is appropriate. |
|                                   | <b>C. Attract and Retain Talent</b><br>Embrace diversity and inclusion to attract fresh ideas, perspectives, and energy, contributing to make Engineering a great place to work | 2022 | In Progress | 5 | Create an annual survey of all employees, as well as a 6-month survey of new employees, to explore job satisfaction, identify improvement recommendations, and review the onboarding process. Goal is to create and conduct a survey the first year and recommend a process that would allow the survey to be conducted annually.  |
|                                   |   | 2022 | In Progress | 6 | Explore options for flexible work schedules and wellness program enhancements.   |
|                                   |   | 2023 |             | 7 | Create opportunities for collaboration within teams, divisions, and across all of Engineering by establishing a staff-level committee or task force to organize team building exercises and plan informal gatherings both inside and outside the workplace.  |
|                                   |   | 2023 |             | 8 | Create a new program to recognize and celebrate employees for their efforts in taking on new responsibilities and their success on projects and services.  |

2021-23 Engineering Strategic Plan

| Goal II                              | Strategy  | Year | Status      | #  | Action  |
|--------------------------------------|---|------|-------------|----|---|
| INNOVATIVE AND SUSTAINABLE PRACTICES | <b>D. Increase Resiliency and Sustainability Practices</b><br>Integrate sustainable practices in each division to promote the needs of today without compromising the resources of tomorrow | 2022 | In Progress | 9  | Create a sustainability and resiliency reporting system through the modification of UPRS or other electronic web-based tool. The system will generate reports that will allow us to evaluate our progress towards full sustainability for all projects. |
|                                      |   | 2023 |             | 10 | Identify & analyze BOE engineering practices, project delivery, and design standards for required revisions to address sustainability and resiliency.   |
|                                      |   | 2023 |             | 11 | Implement the sustainability and resiliency scorecard for all BOE projects.   |
|                                      | <b>E. Identify Opportunities to Innovate</b><br>Value creative thinking, innovative solutions, and employee input   | 2022 | In Progress | 12 | Define a 3D Design Implementation Framework. Develop a Virtual Reality Program.   |
|                                      |   | 2022 | In Progress | 13 | Celebrate innovative projects and programs through print, electronic, and social media, including publication of an annual Innovation Report.   |
|                                      |   | 2023 |             | 14 | Develop goals, strategies, and actions to prepare Los Angeles for the 2028 Olympics.  |

| Goal III                            | Strategy  | Year | Status      | #  | Action  |
|-------------------------------------|---|------|-------------|----|---|
| A TRANSPARENT AND RESPONSIVE BUREAU | <b>F. Enhance Customer Service</b><br>Treat customers and clients with care, consideration, and respect, providing friendly and reliable professional service | 2022 | In Progress | 15 | Streamlining the permitting and request processes to serve clients and partners more effectively.   |
|                                     |   | 2022 | In Progress | 16 | Expand the use of social media, educational videos, commercials, and print media to promote Engineering's work.   |
|                                     |   | 2022 | In Progress | 17 | Conduct a biannual (ongoing every 2 years) survey of customers, internal city clients, and other partner agencies to identify customer satisfaction, areas of improvement, and opportunities for enhanced engagement. |
|                                     |   | 2023 |             | 18 | Create civic engagement policies and provide customer service training to staff for engagement with the public, key stakeholders, and the media.<br>Develop a proactive outreach campaign.                            |
|                                     | <b>G. Improve Communications</b><br>Create a stimulating and rewarding environment that fosters collaboration   | 2022 | In Progress | 19 | Establish and publish a timeline for hardware replacement, workstation upgrades, and software upgrades to increase transparency.  |
|                                     |   | 2023 |             | 20 | Create a program for divisions to share or present programs or projects to other divisions within Engineering.  |

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| Goal IV                                 | Strategy   | Year | Status      | #  | Action  |
|---|--|------|-------------|----|---|
| <b>EFFICIENT AND EFFECTIVE SERVICES</b> | <b>H. Enhance and Reduce Project Delivery Costs by 10%</b><br>Optimize project delivery capabilities and capacity to meet current and future needs using a combination of existing and new tools to increase efficiencies and reduce costs | 2022 | In Progress | 21 | Create a new project close-out process using the existing UPRS field to capture and share lessons learned and improve existing practices and programs. Information captured through this process should go into shared knowledge library identified above.  |
|   |  | 2022 | In Progress | 22 | Update and standardize internal quality assurance/quality control processes to support project review and improve consistency of high-quality design standards.   |
|   |  | 2022 | In Progress | 23 | Expand the use of alternative delivery methods.   |
|   |  | 2023 |             | 24 | Improve and update the current project management database.   |
|   |  | 2023 |             | 25 | Update Uniform Project Reporting System. Provide real-time accessibility to projects for clients and the public using improved project management tools.  |
|   |  | 2023 |             | 26 | Identify opportunities to enhance productivity and reduce inefficiencies.   |
|   | <b>I. Enhance Productivity</b><br>Provide staff with the resources needed to effectively complete their work   | 2022 | In Progress | 27 | Improve video and teleconferencing capabilities in conference rooms and at workspaces to conduct virtual meetings that help to reduce travel time. Include hardware improvements such as speakers and microphones as well as networked computer stations with wall-mounted monitors.  |
|   |  | 2022 |             | 28 | Enhance mobile technology hardware and software to allow capabilities including, but not limited to, viewing existing and proposed infrastructure and facilities in the field in 3D.  |
|   |  | 2023 |             | 29 | Implement a cloud content services platform, which delivers a central content management repository, content management best practice guidelines, security and compliance, seamless collaboration both internal and external to Engineering, built-in workflows, version control, metadata, searching and tagging, eSignatures, and integration with in-house applications. |
|   |  | 2023 |             | 30 | Implement administrative resource enhancements on a bureau-wide basis by focusing on employee skill-building, financial management training, and establishing data science processes and software to generate short and long-term improvements.   |
|   | <b>J. Plan for the Future</b><br>Prepare for retirements and plan for succession   | 2022 | In Progress | 31 | Reduce the time needed to fill staff vacancies.   |
|   |  | 2023 |             | 32 | Design the interface and functionality for a new BOE Virtual Resource Center (VRC) web application. The VRC will incorporate databases created by prior strategic planning groups of employee work tasks, training opportunities, career ladders, conference information, and professional organization information.  |