



**AGENDA**  
**STUDY SESSION OF THE MAYWOOD CITY COUNCIL AND THE**  
**SUCCESSOR AGENCY TO THE MAYWOOD COMMUNITY**  
**REDEVELOPMENT AGENCY**

**WEDNESDAY, APRIL 23, 2025 AT 5:30 PM**

Maywood City Council Chambers  
4319 E. Slauson Avenue, Maywood, CA 90270  
[www.cityofmaywood.com](http://www.cityofmaywood.com)

**I. CALL TO ORDER/ROLL CALL**

CALL TO ORDER  
ROLL CALL

**II. CITY OFFICIALS**

MAYOR  
Mayra Aguiluz

CITY CLERK  
Jennifer E. Vasquez

MAYOR PRO TEM  
Heber Marquez

CITY TREASURER  
Jennifer E. Vasquez

COUNCIL MEMBERS  
Eddie De La Riva  
Frank Garcia  
Jaime Flores

CITY MANAGER  
Jennifer E. Vasquez

CITY ATTORNEY  
Roxanne Diaz

**III. MEETING PROCEDURES**

THIS MEETING WILL BE HELD IN PERSON.

THE MEETING WILL BE AVAILABLE FOR VIEWING VIA ZOOM:

<https://us02web.zoom.us/j/82153810121> AND VIA THE CITY'S FACEBOOK PAGE.

Public Participation Options:

1. **In-Person:** Council Chambers located at 4319 E. Slauson Avenue, Maywood, CA
2. **Before the Meeting:** Public comment will be accepted for the record in advance by 4:00 p.m. the day of the meeting by email to

[daisy.guerrero@cityofmaywood.org](mailto:daisy.guerrero@cityofmaywood.org); or if you are unable to email, please call the City Clerk's Office at (323) 562-5714. Your comment will be made part of the written record but will NOT be read verbally at the meeting.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in the Council Meeting, please contact the City Clerk's Office (323) 562-5714 within 72 hours of the meeting.

**IV. PUBLIC PARTICIPATION (Agenda Items; Time allotted: 3 minutes)**

Speakers wishing to address the City Council on an item on the agenda may use the instructions provided in section **III. MEETING PROCEDURES** beginning on page 1 of this agenda.

**V. STUDY SESSION**

**1. DISCUSSION AND DIRECTION REGARDING THE CITY'S 2025 PRIORITIES**

**VI. ADJOURNMENT - The next Regular Meeting of the Maywood City Council is scheduled for April 23, 2025, at 6:00 p.m. in the City Council Chambers.**

---

**PUBLIC ACCESS TO MEETING AGENDA AND AGENDA PACKETS**

I, \_\_\_\_\_, City Clerk / Deputy City Clerk, hereby certify that this agenda was duly posted by law at 4319 E. Slauson Avenue, Maywood, CA 90270 and the City Website. Any public record, relating to an open session agenda item, that is distributed within 72 hours prior to the meeting is available for public inspection at the Maywood City Hall, 4319 E. Slauson Avenue, Maywood CA 90270. If you challenge in court any discussion or action taken concerning an item on this Agenda, you may be limited to raising only those issues you or someone else raised during the meeting or in written correspondence delivered to the City at or prior to the City's consideration of the item at the meeting. In compliance with the ADA, if you need special assistance for the meeting, call (323) 562-5723 within 72 hours prior to the meeting so the City can make reasonable arrangements to ensure accessibility.



# AGENDA REPORT

## CITY OF MAYWOOD



## AGENDA ITEM NO. 1.

---

**DATE:** April 23, 2025

**TO:** HONORABLE MAYOR AND MEMBERS OF THE CITY COUNCIL

**FROM:** JENNIFER VASQUEZ, CITY MANAGER

**BY:** DAISY GUERRERO, DEPUTY CITY CLERK/ASSISTANT TO THE CITY MANAGER

**SUBJECT:** DISCUSSION AND DIRECTION REGARDING THE CITY'S 2025 PRIORITIES

---

### RECOMMENDATION:

Staff recommends that the City Council review the strategic priorities established during the 2023 Governance and Strategic Priority Setting Workshops and provide direction on whether to affirm or revise any of the priorities for 2025 and beyond.

### BACKGROUND:

In early 2023, the City of Maywood partnered with the Institute for Local Government (ILG) to conduct a three-part Governance and Strategic Priority Setting Workshop Series with the City Council. The purpose of these public workshops was to support effective City Council governance, strengthen citywide leadership, and define long-term strategic priorities aligned with Maywood's vision and community needs.

The workshops were held on:

- February 21, 2023
- March 6, 2023
- March 13, 2023

### Five Strategic Priorities

During the workshops, the City Council and staff refined several policy and operational goals into the following five focus areas. These priorities are intended to help guide decision-making and resource allocation but are not exhaustive of all City priorities:

- Financial Management and Economic Development
- Housing Development and Affordability
- Staff Capacity, Recruitment, and Retention
- Community Engagement and Communication
- Public Safety

The City Council also collaboratively finalized a City vision that reads, *"We envision a Maywood that remains a resilient, healthy city that puts its residents first, promotes inclusivity and safety for all, and consistently builds its partnerships and local economy, so the City is a guiding example of a thriving community in the region."*

**DISCUSSION:**

As we prepare for the 2025–2026 fiscal year, staff is requesting City Council’s direction on whether the five strategic priorities established in 2023 continue to align with the City’s current goals, or if revisions are needed to address evolving community needs and challenges. To support this discussion, staff prepared a summary and presentation of departmental accomplishments from May 2023 through December 2024. These accomplishments are organized by the five strategic priority areas and illustrate how City efforts align with the goals identified during the ILG-facilitated workshops.

Should the City Council reaffirm these priorities, staff will develop a corresponding work plan and internal reporting framework. This system will support ongoing progress tracking, with annual updates to the City Council presented in advance of each fiscal year’s budget adoption.

**LEGAL REVIEW:**

The City Attorney has reviewed this report.

**FISCAL IMPACT:**

There is no fiscal impact associated with this report.

**ATTACHMENT(S)**

1. City of Maywood - Governance and Strategic Priority Setting Workshops Report - April 2023

City of Maywood

# GOVERNANCE & STRATEGIC PRIORITY SETTING WORKSHOPS REPORT

Completed by the Institute for Local Government

April 2023



*April 6, 2023*

*Jennifer Vasquez and Maywood City Council  
4319 E Slauson Ave,  
Maywood, CA 90270*

*Dear City of Maywood Team:*

*On behalf of ILG, we appreciate Maywood's selection of ILG for your city's governance and strategic planning workshops. We enjoyed meeting with your Council and staff team and facilitating the sessions. We thought the conversations were engaging and inspiring, and we are honored that you put your trust in ILG to help with the important step of establishing strategic priorities for Maywood's future.*

*Now that the sessions are complete, we have summarized key takeaways and resources for the City's consideration. The following report summarizes the session programming, our notes, and additional resources for your Council's consideration. The report is organized as follows:*

- Workshops 1-3 Notes*
- Visioning Exercise Takeaways*
- Strategic Priorities Summary*
- Council Survey Results Summary*
- Resources List*
- About ILG & Our Other Services*

*Maywood is a very special City with a bright future. We would welcome the opportunity to work with you again and have outlined some of our other specialty areas in case you have any additional training, facilitation, or professional development needs. Please do not hesitate to reach out with any questions or concerns.*

*Sincerely,*

*Erica L. Manuel  
CEO & Executive Director*

## Session Notes

### Day 1: Monday, February 21, 2023

#### Call to Order & Public Comment

Mayor Garcia called the meeting to order and provided an overview of the logistics of the meeting and called for public comment.

#### Welcome and Introductions

The Institute for Local Government (ILG) team – Melissa Kuehne, Senior Program Manager, Erica Manuel, CEO and Executive Director, and Taylor Buck, Program Manager - welcomed the Council and staff, reviewed the agenda for the workshop, provided an overview of ILG and facilitated introductions. The Council and staff were asked what they loved most about Maywood.

#### Setting the Stage/Why Good Governance is Important

City Manager Jennifer Vasquez welcomed the Council to the workshop and provided context about why this work is important for Maywood.

#### Effective Leadership and Culture

The Council conducted a self-assessment of how they are performing individually and as a Council. Some of the verbal responses the Council shared included:

##### What are you doing well?

- Respect
- Communication
- Coordinating with city staff
- Managing the needs of the city
- Believing in the vision of the city
- Being open to learning

##### What can you improve?

- Working through disagreement for a common goal
- New councilmembers getting up to speed
- Continuing to identify resources for the community
- How to best ask questions of city staff

##### What is the council doing well?

- Teamwork
- Council and staff see Maywood holistically
- Managing the needs of the city
- Staff understands Maywood from a “backstage perspective”
- Council is united behind a strong vision
- Keeping the community interest first
- Maintaining transparency

##### What can the council improve?

- Finding more resources to provide to the community

- Council delegation to achieve all priorities
- New council keeping an eye on council norms and protocols
- More concerted strategic planning efforts

### **Overview of Exceptional Councils**

The ILG team shared six proven attributes of exceptional Councils that were identified through polling and facilitated discussion with local government staff and officials statewide. Those attributes include:

- Develop a sense of team
- Have clear roles and responsibilities
- Honor the relationship with staff and each other
- Conduct effective meetings
- Hold themselves and the board accountable
- Practice continuous learning and development

(See PowerPoint for more details.)

### **Roles and Responsibilities of Council Members**

The Council next discussed roles and responsibilities – of individual councilmembers, the Council as a whole and the staff – and how to be an effective governance team. ILG clarified the distinct roles and the Council asked questions about how best to interact with staff and each other.

### **Governance Principles, Policies & Tools**

The ILG team provided an overview of a number of governance tools the Council may consider including: priority/goal setting, governance handbooks, self-evaluations, study sessions, continuing education and celebrating success.

### **Closing Remarks/Wrap Up**

ILG thanked the Council for their participation in the workshop and shared that they will be providing a summary of the workshop and the slide deck to the city.

### **Public Comment**

Mayor Garcia called for public comment and adjourned the meeting.

### **Additional Info**

ILG tracked all the ideas that were generated during the discussion. Some items fit within the prescribed strategic plan priorities while others were relevant to other topics. Below is the list of “Parking Lot” ideas for staff and Council to explore and discuss.

#### **Additional Notes: Other Ideas to Explore and/or Discuss**

- Determine timeline for reviewing council protocols and governance tools
- Revisit strategic planning documents at a cadence appropriate for council
- New councilmembers may work with city staff differently, and should feel empowered to reach out to City Manager with questions

## Day 2: Monday, March 6, 2023

### Call to Order & Public Comment

Mayor Garcia called the meeting to order and provided an overview of the logistics of the meeting and called for public comment.

### Welcome and Introductions

The Institute for Local Government (ILG) team – Melissa Kuehne, Senior Program Manager, and Taylor Buck, Program Manager - welcomed the Council and staff, reviewed the agenda for the workshop, provided an overview of ILG and facilitated introductions. The Council and staff were asked what was on their personal bucket list.

### Recap Survey Results

The ILG team shared a recap of the survey results. (See below report for the full results.)

### Setting the Stage for Strategic Planning

The ILG team provided a high-level overview of the strategic planning process and its purpose, specifically how it will add value to Maywood's budget cycle.

The Council then participated in a group discussion answering the question "What city would Maywood like to emulate?". The Council noted:

- City of Bell, neighboring city with bigger budget
- City of South Gate
- Council would appreciate the bigger parks and recreation budgets from other cities
- Maywood is on setting the bar for other cities and has come a long way in the last 5-6 years
- Would like to explore the innovative water collection systems of bigger cities

### Visioning Discussion and Exercise

Since Maywood does not have a vision statement, ILG provided an overview of vision statements and provided some samples. The Council then participated in an interactive exercise highlighting key phrases that define their vision for Maywood in 50 years. The takeaways from that exercise are embedded below.





### **Preview of the Goal Setting Process**

The ILG team provided a preview of the next workshop's goal setting process. This overview included a more in-depth review of the survey results and how they would be incorporated into the strategic planning discussion.

### **Closing Remarks/Wrap Up**

ILG thanked the Council for their participation in the workshop and shared that they will be presenting sample vision statements next week.

### **Public Comment**

Mayor Garcia called for public comment and adjourned the meeting.

## Day 3: Monday, March 13, 2023

### Call to Order & Public Comment

Mayor Garcia called the meeting to order and provided an overview of the logistics of the meeting and called for public comment.

### Welcome and Introductions

The Institute for Local Government (ILG) team – Melissa Kuehne, Senior Program Manager and Taylor Buck, Program Manager - welcomed the Council and staff, reviewed the agenda for the workshop, provided an overview of ILG and facilitated introductions. The Council and staff were asked what a skill was they wished they could learn instantaneously.

### Revisiting the Visioning Exercise

ILG presented two vision statement options for the Council's consideration and led a discussion asking for feedback. Notes from that discussion are embedded below.

### Vision Statement Options

**Option 1:** *Maywood will be a safe, inclusive, and healthy community that puts its residents first, advancing sustainability and economic prosperity so all residents, businesses, and community organizations can thrive.*

**Option 2:** *We envision a Maywood that remains resilient, promotes inclusivity and safety for all residents, and consistently builds its partnerships and local economy so the city is a guiding example of a thriving community in the region.*

### Discussion Notes:

- Option 2 resonated with majority of Council
- Liked the emphasis on building partnerships and the importance of collaborating with community leaders, importance of a regional lens
- Liked that it noted Maywood as a guiding example, leans into Maywood's strength in the community
- Incorporate "*healthy community that puts its residents/community first*" into option 2
- Inclusivity is key, building a welcoming community for all
- Vision statement sets the tone for staff and city culture
- Emphasizing business community and economic development

### **Revised Vision Statement (For Council and Staff's Consideration):**

*We envision a Maywood that remains a resilient, healthy city that puts its residents first, promotes inclusivity and safety for all, and consistently builds its partnerships and local economy so the city is a guiding example of a thriving community in the region.*

### Strategic Priorities & Goal Setting Discussion

The ILG team then transitioned the conversation to focus on the survey results that helped set policy and operational priorities for the Council. Priorities that received the greatest number of votes via the survey were presented and the full survey results were distributed and are included below. The Council participated in a conversation about the priorities, prompts and notes included below:

**Will addressing these concerns/priorities help Maywood make progress toward the identified “vision”?**

- Addressing those priorities will help make progress toward a healthier, inclusive community

**What’s missing from the survey results?**

- Community engagement and putting residents first
- Sustainability, environmental issues, and climate action

**Where is there alignment?**

- Staff and council survey priorities are largely aligned
- Focus on financial stability
- Affordable housing
- Staff capacity

**Are there related priorities that can be combined?**

- Financial management / economic development
- Housing development and affordability
- Staff capacity/recruitment and retention
- Community engagement and communication
- City facilities/physical space
- Public safety
- Sustainability/climate action

After this discussion, the ILG team then helped the Council narrow this list of priorities into 5 focus areas. The Council and staff were reminded that these priorities are not determinative of all priorities for the following year but can help direct staff on where to focus their limited time and resources. The five priority areas identified were:

- ***Financial management and economic development***
- ***Housing development and affordability***
- ***Staff capacity and recruitment and retention***
- ***Community engagement and communication***
- ***Public safety***

**Defining Strategic Priorities & Goals**

Council and staff were then asked to break out into small groups to set specific goal language for each of the strategic priorities. Notes from those discussions are organized by priority below:

**Strategic Priority #1: Financial Management & Economic Development**

***Draft Goal Statement: Maintain Maywood’s effective financial management strategy and proactively attract businesses to the city by building relationships with diverse business owners and the region’s economic leaders.***

- Notes/tactics:
  - Financial management:
    - Consider strategies and policies to diversify revenue and maintain reserves

- Consider including community feedback in financial management (via surveys, social media engagement)
- Educate residents about the city's finances,
- Economic development:
  - Develop strategies to attract small businesses
  - Build/strengthen relationships with neighboring cities and chambers of commerce
  - Assess and apply for grants for Maywood businesses (supporting low-income, diverse business owners)
  - Consider integrating public safety as part of an economic development strategy

### **Strategic Priority #2: Housing Development & Affordability**

***Draft Goal Statement: Engage with community members, property owners, and developers to find opportunities to expand housing in Maywood to address homelessness and improve housing affordability.***

- Notes/tactics:
  - ADU and mixed-use development (already zoned) in commercial area
  - Look into state funding and grants for construction projects
  - Seek partnerships to address homelessness/work with community partners
  - Engage developers and property owners, gauge developer interest
  - Work on affordability for renters and consider efforts to achieve rent stability
  - Support first time homebuyers/provide financial support as feasible
  - Enhance existing properties, bringing them up to code
  - Hold workshops and provide education on housing development/homeownership, supporting first time homebuyers' education (loan, purchase, maintaining property, etc.)

### **Strategic Priority #3: Staff Capacity & Recruitment & Retention**

***Draft Goal Statement: Implement professional development and recruitment practices that make Maywood a leading employer in the region, with a focus on building staff capacity and enhancing employee engagement.***

- Notes/tactics:
  - Training, conferences attendance – helping build capacity, efficiency, and skills
  - Consider benefits that may attract and retain staff (outside of just compensation) including: remote work, mentorship programs, job shadowing, monthly snacks/employee enrichment, cross-training across departments
  - Review and streamline the onboarding process
  - Looking for talent, recognizing talent, hiring the best person for the job, retaining those employees

### **Strategic Priority #4: Community Engagement & Communication**

***Draft goal statement: Engage with the Maywood community proactively using a variety of in person and digital outreach tools to ensure community voice is at the center of city's operations.***

- Notes/tactics:
  - Understanding that community engagement includes all residents and stakeholders, actively involved in decision recommendations and events
  - Utilize surveys, promoting them during events and leveraging partners
  - Informing all stakeholders about city news and events (newsletter, social media, city communications)
  - Include vision language on the website
  - Stakeholders include schools, residents, businesses, CBOs, faith-based organizations
  - Focus on current communications channels, leveraging all channels from council and staff

### **Strategic Priority #5: Public Safety**

***Draft goal statement: Employ preventative and community-based policing strategies to improve public safety, build relationships, and foster trust with residents.***

- Notes/tactics:
  - Explore additional funding opportunities for law enforcement and for preventative measures
  - Provide more transparency on clearance rates, improvement opportunities (capturing data)
  - Consider additional civic/community engagement from deputies to create rapport and relationships
  - Foot patrols or other community engagement strategies, low-to-no cost options. Officers carry and distribute business cards to improve community interactions
  - “See something say something” approach, focus on prevention and community cooperation
  - Consider training in conflict resolution strategies including mediation training for police and community
  - Explore mental health services support, potentially through partnerships

This discussion provided 5 key strategic priority areas and supporting measurable goals for staff to implement as part of their budget planning process.

### **Closing Remarks/Wrap Up**

The ILG team asked for any final questions and asked the Council for their reflections on the workshops.

### **Public Comment**

Mayor Garcia called for public comment and adjourned the meeting.

## Recommendations to Consider

The Maywood City Council has a very strong foundation of respect, collaboration and engagement. There are a significant number of shared values among the Council that also aligns with the City mission and staff goals. Throughout the three days of workshops, we identified a few tangible activities Maywood could consider to further strengthen that foundation and maintain the Council's high productivity levels.

- **Create a Strategic Planning Document and Assessment Mechanism.** The City may consider creating a dedicated strategic planning document for Council priorities based on the strategic priorities identified during the workshops. City staff may also consider developing a reporting mechanism for evaluating strategic priority progress and how projects align.
- **Consider Adopting the Code of Conduct/Council Protocols.** With new councilmembers, consider reviewing any current protocols and procedures to ensure that important processes are clarified and documented for current and future councils. The Council may also consider setting a timeline for consistent review of the protocols. (See below reference to ILG curated resources related to this topic and examples of other jurisdiction Codes of Conduct and Policies & Procedures documents.)

## Maywood City Council Survey Results Summary

### 1. What are the three things Maywood has done very well in the last year (internally/operationally)?

#### *Council*

- Budget and finances have improved. Removed debt from our city
- Created a surplus in our budgets
- Obtaining special grants
- Manage and delegate tasks among staff
- Communication
- Work well with each other
- Set/update policies that were missing/needed
- Set the city up for sustained success
- Continue with transparency with the work that's getting done (and not getting done, yet)

#### *Staff*

- Successful in obtaining grants
- Create a Dodger Dreamfield
- Created an HR position and hired a person for that position
- Modernize its financial systems by moving systems online to eliminate cash handling.
- Dealt with its outstanding Debts
- Implemented software programs for efficiency and completed more infrastructure projects than in previous years
- Reduction of California Joint Powers Insurance Authority Debt
- Reduction of CalPERS Unfunded Liability Debt
- Reduction of 2008 Lease Revenue Refunding
- Hired motivated staff
- Clarified procedures
- Obtained time saving software programs (HdL Business License, Public records request, Comcate)

### 2. What are the three things Maywood has done very well in the last year (externally/for the community)?

#### *Council*

- Create and maintain city's website and social media accounts.
- Included the community input via multiple surveys
- Was awarded multiple grants including the Riverfront park renovation grant
- More programing for youth/adults through grants and partnership with YMCA
- Installed LED lights
- Bringing the Dodger Dreamfield through the Dodgers Foundation.
- Bring a variety of informational and beneficial workshops.
- Grants for small business owners.
- Community events & giveaways like; Health fair, Food giveaways, CHP child car seat inspections & replacement, YMCA memberships for disadvantaged youth of the community
- Upgraded our community newsletter
- New and improved website
- Live Streaming of all council meetings

*Staff*

- Provide additional recreational programs for children of all ages in the community.
- Continue to provide the college program in collaboration with CSUF.
- Continue to promote and act in a transparent manner.
- Increased recreation opportunities for the community
- Partnered with other groups to increase participation in a number of community surveys
- Provided more opportunities for the community to interact with city hall through online tools
- Enhanced the enforcement of building codes
- Utilized the Los Angeles County Sheriff's Department routinely report at City Council meetings on the status of personal and/or property incidents, responding to citizen questions or comments, and soliciting feedback from the community on making the community safer.
- Improved city's financial health
- Outdoor fitness center
- TDA project (Flashing Stop Signs, ADA curbs...)

**3. What are Maywood's greatest strengths? List as many as you wish.**

*Council*

- Communication
- Trust
- Collaboration
- Small city, but with big heart
- Work ethic
- Our residents, people in our community really care about Maywood. Maywood also has good staff working at city hall.
- Common interests.
- Community resources
- Amazing Staff
- City Council who has the community's best interests in mind.
- Our partnerships

*Staff*

- The dedication of the City Council to ensuring the betterment of its residents in all aspects. It ranges from bringing services and resources from outside of the city to residents, providing recreational services.
- Its professional City Manager who has been able to mend and strengthen regional relationships which is very important (i.e. CJPIA, LA County Public Works).
- Although it is a small City, the City isn't afraid to think BIG and Bold.
- City Council that is professional and collegial with each other
- Professional staff
- Size of the city
- Diversified sales-tax
- Elected Officials, Appointed Officials, Employees, Citizens, Vendors, and Contractors really care about the community and support it.
- Resilience. The City persevered through challenging fiscal and operational challenges. Faced with skyrocketing insurance costs, rather than declare bankruptcy, the city outsourced its operations -- including our police force. Despite this, the City reconfigured itself to continue to provide services to citizens.
- Resiliency of staff and residents

- Generosity of staff, business community, elected leaders, and residents

**4. What are the three things you know Maywood needs to improve on (internally/operationally)?**

*Council*

- Hire more staff
- City hall facilities
- Cyber security
- Sewers and storm drains
- Parks maintenance
- Update outdated equipment
- Compensate those who need to be
- Replace whoever needs to be replaced

*Staff*

- Records management
- Grants management
- Employee training
- Considering using the Coronavirus State and Local Fiscal Recovery Fund created in the ARPA moneys to digitize the City's municipal records. This would establish a records retention schedule, free up space, and provide disaster recovery of vital records.
- Consider establishing a Strategic Planning Architecture whereby: goals would be established by the City Council, objectives that supported a goal would be proposed by the City Manager. Each City Council Agenda would identify what goal and objective it supported. Internally and operationally the City Council, City Manager, City Departments and Citizens would improve knowing the status of the efforts underway from each Agenda Item. When the objective was complete, the City would have a way to assess its accomplishments.
- Establish an architecture for developing policies (approved by the City Council) that are supported by procedures (approved by the City Manager).
- Because the City is a small and has limited budget resources, its employees are not as experienced but they make up for it in heart as well as work hard. I'm not sure this is something can be improved but it requires employees to be trained and mentored so it is more of something that council should be aware
- Staff retention
- Expanding Staff
- Improve Equipment

**5. What are the three things you know Maywood needs to improve on (externally/for the community)?**

*Council*

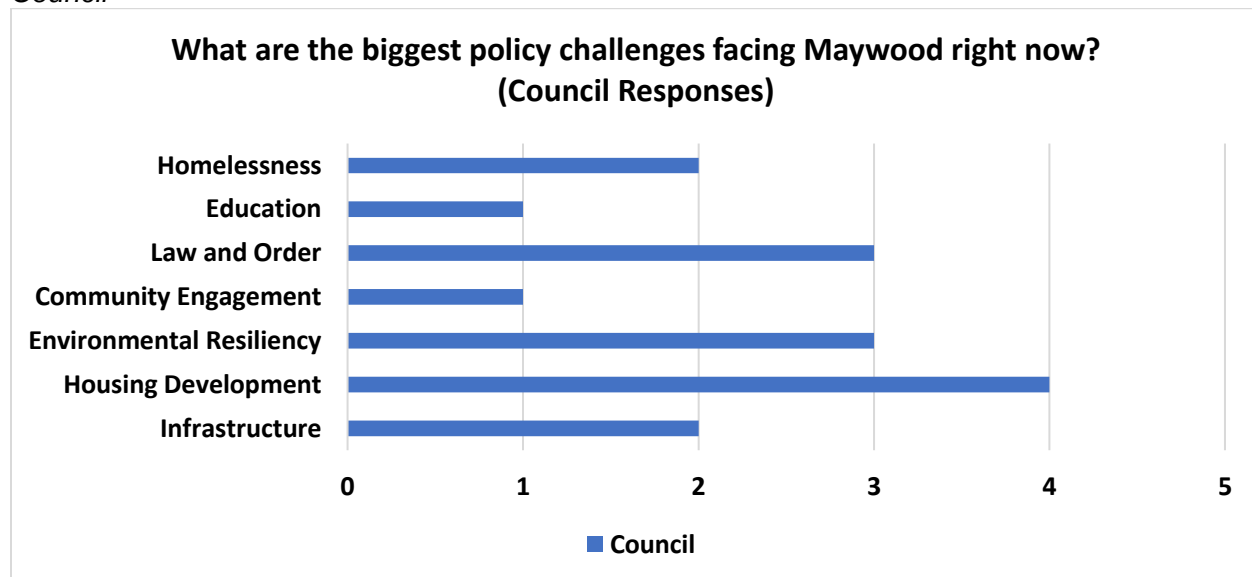
- Community engagement
- Public safety and police services
- Creating coalitions with non-profits, faith institutions
- More grants for our community
- Health resources
- Outreach
- Homelessness
- Infrastructure

*Staff*

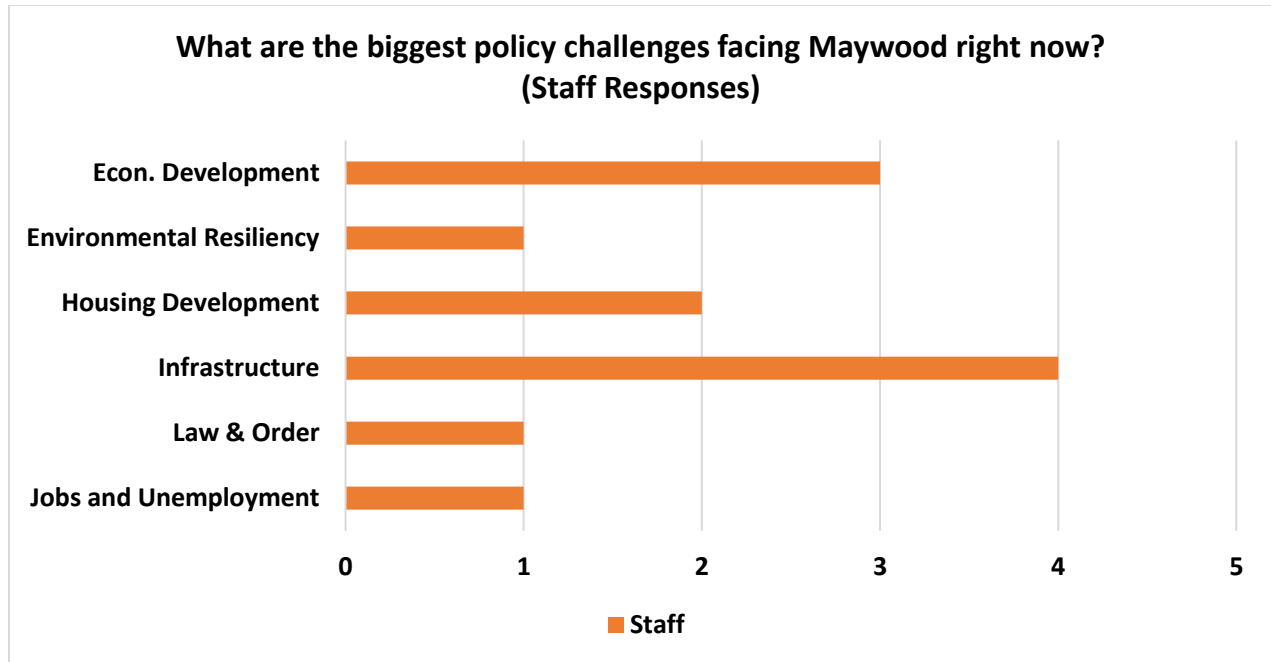
- Communicate infrastructure construction schedules and updates
- Public safety
- Opportunities for the youth
- Take a bigger bite of the Maywood Workforce Development efforts by: targeting residents toward emerging occupations, reemployment and transitional-training services (from current jobs to future in-demand jobs) especially for those residents who are working in industries that are disappearing. Realigning current training and education efforts closer to the future workforce requirements of employers in key industrial sectors of Los Angeles region that the Los Angeles County Economic Development Corporation (LAEDC) calls "industry cluster development". Deepening the involvement of evolving Los Angeles region industries (biotech, aerospace, ocean robotics, electric vehicle maintenance, solar power, international trade, digital media) with occupational development, internships and training opportunities for residents.
- Begin reporting activities to the community by using Geographic Information System (GIS) mapping of public safety trends (that are housed on Los Angeles County Agency servers) to "map out" City of Maywood:
- Fire and emergency services (fire and emergency responses, paramedic responses)
- Animal control services efforts (animal rescues conducted, pet licenses issued, abuse investigations undertaken)
- Crime (Part 1 and Part 2 crimes [as defined by the Federal Bureau of Investigation], crime investigation clearance rates, number of traffic incidents.
- Engagement
- Adherence to codes and polices
- Communication

## 6. What are the biggest policy challenges facing Maywood right now?

### *Council*

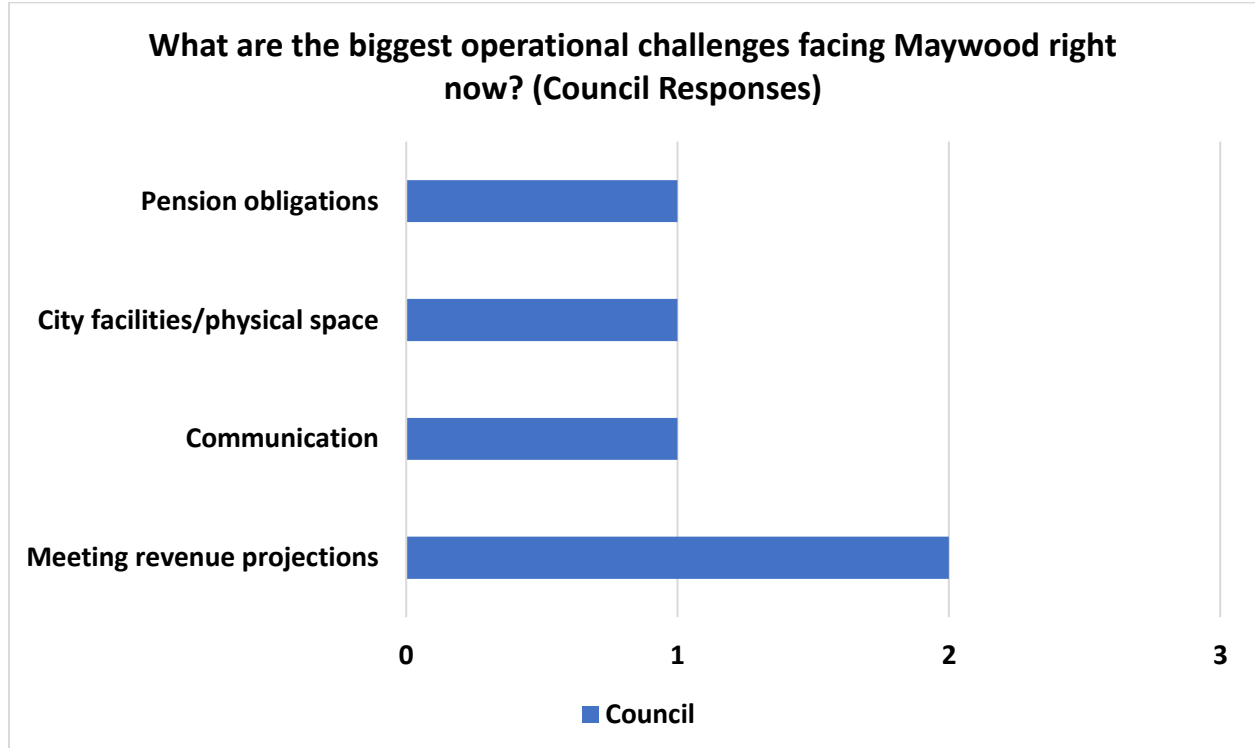


### *Staff*

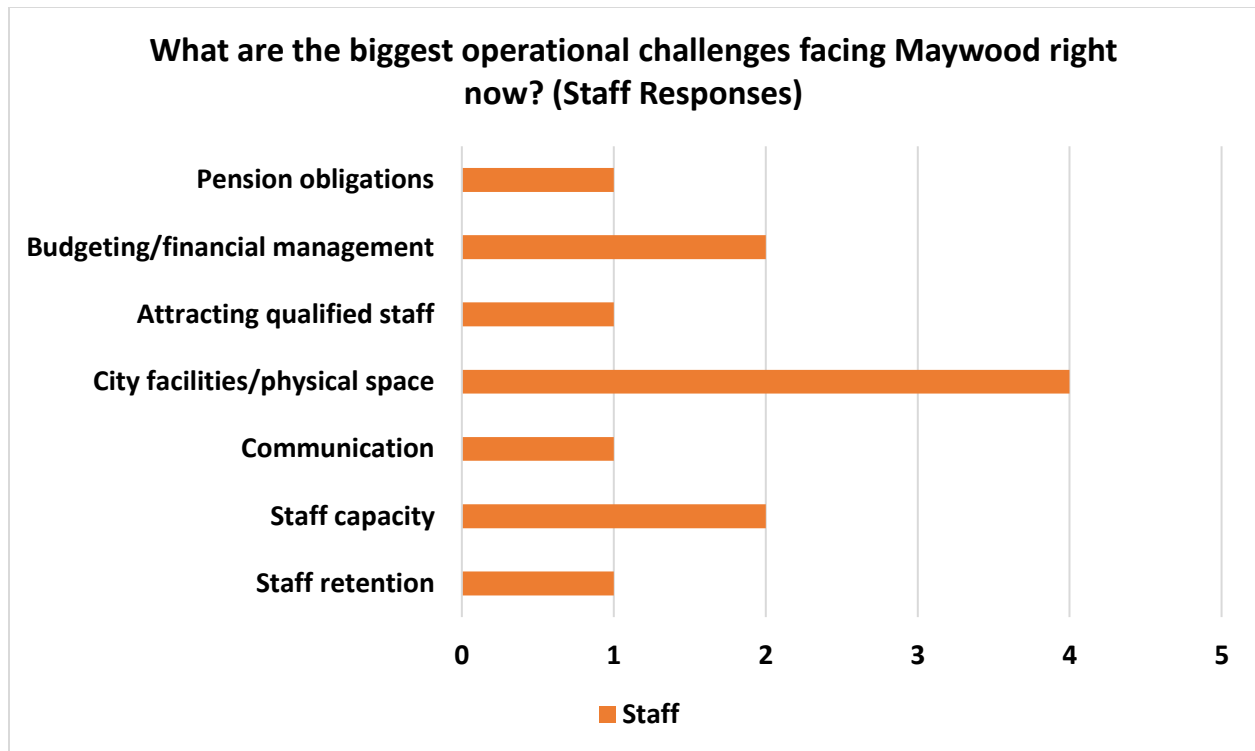


**7. What are the biggest operational challenges facing Maywood right now?**

*Council*

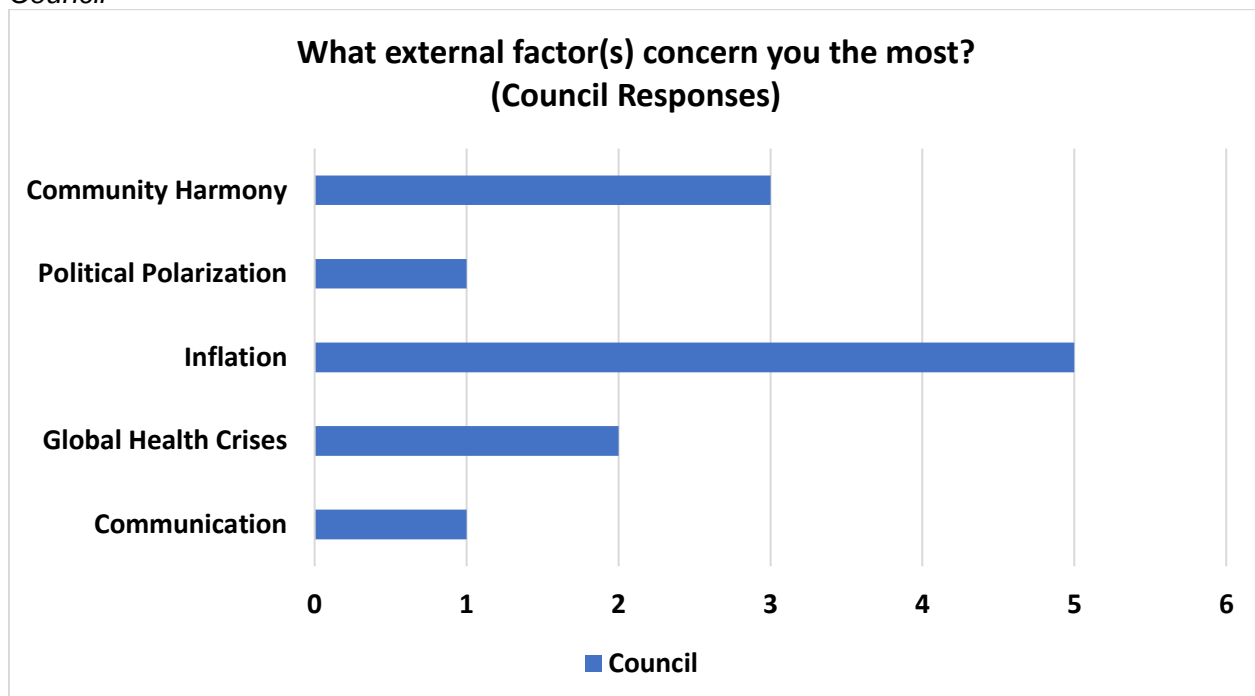


*Staff*

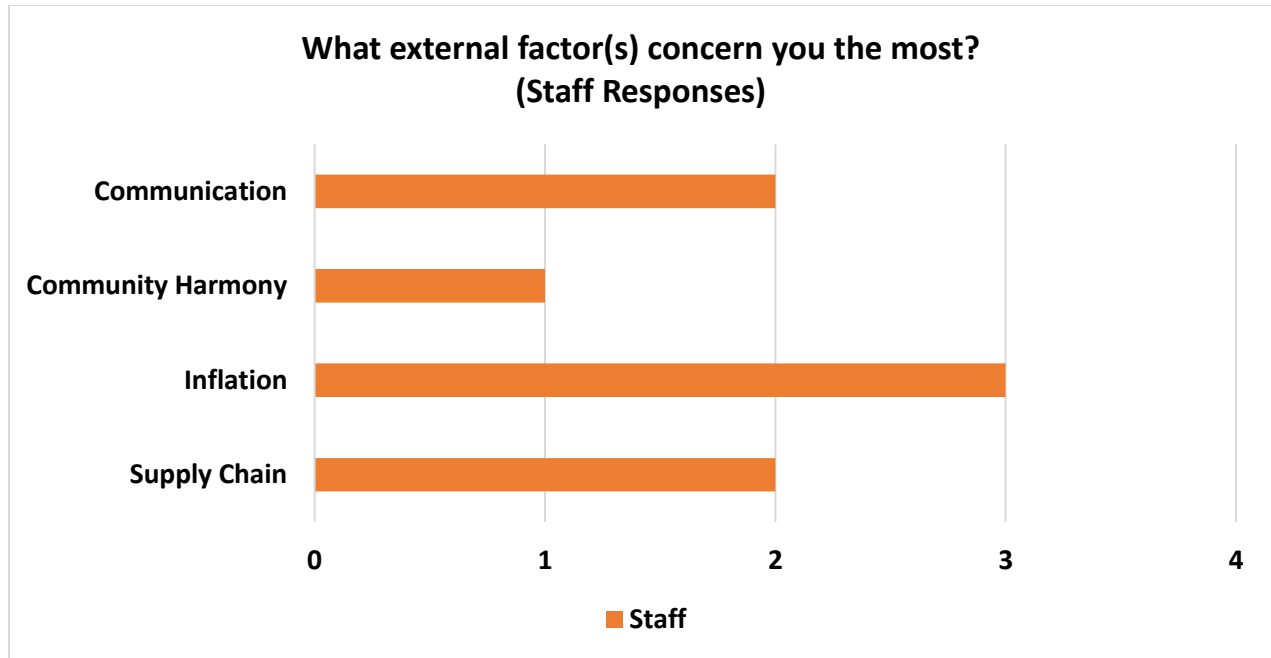


**8. What external factors concern you most?**

*Council*



*Staff*



#### 9. Anything else to share?

- Maywood has come a long way and as long as the Council stays on this course, it will continue to do great things.

## Resources List

### League of California Cities

- [Education, Conferences & Events](#)
- [Misc. Written Resources](#)
- [Western City Magazine](#)

### Institute for Local Government

- [Leadership Resources for Elected Officials](#)
- [Ethics & Transparency Resources](#)
- [Public Engagement Resources](#)
- [Sample Codes of Conduct, Civility & Governance Handbooks](#)
- [On-Demand Webinars & Training for Local Governments](#)

### International City/County Management Association (ICMA)

- [Leadership Resources](#) (including Practices for Effective Local Government Leadership, Leadership Before, During and After a Crisis, Leadership in Government, etc.)

## About ILG's Other Services

The Institute for Local Government (ILG) is a nonprofit organization that has served and supported California's local government leaders for over 65 years. We are committed to empowering and educating public servants by delivering real-world expertise that helps them navigate complex issues, increase their capacity, and build trust in their communities. Together, we work hand-in-hand with local agency staff and elected officials to build a strong foundation of good government at the local level, centered on trust, accountability, responsiveness, and transparency.

In addition to our Leadership & Governance work, we have three additional pillars of work including Public Engagement, Sustainability & Resilient Communities, and Workforce Development & Civics Education.

For Public Engagement, ILG can help build the capacity of your agency to advance equity and public engagement through peer learning and collaboration, training, coaching, technical assistance, and facilitation. ILG's public engagement services include:

- TIERS Workshops (Virtual & In-Person for Individuals and Teams)
- Customized Public Engagement Training
- Strategic Planning & Consultation
- Meeting & Committee Facilitation
- Convenings & Stakeholder Engagement

Work done through ILG's Sustainable & Resilient Communities pillar provides local leaders with capacity building services, technical support, partnership development, and educational resources to make informed policies, plans, and decisions around climate planning, land use, housing, infrastructure, and engagement that results in more equitable, sustainable, and resilient communities. If your agency decides to join our free Beacon Program, ILG offers year-round resources and technical support to assist Beacon participants in their journey, including:

- Technical assistance with collecting, reporting, and tracking best practices, energy savings, and greenhouse gas emission reductions
- Opportunities for award recognition
- Access to peer-to-peer networking and educational events, including webinars, conference sessions, and informal information exchanges
- Invitations to showcase climate leadership and agency achievements to a statewide audience

Finally, ILG's Workforce Development & Civics Education pillar demystifies what local government is, why it matters, and how to effectively serve or lead in cities, counties, and special districts. In addition to educating students and the general public on the purpose of local government and how to get involved through civic engagement and robust youth workforce programs, ILG also assists agencies with filling the workforce pipeline with diverse and qualified applicants.

ILG can support your local agency's workforce and civic education goals through a wide range of virtual and in-person services. ILG maintains an online suite of materials and resources and offers in-person trainings and project-support to grow your workforce development program through apprenticeships, youth engagement, partnership development, and next generation outreach.

For more information, visit [www.ca-ilg.org](http://www.ca-ilg.org) or email Erica Manuel at [emanuel@ca-ilg.org](mailto:emanuel@ca-ilg.org).