

**SPECIAL MEETING MINUTES OF THE EL SEGUNDO CITY COUNCIL
STRATEGIC PLANNING WORKSHOP
EL SEGUNDO CITY COUNCIL
TUESDAY, MAY 16, 2023 – 1:00 PM**

CALL TO ORDER - by Mayor Boyles at 1:05 PM

ROLL CALL

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

PLEDGE OF ALLIGIANCE – Barbara Voss, Deputy City Manager

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

Tracey Miller-Zarneke, resident and Environmental Committee Chairperson, asked Council to become Environmentally proactive and suggested the hiring of an Environmental Director.

SPECIAL ORDERS OF BUSINESS:

The Strategic Planning Workshop was facilitated by Henry Garcia and Rhonda D. Strout-Garcia of HR Dynamics & Performance Management, Inc., Principal Consultants/Owner.

1. Strategic Planning Workshop to discuss the City's Current Strategic Goals and Top Priorities for Fiscal Year (FY) 2022-2023 through FY 2026-2026.

The Strategic Planning Workshop includes the following:

- A. Welcome from Mayor Boyles
- B. Comments from City Manager, Darrell George
- C. Introductions – Review Agenda – Expectations – Henry Garcia,
 - What will be achieved during the meeting and from the strategic planning process.
 - ✓ Council stated what their goals were for the workshop.
- D. Facilitator Presentation of Staff and Council Interview Results

- E. Three “C’s” Discussion: Close Out, Carry Forward, and Create New Strategies under the Existing Five Goals.
- This process is for reviewing the Work Plan and proposed new goals and strategies to determine which have been completed, which will continue to be worked on and potentially what could be added to the list.
 - ✓ Both Council and staff actively participated in the review of the current plan and proposed new goals for the upcoming plan.

Recess at 2:57 PM

Reconvened at 3:08 PM

- F. “Top Ten” – Prioritizing of Strategies under the Existing Five Goals
- This process is for discussing and determining; in turn, Council will prioritize of the City’s goals and strategies for the next fiscal year.
 - ✓ Council participated in “dot” voting to set the goals and strategies for the upcoming plan.
- G. Wrap Up & Next Steps

Recommendation:

Receive, discuss, and provide direction regarding current Strategic Plan for FY 2022-2023 through FY 2025-2026.

Facilitator notes and draft strategic plan is attached.

Adjourned at 4:24 PM


Tracy Weaver, City Clerk

EXECUTIVE SUMMARY

The City of El Segundo operates under a City Council/City Manager form of government. The City Council consists of five (5) Council Members. The members of the City Council set policy and enact laws of the City. The City Manager is appointed by the members of the El Segundo City Council.

The purpose of the Strategic Planning Workshop conducted on May 16th, 2023, was to assist the City of El Segundo's Mayor, City Council and City Manager by facilitating a process in which to update the City's existing multi-year Strategic Plan. One of the primary responsibilities of the City Manager is to implement the plan set forth by the City Council, utilizing the City Departments and Executive Team. In this regard, it is imperative that staff receive regular feedback from the City Council relative to changing and/or new priorities, and that the City Council receive updates from the staff relative to progress made on the existing priorities. The previous update to the Strategic Plan was conducted on April 12th, 2022 which resulted in ten (10) priority items (strategies) selected from the City's established five (5) broad goals.

In preparation for the workshop, the facilitator conducted individual interviews with the Mayor, City Council, and Executive Team utilizing pre-planned questions as part of an environmental scan exercise. The results were summarized and presented during the workshop in which to highlight areas of consensus between the Mayor, City Council, and Executive Team, as well as to affirm a high degree of alignment with the current Strategic Plan goals and strategies.

The workshop took place on Tuesday, May 16th from 1:00 p.m. until approximately 4:30 p.m. During the workshop, the City Council engaged in a participatory process along with staff and input from the community, in which they accomplished the following:

1. Established expectations for the workshop and intended outcomes.
2. Reaffirmed the established five (5) major goals.
3. Received staff updates on each of the existing fifty-one (51) strategies.
4. Participated in the three "C's" exercise:
 - a. Closed out completed strategies
 - b. Carried forward strategies still in progress
 - c. Created new strategies
5. Participated in a voting (dot) exercise in which ten (10) new priorities were established for the 2023/24 fiscal year.
6. Referred the development of the detailed action plans and schedule to the City Manager and Executive Team.

As a result of the above process, the City of El Segundo's 2023/24 Strategic Plan Update includes a total of five (5) goals, and thirty-six (36) strategies of which ten (10) were identified as top priorities for the upcoming fiscal year. It is noted that through the process, the Mayor and City

Council closed out a total of nineteen (19) strategies as a result of staff updates and satisfactory completion of the tasks.

At the conclusion of the workshop, the Mayor and City Council had effectively established clear direction and focus for the Executive Team related to top priorities for Fiscal Year 2023-24. The Mayor and City Council clearly communicated its desire and intent to blend this exercise along with a review of currently available financial resources, or potential new resources related to funding additional programs and services; and the necessary actions/steps to achieve the priorities along with timelines and individuals responsible. It was further intended that this plan remain a fluid and evolving document to be re-visited at regular intervals for progress and re-shifting of priorities, as needed.

Attached to this summary are the detailed action plans prepared by staff, to be presented back to the City Council by the City Manager as a further step in the process to ensure that plans and timelines meet with the intended expectations. It should be noted that some of the goals identified may translate into resource needs that may be incorporated into future budgets.

It is recommended that the City of El Segundo continue with its “best practice” in conducting regular annual workshops to review progress, and to identify new or shifting priorities.

We would like to thank the Mayor, City Council and City Manager Darrell George, for the opportunity to assist the City of El Segundo in this important endeavor, and for the outstanding teamwork that provided for a positive and productive day. We look forward to the opportunity to partner with the City of El Segundo in the future.

Respectfully,

Henry Garcia

*Henry T. Garcia,
Principal Consultant*

The logo consists of the letters 'HR' in a large, bold, serif font. The 'H' and 'R' are connected at the top. Below the letters is a horizontal line.

DYNAMICS & PERFORMANCE MANAGEMENT, INC.

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EXPECTATIONS

The Mayor, City Council, and Executive Team expressed the following expectations related to the goal setting workshop, and their desired outcomes for the day:

- To establish alignment.
- To provide clarity and focus.
- To achieve prioritization.
- To establish clear objectives.
- To achieve buy-in.
- To engage in participation.

FIVE (5) MAJOR MULTI-YEAR GOALS

The City of El Segundo has established five (5) major multi-year Goals, which were affirmed at the Strategic Plan Update workshop. These goals serve as the key pillars in which to categorize specific strategies and action plans:

GOALS	
Goal #1	Enhance Customer Service, Diversity, Equity, Inclusion and Communication
Goal #2	Support Community Safety and Preparedness
Goal #3	Promote a Quality Workforce Through Teamwork and Organizational Efficiencies
Goal #4	Develop and Maintain Quality Infrastructure and Technology
Goal #5	Champion Economic Development and Fiscal Sustainability

TOP TEN (10) CITY COUNCIL PRIORITIES

The City Council determined its top priorities during the strategic planning session held on May 16th, 2023. The priorities are intended to convey the Council’s collective top areas of focus for Fiscal Year 2023-24. The Goal and Strategy references in the left-hand column correspond to those listed in subsequent pages.

2023/24 “TOP 10” PRIORITIES	
Goal #1 Strategy A	Enhance our proactive community engagement program to educate and inform the public about City services, programs, and issues.
Goal #2 Strategy A	Address quality of life issues pertaining to homelessness, graffiti, noise, crime, air quality and other concerns.
Goal #2 Strategy B	Determine the best and most cost-effective response model for the Fire Department; and complete and implement the Fire Department’s accreditation process.
Goal #3 Strategy A	Review and update 1-2 key performance indicators (KPIs) per department to ensure they can be tracked with data and the results used to make improvement decisions; use the data to provide departmental recognition as appropriate.
Goal #3 Strategy B	Expedite the on-boarding process for new employees, and expand outreach to include a broader scope of candidates in the recruitment process.
Goal #4 Strategy A	Renovate the indoor swimming facility, the Plunge; construction 1 st quarter of 2024; discuss funding.
Goal #5 Strategy A	Utilize the City’s long-term financial plan to make financial decisions; identify opportunities for new revenues, enhancement of exiting revenues, and exploration of potential funding options to support unfunded capital improvements and deferred maintenance to address the aging infrastructure throughout the City.
Goal #5 Strategy B	Implement the goals and objectives of the Economic Development Program aimed at industry diversification, business attraction, retention, expansion, and promoting the City as a tourist destination.
Goal #5 Strategy C	Preserve the small town charm and single family neighborhood.
Goal #5 Strategy D	Engage in a fiscal feasibility study about regional housing east of Pacific Coast Highway to include specific scenarios (staff to come back to Council with a plan;/proposal for the Study). Include Economic Development input.