

**JOINT MEETING OF THE EL SEGUNDO CITY COUNCIL  
AND ECONOMIC DEVELOPMENT ADVISORY COUNCIL  
March 21<sup>st</sup>, 2018 Meeting Minutes**

**CALL TO ORDER**

Chair Al Keahi called to order the Joint Meeting of the City of El Segundo City Council and Economic Development Advisory Council at 4:34PM on Wednesday March 21<sup>st</sup>, 2018 at Cross Campus: South Bay, 840 Apollo St., Suite100, El Segundo, CA 90245.

**ROLL CALL**

The following El Segundo City Council members were present:

- Mayor Suzanne Fuentes
- Mike Dugan
- Carol Pirsztuk
- Dr. Don Brann

The following El Segundo City Council members were not present:

- Mayor Pro Tem Drew Boyles

The following El Segundo City Staff were present:

- Greg Carpenter, City Manger
- Barbara Voss, Economic Development Manager
- Tracy Weaver, City Clerk
- David King, Assistant City Attorney

The following Economic Development Advisory Council members were present:

- |                    |                     |
|--------------------|---------------------|
| • Al Keahi (Chair) | • Shar Franklin     |
| • Alex Abad        | • Bob Gray          |
| • Spencer Bauer    | • Gary Horwitz      |
| • Lily Craig       | • Richard Lundquist |
| • Rob Croxall      | • Michael Mothner   |
| • Van Espahbodi    | • Lance Ralls       |

The following Economic Development Advisory Council members were absent:

- Sandy Jacobs (Vice Chair)
- Bob Healey

**APPROVAL OF MINUTES**

Alex Abad motioned to approve the minutes of the February 21<sup>st</sup>, 2018 meeting. R. Lundquist seconded, unanimous approval.

## Updates

- A. Keahi thanked R. Olshanski for hosting the EDAC meeting at Cross Campus.
- A. Keahi thanked the Mayor and City Council for their support towards EDAC.
- B. Voss announced the Smoky Hollow Specific Plan open house gathering will be held on Thursday, April 19<sup>th</sup> at Big Door Studios from 6PM-8PM.
- G. Carpenter commented on EDAC's limited involvement in land use matters.
- D. King detailed the state law pertaining to land use matters.
  - Suggested EDAC to hold off on the land use section of the work plan, until further notice.
- R. Lundquist suggested a planning commission to study the city's land use matters.
- B. Voss provided an update on both the [elsegundobusiness.com](http://elsegundobusiness.com) and Hospitality & Tourism website:
  - Vision Technology responsible for building both websites.
  - The Phelps Agency responsible for developing a communications plan for the Hospitality & Tourism website.
  - H & T website logo in progress.
- B. Voss requested pictures from EDAC that promote the city.
- G. Carpenter stated the city was invited to the 2018 Select LA Investment Summit to share why El Segundo is a great place to invest.
- B. Voss advised EDAC that committee members are not allowed to be on the same Google doc all at once:
  - Separate Google doc for each of the four sub-committees.
- B. Voss announced space available for sublease at TechStyle by Madison Partners.
- A. Keahi expressed gratitude towards L. Craig and Chevron for their support and grants to the city.
- S. Fuentes thanked B. Voss for assisting in the organization of the State of the City event.
- A. Keahi expressed parking concerns on Pacific Coast Highway.

## EDAC Work Plan

- A. Keahi asked each committee to report on activities and progress:
  - Hospitality & Tourism committee shared they are working on developing content for the new website, and will convene a meeting with the chamber hotel group for a progress update.
  - Business Retention & Expansion committee shared they are developing a template email to send to the city's larger employers to request a business retention meeting. B. Voss to finalize template and share with committee.
  - New Business Attraction committee shared target industries to focus on attraction efforts, including bioscience, creative media, and aerospace and professional services.

## Roles and Responsibilities

- All sub-committees asked to give an update on action items at the next EDAC meeting scheduled in April.

**ADJOURNMENT**

The meeting adjourned at 6:01 PM.

PASSED ON THIS 21st DAY of March, 2018.

# Exhibit A

| HOSPITALITY & TOURISM (HT)   |   |   |  | RANK  |   | ROLES & RESPONSIBILITIES                                  |   |  |  |
|--|---|---|--|---|---|---|---|--|--|
| Goals  | Objectives  | Actions   | P-R  | Econ. Dev. Staff  | EDAC  | Council   | Other   | Ex. Qualified Owners                               |  |
| 1. Grow hotel occupancy  | a. Improve non-peak hotel occupancy and increase Average Daily Rate (ADR)                           | i. Track occupancy and ADR to identify gaps [purchase Star report]  | 1  | Researcher, Liaison, Analyst                                    | Analyst, Advisor, Reporter, Promoter                            | Leader, Decision-maker                                    |   | Hotels, Restaurants, Venues                        |  |
|  |   | ii. Coordinate with hotels to leverage community events, venues and amenities to attract non-peak visitors [Coordinate with Chamber Hotel Committee]  | T-2  | Coordinator, Organizer  | Convener, Collaborator  | Promoter, Ambassador                                      |   | Hotels, Restaurants, Venues                        |  |
|  |   | b. Establish city as a tourist destination  | i. Evaluate and recommend joint-marketing opportunities between city, hotels, restaurants and events                   | T-2   | Researcher, Coordinator, Organizer                              | Collaborator, Analyst, Advisor                            | Decision-maker, Policy-maker, Ambassador, Promoter      | Marketing Firm Researcher, Advisor, Implementer    | Hotels, Restaurants, Venues                      |
|  |   |   | i. Letter from city to local companies and HQs asking they and their guests stay local/describe amenities and benefits | 6   | Coordinator, Implementer  | Collaborator, Ambassador, Advisor                         | Decision-maker, Promoter, Leader, Ambassador            |  | Businesses and local HQs                         |
|  |   | c. Encourage local businesses to stay locally   | i. Letter from city to local companies and HQs asking they and their guests stay local/describe amenities and benefits | T-2   | Researcher, Coordinator, Liaison                                | Connector, Liaison, Collaborator, Volunteer               | Decision-maker, Policy maker, connector                 | Marketing Firm Advisor, Implementer                | Fan clubs, youth teams, hotels, restaurants      |
|  |   |   | ii. Identify and recommend partnerships and joint marketing opportunities  | T-8   | Coordinator, Organizer  | Collaborator, Volunteer, Promoter, Ambassador             | Policy-maker, Connector, Ambassador                     | Other City Depts. Coordinator                      | Fan clubs, hotels, restaurants, venues           |
|  | 2. Leverage pro sports teams and their facilities   | a. Attract out-of-town fans for overnight stays during season   | i. Establish use of pro teams' facilities as unique proposition to attract youth sports tourists                       | 13  | Coordinator   | Connector, Promoter, Volunteer                            | Connector, Promoter                                     |  | Professional sports teams, youth teams           |
|  |   |   | ii. Encourage/attract fan events (tail-gating, pre-game, team rally, etc.)   | T-8   | Coordinator, Organizer  | Collaborator, Volunteer, Promoter, Ambassador             | Policy-maker, Connector, Ambassador                     |  | Fan clubs, hotels, restaurants, venues           |
|  |   |   | iii. Meet with groups staging youth tours  | 12  | Coordinator   | Volunteer, Collaborator                                   | Promoter, Leader  |  | Youth teams, local event venues                  |
|  |   | b. Attract youth sports tournaments   | i. Identify and recommend joint-marketing opportunities  | 10  | Researcher, Liaison   | Analyst, Advisor, Report, Promoter                        | Decision-maker  | Marketing Firm Advisor, Implementer                | Youth teams                                      |
|  |   |   | ii. Get a voice for El Segundo at the table and help promote El Segundo as destination for travelers to events         | 7   | Coordinator, Liaison  | Connector, Volunteer, Promoter, Ambassador                | Leader, Ambassador, Promoter                            |  | Sports commission, hotels, restaurants, venues   |
|  |   |   | iii. Identify local corporate HQs that are sponsors, supporters, contributors to major events                          | T-8   | Researcher  | Connector, Contributor, Collaborator, Promoter, Volunteer | Leader, Ambassador, Promoter, Decision-maker, Connector |  | Corporate HQs and local business, venues, hotels |
| 3. Capitalize on major events (e.g. concerts, Super Bowl, Olympics, final four, Rose Bowl) | a. Get a seat at the table to collaborate on attracting major events                                | i. Develop other locally connected HQ relationships and sponsorship opportunities   | 14   | Coordinator, Organizer  | Connector, Collaborator, Promoter, Volunteer                    | Connector, Ambassador, Leader, Promoter                   |   | Corporate HQs and local business, venues, hotels   |  |
|  |   | ii. Create taskforce including hotels, schools, venues, retail, restaurants, destinations, citizens, business leaders to gather information and: a. Identify and recommend opportunities to partner on marketing b. Share information on potential events and coordinate attraction | 11   | Coordinator, Organizer, Scheduler, Liaison, Researcher, Analyst | Convener, Connector, Collaborator, Organizer, Advisor, Reporter | Promoter, Leader, Connector, Decision-maker               | Marketing Firm Researcher, Advisor, Implementer         | Hotels, schools, venues, retail, restaurants, etc. |  |
|  | a. Capitalize on opportunities to grow tourism and maintain competitive advantage over Century Blvd | i. Identify and prioritize recommended investments in amenity infrastructure  | 5  | Researcher, Coordinator, Liaison                                | Analyst, Advisor, Reporter                                      | Decision-maker, Policy-maker                              | Other City Depts. Analyst, Implementer                  |  |  |
|  |   | ii. Identify and prioritize recommended investments in amenity infrastructure   | 5  | Researcher, Coordinator, Liaison                                | Analyst, Advisor, Reporter                                      | Decision-maker, Policy-maker                              | Other City Depts. Analyst, Implementer                  |  |  |

| BUSINESS RETENTION & EXPANSION (BRE)   |  |  |      | ROLES & RESPONSIBILITIES                                 |  |   |  |                      |
|--|--|--|------|--|--|---|--|----------------------|
| Goals  | Objectives   | Actions  | PAR  | Econ. Dev. Staff   | EDAC                                     | Council   | Other  | Ex. Qualified Owners |
| 1. Net 1% increase in number of existing businesses & identify opportunities for expansion | a. Collect data on business trends<br><br>b. Identify at-risk businesses   | i. Assist in the development of a new bus. license purchase and renewal systems to collect and track data, including:<br>a. Employment<br>b. Expansion plans | T-6  | Researcher, Analyst, Coordinator, Scheduler, Implementer | Analyst, Advisor, Contributor            | Policy-maker, Decision-maker                        | Other City Depts. Coordinator, Organizer, Researcher, Analyst, Implementer |                      |
|  |  | ii. Data on new permits passed from planning to economic development   | T-4  | Researcher, Implementer, Liaison                         | Analyst, Advisor                         |   | Other City Depts. Coordinator, Liaison                                     |                      |
| 2. Review business license   | a. Evaluate need to adjust fee or modify structure   | i. Recommend changes to business license fee, including potential increases, modification to how it is assessed, etc.  | T-4  | Researcher, Coordinator                                  | Analyst, Advisor, Confidant              | Decision-maker, Policy-maker                        | Other City Depts. Coordinator, Analyst                                     |                      |
|  |  | i. Identify, prioritize and recommend investments in infrastructure to support business (this budget cycle)  | 14   | Researcher, Analyst, Coordinator                         | Analyst, Advisor, Confidant, Contributor | Decision-maker                                      | Other City Depts. Coordinator, Analyst                                     |                      |
| 3. Encourage Business Expansion  | a. Advise Council on opportunities to support expansion<br><br>b. Visit Top Employers                            | i. Review city codes and policies (pro-active & re-active) that impact economic development (parking, fiber, infrastructure)                                 | T-6  | Coordinator  | Analyst, Advisor, Confidant, Contributor | Decision-maker, Policy Maker                        | Other City Depts. Coordinator, Analyst                                     |                      |
|  |  | ii. Identify EDAC member business contacts   | 1    | Coordinator, Scheduler                                   | Volunteer, Connector, Confidant          |   |  |                      |
|  |  | iii. Assist staff in making business calls   | 3    | Scheduler  | Volunteer, Connector, Confidant          | Volunteer, Connector                                |  |                      |
| 4. Respond to Business Closures & Departures   | a. Identify opportunities to improve City's business climate<br><br>b. Advise Council on redevelopment or re-use | i. Use relevant information to advise Council on items to support/attract business   | 2    | Coordinator, Organizer, Implementer                      | Analyst, Advisor, Contributor            | Decision-maker, Policy-maker                        |  |                      |
|  |  | ii. Where possible, survey or interview closed or relocated businesses   | T-11 | Implementer  | Advisor, Reporter, Contributor           | Ambassador, Connector                               |  |                      |
|  |  | iii. Use data on closures to develop retention strategies  | T-11 | Researcher, Analyst                                      | Analyst, Advisor                         | Decision-maker, Policy-maker                        |  |                      |
| 5. Influence Change at LA Airforce Base (LAAB)   | a. Provide local support for regional efforts to retain and grow local base                                      | i. After closure or departure, advise Council on plans and zoning to support future growth opportunities   | T-8  | Coordinator, Researcher                                  | Analyst, Advisor, Contributor            | Decision-maker, Policy Maker                        | Other City Depts. Coordinator, Organizer, Analyst                          | Developers           |
|  |  | ii. Utilize EDAC members' relationships to help encourage federal reinvestment in LAAB   | T-8  | Coordinator, Organizer                                   | Connector, Ambassador                    | Connector, Ambassador, Decision-maker, Policy-maker | Connector, Ambassador, Decision-maker, Policy-maker                        |                      |

| NEW BUSINESS ATTRACTION (NBA)                          |  | RANK   |       | ROLES & RESPONSIBILITIES   |   | EX. QUALIFIED OWNERS                      |   |   |
|--|--|--|-------|--|---|---|---|---|
| Goals  | Objectives   | Actions  | P-I-R | Econ. Dev. Staff   | EDAC  | Council                                   | Other   | Ex. Qualified Owners                              |
| 1. Attract new businesses and investment to El Segundo | a. Identify targeted industries based on analysis of infrastructure, workforce, location and other factors       | i. Develop a list of targeted (desired) industries"  | 1     | Implementer, Researcher, Analyst, Liaison  | Analyst, Advisor, Ambassador                                      | Contributor, Ambassador, Leader           | Other City Depts. Contributors, Researcher, Analyst |   |
|  |  |  | 2     | Researcher, Analyst, Coordinator, Liaison  | Analyst, Advisor, Confidant, Reporter                             | Contributor, Ambassador, Leader           |   |   |
|  | b. Focus external "attraction" marketing to target industries  | i. Work with existing marketing/brand campaigns to focus external attraction marketing on target industries  | 3     | Coordinator, Organizer, Liaison Implementer, Recruiter, Single Point of Contact, Implementer, Scheduler, Coordinator, Organizer, Liaison | Analyst, Advisor, Collaborator, Connector, Promoter, Ambassador   | Contributor, Ambassador, Leader, Promoter | Marketing Firm Researcher, Advisor, Implementer     |   |
|  |  |  | 4     | Research, Analyst, Liaison, Coordinator  | Analyst, Advisor, Reporter, Promoter                              | Decision-maker, Policy-maker              | Other City Depts. Contributor, Researcher, Analyst  |   |
|  | c. Participate in trade shows", outbound visits and other attraction efforts consistent with targeted industries | i. Focus external (outbound) visits on targeted industries   | 5     | Recruiter, Single Point of Contact, Implementer, Scheduler, Coordinator, Organizer, Liaison  | Advisor, Collaborator, Connector, Promoter, Ambassador, Volunteer | Contributor, Ambassador, Leader, Promoter | Marketing Firm Researcher, Advisor, Implementer     | Local Business, So. Bay Area COG, LA EDC, SBC COG |
|  |  |  | 6     | Coordinator, Liaison, Single Point of Contact  | Connector, Confidant, Ambassador, Volunteer, Promoter             | Contributor, Ambassador, Leader, Promoter |   |   |
|  | d. Establish new relationships using existing networks   | ii. Connect with existing resources like area trade agencies, local diplomats and foreign consulates to identify foreign direct investment opportunities | 6     | Coordinator, Liaison, Single Point of Contact  | Connector, Confidant, Ambassador, Volunteer, Promoter             | Contributor, Ambassador, Leader, Promoter |   |   |
|  |  |  | 5     | Coordinator, Organizer, Liaison  | Connector, Confidant, Ambassador, Volunteer, Promoter             | Contributor, Ambassador, Leader, Promoter |   |   |

| STRATEGIC & FORWARD PLANNING (SFP) |  |  |  |                                     |  |  |   |  |
|------------------------------------|--|--|--|-------------------------------------|--|--|---|--|
| Goals                              | Objectives   | Actions  | RANK<br>P-1-R  | Econ. Dev. Staff                    | EDAC   | Council                                      | Other   | Ex. Qualified Owners                                     |
| 1. Update General Plan             | a. Recommend Council prioritize an update to the General Plan                  | i. EDAC forwards recommendation to Council for inclusion in this budget year   | 4  | Coordinator, Liaison                | Analyst, Advisor                             | Decision-maker, Policy-maker                 | Other City Depts.<br>Researcher, Analyst,<br>Organizer, Implementer |  |
|                                    | b. Advise Council on possible permit set-aside fee to fund General Plan Update | i. EDAC advises Council on increase to fee to cover cost of update   | 3  | Coordinator,<br>Researcher, Analyst | Analyst, Advisor,<br>Promoter                | Decision-maker,<br>Policy-maker              | Other City Depts.<br>Researcher, Analyst,<br>Organizer, Implementer |  |
| 2. Investment & Improvements       | c. EDAC members participate in plan update                                     | i. EDAC reviews, recommends to Council policies impacting business expansion and attraction, infrastructure, and planning and zoning           | 10   | Coordinator                         | Analyst, Advisor,<br>Contributor             |  | Other City Depts.<br>Researcher, Analyst,<br>Organizer, Implementer |  |
|                                    | a. Based on target industries, identify gaps                                   | i. Develop list of infrastructure needs/projects (e.g. fiber, parking, signage, landscaping, etc.) essential to support and attract businesses | 8  | Coordinator, Analyst                | Researcher, Analyst,<br>Contributor, Advisor | Decision-maker,<br>Policy-maker              | Other City Depts.<br>Researcher, Analyst,<br>Implementer            |  |
| 3. Planning & Zoning               | b. Advise Council and recommend prioritization                                 | i. Annually advise Council on recommended projects during budget process   | 9  | Coordinator                         | Researcher, Analyst,<br>Contributor, Advisor | Decision-maker,<br>Policy-maker              | Other City Depts.<br>Researcher, Analyst,<br>Implementer            |  |
|                                    | a. Advise Council on changes to development standards, codes                   | i. Review and recommend proposed code changes (e.g. sign code, parking)  | 5  | Coordinator                         | Researcher, Analyst,<br>Contributor, Advisor | Decision-maker,<br>Policy-maker              | Other City Depts.<br>Researcher, Analyst,<br>Organizer, Implementer |  |
| 4. Housing                         | b. Review study results and recommend actions                                  | ii. Advise Council on code matters that concern business.  | T-6  | Coordinator                         | Researcher, Analyst,<br>Contributor, Advisor | Decision-maker,<br>Policy-maker              | Other City Depts.<br>Researcher, Analyst,<br>Implementer            |  |
|                                    |  | a. Recommend Council complete a housing study  | i. Assist in developing plans and zoning to support future redevelopment and development consistent with high growth opportunities | T-6                                 | Coordinator                                  | Researcher, Analyst,<br>Contributor, Advisor | Decision-maker,<br>Policy-maker                                     | Other City Depts.<br>Researcher, Analyst,<br>Implementer |
| 4. Housing                         | b. Review study results and recommend actions                                  | i. Recommend Council complete a housing study to identify housing needs and potential financial impacts of new housing                         | 1*   | Coordinator                         | Researcher, Analyst,<br>Contributor, Advisor | Decision-maker,<br>Policy-maker              |   |  |
|                                    |  | i. Review study and recommend housing policies that balance needs and financial impacts  | 2*   | Coordinator                         | Researcher, Analyst,<br>Contributor, Advisor | Decision-maker,<br>Policy-maker              |   |  |

*\*In this rare instance, the completion of the study ranked 2<sup>nd</sup> behind reviewing the study, because getting the report requires more resources. However, the review relies on the report. Consultant has adjusted the rankings accordingly.*

**END NOTES**

<sup>1</sup> Lance Rails indicated he may have a contact on the LA County Sports Commission

<sup>ii</sup> Of the potential data tracked, the % decrease in employment, % increase in employment, % decrease in square footage, and % increase in square footage would be helpful to have

<sup>iii</sup> During the facilitated session, the group indicated that flagging businesses that are 60 days or more past their renewal period may be a good filter for screening which businesses to contact first

<sup>iv</sup> For example: tourism, technology, bio-science, creative media, professional office, defense contractors and corporate headquarters

<sup>v</sup> Could include: BIC, hospitality and tourism shows, Industrial Asset Management Council (IAMC), and other events that focus on corporate real estate managers and site selectors

**OTHER NOTES**

- The P-I-R rank stands for Priority, Impact & Resources. Staff and EDAC leadership were asked to rank priority on a scale of 1-3 (3 highest), impact on a scale of 1-5 (5 highest) and resources on a scale of 1-3 (3 highest). Each "action" in the plan was then sorted in an order first by priority (highest to lowest), second by impact (highest to lowest) and third by resources (lowest to highest). In other words, the "action" in each section of the plan with the highest priority, highest impact and lowest requirement of resources was given the highest ranking in the plan. EDAC and staff may wish to revisit and adjust these rankings over time based on changing circumstances, availability of resources, etc. In circumstances where two or more actions tied in their P-I-R, the rankings note T-2 for example, signifying those ties.
- 'Roles & Responsibilities' are discussed and defined in the Consultant's final report.
- 'Ex. Qualified Owner' is an individual, group or multiple groups outside the city that have/has majority ownership of that action. This term and the impact to the City's ability to accomplish these actions in this work plan are discussed further in the Consultant's report.