

**CITY OF SANTA FE SPRINGS  
MINUTES FOR THE  
SPECIAL MEETING OF  
THE SANTA FE SPRINGS  
CITY COUNCIL**

**October 29, 2011**

**1. CALL TO ORDER**

Mayor Serrano called the Special Meeting of the City Council to order at 7:30 a.m. in the upstairs meeting room at the Clarke Estate.

**2. ROLL CALL**

Present: Councilmembers González, Moore, and Trujillo, Mayor Pro Tem Rounds, and Mayor Serrano

Also present: Thaddeus McCormack, City Manager; Neil Kupchin, Training Consultant

**3. NEW BUSINESS**

City Council Goal Setting Session

**1. Introduction:** Consultant Kupchin discussed the following:

- Overview of the Agenda and Goals of the Session
- Defining City of Santa Fe Springs Success Factors
- “For the City of Santa Fe Springs to be successful over the next five years and beyond, we need to...” (The City Council developed the following list)
  - Be fiscally responsible
  - Have a healthy business community
  - Provide quality services to all residents
  - Work together with staff
  - Train our employees
  - Be accountable
  - Lead by example
  - Practice open two way communication
  - Provide needed services
  - Improve and enhance all services to the public
  - Trust that the City Council will do what is right for Santa Fe Springs 24/7
- Critical Characteristics, Traits and Actions Needed for Success

**2. Using Strategic Planning To Road Map the Santa Fe Springs Future:** Vision, Mission, Guiding Values, Core Strategies, Goals and Action Plans

The Council developed the following Vision, Mission and Guiding Values

**VISION**

The City of Santa Fe Springs is a great place to live, work and play.

## **MISSION**

The City of Santa Fe Springs is committed to enhancing the quality of life of its residents and businesses by providing:

- A safe environment
- A thriving business community
- Quality family, youth and senior services
- Sound financial management of the community's resources

## **GUIDING VALUES**

- Personal Integrity, Honesty and Ethics
  - Setting a good example
  - Possessing good character
  - Adhering to policies and procedures
  - Leading by example
  - Displaying sound judgment
- Public Service
  - Putting the interests of the public first; being respectful & courteous at all times
  - Taking pride in what you do
  - Being responsive in a timely manner
  - Displaying a positive, service oriented attitude
- Compassion
  - Identify and understand the needs of others
  - Displaying empathy and seeing other points of view
  - Caring for others
  - Displaying humility on an everyday basis
- Responsibility, Accessibility and Accountability
  - Practicing transparency and openness
  - Accepting ownership for the jobs we do
  - Putting the City's agenda – "What is best for the City of Santa Fe Springs?" – as our #1 priority
- Dedication
  - Being willing to work above and beyond normal work expectations
  - Seeking continuous improvement
  - Being results oriented and working towards a result
  - Displaying enthusiasm and positive team player attributes in everything we do

### **3. City Current State Assessment, Core Strategies & Goal Setting**

The Council developed the following list of Core Strategies:

## **CORE STRATEGIES**

- 1. Provide a Positive Business Environment**
  - **Business Attraction and Retention Plan**

2. **Commitment to Public Service**
3. **Quality Public Safety**
  - **Quality Police and Fire Services**
  - **Environmental Protection**
4. **Sound Fiscal Management**
  - **Enhance Revenues**
5. **Committed Community Services**
  - **Implement Community Needs Survey**
6. **Create and Maintain a Positive Working Environment**
  - **Provide needed training**
  - **Evaluation of employees**

Consultant Kupchin led the Council in the following SWOT analysis:

**CITY OF SANTA FE SPRINGS  
SWOT ANALYSIS  
*STRENGTHS – WEAKNESSES – OPPORTUNITIES - THREATS***

**I. Strengths - To Build Upon**

- **Compassion**
- **Dedicated employees**
- **Relationships with the business community**
- **Community involvement – listening**
- **Geographic location**
- **Child care services**
- **Serious City Council**
- **Public Safety/Fire**
- **Intervention programs**
- **Senior programs**
- **Infrastructure**
- **Involved residents**
- **Family services**
- **Agencies – outreach programs**
- **Public art**
- **Parks and Rec – greenery**
- **Library services**
- **Facilities – i.e. Clarke Estate**
- **Water Department**
- **Traffic/lighting**
- **Public works**
- **CUPA**
- **CDC**

## **II. Weaknesses – To Eliminate/Reduce**

- **Teamwork**
- **Communication between City Council and staff and among staff**
- **Transparency**
- **Employee evaluations, accountability**
- **Reliance on sales tax revenue**
- **Diverse revenue streams**
- **Planning and development**
- **Environmental issues**
- **Training**
- **Succession planning**
- **Risk management**
- **Infrastructure maintenance**
- **Relations between management and staff**
- **Communicating with residents on important issues – to get their involvement**
- **Community involvement**

## **III. Opportunities – To Exploit/Take Advantage of**

- **Communication skills**
- **Revenue generating facilities and businesses**
- **Business acquisition and retention**
- **Under and undeveloped land**
- **Expand social services**
- **More child based programs**
- **Grants**
- **Work with county – Knabe, and Federal government**
- **Organizational culture change**
- **Downtown in economy – to make needed changes**
- **Long term fiscal planning**
- **Exchange of expectations – increase trust**
- **Benefits adjustment**

## **IV. Threats – To Ease/Reduce**

- **State of California**
- **Handling change, unwillingness to change**
- **Redevelopment impact**
- **Mutual respect**
- **Environmental disasters**
- **Poor economy**
- **Surrounding government agencies**
- **Rising cost to purchase water**
- **How surrounding cities handle economy**
- **Residents in denial of economy and cuts**

- **Non profits increasing expectations of the city**
- **Businesses leaving city**
- **Rising employee benefit costs**

## **GENERATING CITY OF SANTA FE SPRINGS CORE STRATEGIES**

The Council outlined the following Core strategies for the City:

- 1. Provide a Positive Business Environment**
  - **Business Attraction and Retention Plan**
- 2. Commitment to Public Service**
- 3. Quality Public Safety**
  - **Quality Police and Fire Services**
  - **Environmental Protection**
- 4. Sound Fiscal Management**
  - **Enhance revenues**
- 5. Committed Community Services**
  - **Implement Community Needs Survey**
- 6. Create and Maintain a Positive Working Environment**
  - **Provide needed training**
  - **Evaluation or employees**

#### **4. NEXT STEPS AND COMMITMENTS**

The future success of the City of Santa Fe Springs depends upon the individual and collective efforts of everyone in the city. Strategic Plan success will depend upon clear communication, individual and team accountability and willingness to adapt and change, among many other critical elements.

**The rubber meets the road after today's session. Only action brings about positive change.**

- 1. What are the next steps that need to be taken to ensure Strategic Plan success?**
  - 1. Transcribe notes**
  - 2. Notes sent to Thaddeus**
  - 3. City Manager reviews notes and sends to City Council**
  - 4. Strategic Plan Teams formed**
  - 5. Teams develop goals and action plans for assigned Core Strategies**
  - 6. Draft of Plan sent to City Council for review**
  - 7. Revisions agreed upon, PR campaign agreed upon**
  - 8. Plan finalized, distributed to all employees**
  - 9. Strategic Plan reviewed with City Council twice yearly**

2. What are the specific actions you are willing to commit to as you leave today's session?

- Making our City succeed
- Supporting City Manager in implementing of Strategic Plan
- Work together as a team
- Celebrate and learn from success
- Be ethical
- Anything it takes to make it work
- Give staff more space

5. **ORAL COMMUNICATIONS**

There were no oral communications

6. **ADJOURNMENT**

The meeting was adjourned at 4:17 p.m.

*Joseph D. Serrano, Sr.*

Joseph D. Serrano, Sr.  
Mayor

ATTEST:

*Thaddeus McCormack*

Thaddeus McCormack  
City Clerk