

CITY OF HUNTINGTON BEACH
STRATEGIC PLANNING RETREAT

29 January 2010 * Huntington Beach Public Library

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Gail Tsuboi, Graphic Recorder – Tsuboi Design (925) 376-9151

MISSION STATEMENT

The City of Huntington Beach provides sustainable quality services
to maintain and enhance our safe and vibrant community.

CORE VALUES

not in priority order

The City of Huntington Beach values . . .

- ♦ *Responsiveness*
- ♦ *Accountability*
- ♦ *Quality customer service*
- ♦ *Honesty and Integrity*
 - ♦ *Teamwork*
- ♦ *Fiscal sustainability*
- ♦ *Community involvement*
 - ♦ *Openness*

THREE-YEAR GOALS

2009-2012 • not in priority order

- ▶ **Maintain financial viability and our reserves**
- ▶ **Maintain, improve and obtain funding for infrastructure and equipment**
- ▶ **Maintain public safety**
- ▶ **Enhance economic development**
- ▶ **Improve internal and external communication**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Monday, Feb. 1, 2010	City Administrator	Distribute the retreat record to those unable to attend or who had to leave early.
By Wed., Feb. 3, 2010	All recipients	Read the retreat record.
February 9, 2010	Executive Team (City Administrator- lead)	Review the "Internal Weaknesses/Challenges" list for possible action items.
February 12, 2010	Department Heads	Share and discuss the Strategic Plan with staff.
At the Feb. 16, 2010 City Council meeting	City Council (Mayor - lead)	Present the updated Strategic Plan to the public.
Monthly	City Council City Administrator (Mayor - lead)	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Administrator	Prepare and distribute the updated Strategic Plan Monitoring Matrix
August 20, 2010 (Friday) 8:00/8:30 am - 4:00 pm	Mayor City Council City Administrator Executive Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives - develop a Vision Statement for the city - develop Strategic Objectives for the next six months

HUNTINGTON BEACH * SIX-MONTH STRATEGIC OBJECTIVES
 29 January 2010 through 15 July 2010

THREE-YEAR GOAL: MAINTAIN FINANCIAL VIABILITY AND OUR RESERVES

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Feb. 16, '10 City Council Study Session and quarterly thereafter	Finance Director	Present financial updates to the City Council.				
2. Mar. 1, 2010	Fire Chief DCA Paul	Investigate and report results to the City Council on the internal revisit of mandatory staffing in the Fire Dept. (e.g., reduction in staffing from 4 to 3 on fire trucks).				
3. Mar. 1, 2010	HR Director DCA Paul	Investigate and report results to the City Council on enhancing employee contributions to PERS and the evaluation of the two-tier benefit.				
4. Mar. 1, 2010	HR Director City Administrator	Investigate and report results to the City Council on the deferral of wage increases, including cost of living and step.				
5. Mar. 1, 2010	HR Director DCA Paul	Investigate and report results to the City Council on early retirement with 960 hours/year for 2 years.				

6. Mar. 1, 2010	HR Director DCA Paul	Investigate and report results to the City Council on the elimination of supplemental medical benefits for new hires.				
7. Mar. 1, 2010	Energy Project Mgr. Dir. Planning & Building, and City Treasurer	Investigate and report results to the City Council on closing city hall on Fridays, with or without furloughs.				
8. Mar. 1, 2010	All department heads (DCA Bob -- lead)	Investigate and report results to the City Council on new ideas for revenue enhancement.				
9. At an April 2010 City Council Study Session	Finance Director	Present the results of the City's Financial Statement.				
10. June 1, 2010	Finance Director	Present an update of the Five-Year Financial Plan to the City Council.				
11. June 1, 2010	Finance Director	Present to the City Council for action a policy for equipment replacement and a policy for capital improvement reserves.				

THREE-YEAR GOAL: MAINTAIN, IMPROVE AND OBTAIN FUNDING FOR INFRASTRUCTURE AND EQUIPMENT

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Mar. 1, 2010	Dir. of Public Works, working with the Army Corps of Engineers	Submit a request to have appropriation of the WRDA grant in the federal budget.				
2. May 15, 2010	DCM Bob, working with all department heads	Identify and prioritize the critical equipment that needs to be replaced and the expected costs for the next two fiscal years.				
3. June 15, 2010	Dir. of Public Works	Provide to the City Council an outline of infrastructure activities and long-term funding requirements.				

THREE-YEAR GOAL: MAINTAIN PUBLIC SAFETY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the April 19, 2010 City Council Study Session	Police Chief, working with the Fire Chief and Marine Safety Chief	Present to the City Council for information a plan to maintain public safety considering current budget constraints and personnel vacancies.				
2. At the June 21, 2010 City Council Study Session	Community Services Dir., working with the Fire Chief and Police Chief	Develop and present to the City Council a Replacement Plan for Critical Health and Safety Equipment, including evaluation of potential funding options.				
3. July 1, 2010	Police Chief	Provide the City Council with a written report regarding strategies to address the problem of DUI drivers in Huntington Beach.				

THREE-YEAR GOAL: ENHANCE ECONOMIC DEVELOPMENT

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Mar. 15, 2010	Planning and Building Dir and Economic Development Dir.	Present to the City Council for action the Beach-Edinger Corridor Specific Plan.				
2. May 15, 2010	Planning and Building Dir and Economic Development Dir.	Submit for application acceptance by the California Coastal Commission for the Downtown Specific Plan and a Parking Master Plan update.				
3. June 1, 2010	Economic Development Dir., with input from the City Council's Economic Development Committee	Present to the City Council for action a DDA for a hotel in north Huntington Beach.				
4. June 15, 2010	Economic Development Dir.	Complete negotiations of an Owner Participation Agreement (OPA) with developer DJM for Phase II of Bella Terra.				
5. July 15, 2010	DCA Bob, working with the Community Services Dir. and Marketing and Visitors Bureau	Schedule and plan at least one additional sporting event throughout Huntington Beach.				
6. S July 15, '10 at a City Council Study Session	Economic Development Dir.	Present to the City Council for action an amended merged project area to include previously identified blighted shopping centers.				
FUTURE OBJECTIVE	Planning and Building Dir. and Economic Development Dir.	Assess the constraints in the city's industrial zones and identify potential opportunities for use, including an identification of market demands.				

THREE-YEAR GOAL: **IMPROVE INTERNAL AND EXTERNAL COMMUNICATION**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Beginning the day following each City Council meeting until July 2010	City Clerk and PIO	Post a summary of City Council meeting highlights (e.g., actions by the City Council) to the Surfnet and on a link to all employees.				
2. Feb. 15, 2010	City Administrator	Update employee associations on the results of the strategic planning process.				
3. May 1, 2010	Mayor Cathy Green – lead, Mayor Pro Tem Jill Hardy, past Mayor Keith Behr	Hold at least one brown bag lunch with employees to provide Council priorities and issues.				
4. July 15, 2010	City Administrator and Finance Dir.	Provide to all employees two quarterly updates on the budget situation, in person and with an interactive Q & A session.				
5. July 15, 2010	PIO, working with non-profits and other public entities	Identify revenue generation opportunities on HBTv 3 and report on the feasibility to the City Administrator.				
6. July 15, 2010	PIO, working with Public Cable TV Authority staff and with department heads to develop ideas for programming	Improve HBTv 3 programming using REG (Public Education Grant) funding.				
7. July 15, 2010	City Administrator	Provide to the employees and the City Council at least one update on the status of employee suggestions.				
8. July 15, 2010	City Administrator	Solicit employees' suggestions (e.g. provide a link to Pipeline) and provide feedback to the employees on suggestions given.				

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

ACCOMPLISHMENTS OF THE CITY OF HUNTINGTON BEACH SINCE THE JULY 31, 2009 STRATEGIC PLANNING REATREAT

Brainstormed List of Perceptions

- Record-breaking Summer Reading Program – close to 6,000 readers
- New restrooms at the beach
- So far, we've been weathering the budget pretty well
- City Council approval of the Downtown Specific Plan
- Completed a study session on PERS (Public Employee Retirement System) rates
- Met with the Army Corps of Engineers to pursue grant funding for water projects
- Online Homework Tutoring Program through the Library
- Completed the Bolsa Chica Lowlands Study and presented it to the City Council
- Completed the Beach/Edinger Corridor Specific Plan and received Planning Commission approval
- Successfully negotiated the holiday closure of city hall
- Achieved 90% participation in the AQMD (Air Quality Management Dist.) Ride Share Survey
- Began energy retro-commissioning at Central Library
- Presented the overview of the budget to all employees
- Received \$1.7 million in grant funding for energy projects
- Thoroughly celebrated the Centennial
- Completed Downtown Image Committee work
- Surviving the storms without flooding
- Completed the city hall retrofit
- Surf City Savings is up and running
- Completed a Five-Year Financial Plan
- Received additional Safe Route to School funding
- Completed an RFP process for selecting a hotel developer
- Reviewed and adjustment of the roles of our boards and commissions
- Study session on the relocation of Fire Station 8
- Presented a proposal for the transfer of block walls ownership the City Council
- Successfully elected a new mayor
- Studied the feasibility of annexing Sunset Beach
- New Fire Chief
- New website
- Completed the pier buildings
- Coming together as a team
- Online recreation classes
- Rollout of the pipeline
- Public records online
- Combined two departments - Planning and Building
- New payment system - the e-check option
- Activation and certification of a new Urban Search and Rescue unit in the Fire Dept.
- Edinger Parkway landscaping commenced construction
- Completed a Safe Route to Schools project
- Established a new financial reserve policy
- Established an Energy Efficiency Program
- Expanded Library Volunteers program
- Meeting water conservation goals
- Commenced a Charter Review Committee

- Completed the energy retro-commissioning of the city hall
- Hired a consultant to begin expansion of the Redevelopment Area
- City Council worked with city employees to achieve goals and objectives
- Developed funding strategies for beach safety equipment
- Purchased three new city vehicles with grant funding
- Obtained HPRP funding to fund Project Self-sufficiency
- Sand has gone "green"
- Successfully negotiated some contract amendments with employee associations
- Balanced the budget with faced with revenue reductions

CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CITY OF HUNTINGTON BEACH

Brainstormed List of Perceptions

- Divided City Council
- Lack of resources - difficulty keeping service levels up
- Lack of business interest
- Budget uncertainty
- Inability to fill vacant positions
- Low morale
- Lack of reliable funding
- Challenge in keeping up with state mandates
- Employee uncertainty and anxiety
- Pressure of financial constraints
- Lack of funding for infrastructure
- Deferral of equipment replacement
- Reduced staffing levels and increased demand for services internally
- Managing unfunded liabilities/PERS
- Impact of retirements and loss of expertise
- Problems with contracts on city projects
- Lack of funding for slurry seal projects
- Perception of lack of organizational leadership
- Hiring freeze policy (currently 85 vacant position)

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF HUNTINGTON BEACH IN THE COMING YEAR

Brainstormed List of Perceptions

- Gates Foundation Opportunity Broadband Grants
- Cooperation with the unions
- Economic Stimulus funding
- Local elections
- Increasing viability of cloud computing
- Higher stock market
- Long-term economic trends that are positive
- New retailers
- Public-private partnerships
- Working with the Downtown Business Improvement District
- Increased role of the MVB (Marketing and Visitors Bureau)
- Homeowners' tax credits for buying a house and energy efficiency
- Updated building code requirements
- Good investments; that our investments perform well
- Redistricting
- Potential Jobs Bill
- Energy grants

- Our weather
- Getting free parking downtown
- New hotel application
- Increasing role of the Chamber and what it does for the city
- Continuing increased participation by the community in major issues
- Creative thinking as different agencies work together
- Increase in volunteers with more skills
- State's early release of felons

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF HUNTINGTON BEACH IN THE COMING YEAR

Brainstormed List of Perceptions

- Collapse of state government
- Inflation
- Federal deficit
- Declining sales tax
- Bankruptcies
- Foreclosures
- Loss of gas tax
- Increasing need for local services
- Less disposable income
- Partisanship
- Local elections
- Strict water conservation requirements
- Shortage of water
- Climate changes
- High health care costs
- Cap and Trade
- Distrust of the electorate
- Low interest rates
- Lack of banks making loans to businesses
- Reduced grant opportunities
- State raid of financial resources
- Declining property taxes
- Unemployment
- Increasing commercial vacancies
- Less tourism
- Major retrenching of key components of the national economy
- Aging infrastructure
- Aging workforce
- Aging Council
- Unfunded liabilities
- PERS performance
- Termed-out City Council members
- Tight credit policies
- Increased demand for services
- Homelessness
- Businesses leaving Huntington Beach
- Increased litigation
- Earthquake
- Flooding
- Disasters

NEW OPTIONS TO ADDRESS THE BUDGET SHORTFALL

NEW OPTIONS TO PURSUE TO ADDRESS THE BUDGET SHORTFALL

not in priority order

- Internal revisit of mandatory staffing in the Fire Department
(e.g., reduction of staffing from 4 to 3 on fire trucks)
- Enhance employee contributions to PERS and evaluate the two-tier benefit
- Deferral of wage increases, including cost-of-living and step
- Early retirement with 960 hours/year for two years
- Eliminate supplemental medical benefits for new hires
- Closing city hall on Fridays, with or without furloughs
- Examine new ideas for revenue enhancement

IDENTIFY NEW OPTIONS TO ADDRESS THE BUDGET SHORTFALL

Brainstormed List of possible options from which the Options to Pursue were selected:

- Revisit mandatory staffing in the Fire Dept., e.g., reduce staffing on fire trucks
- Job sharing
- Review and reduce costs for Animal Control services
- Close branch libraries and the Art Center
- Reduce costs associated with the Fourth of July
- Enhance employee contributions to PERS and evaluate the two-tier benefit
- Institute the 4-hour staff time rule for Council requests
- Evaluate/eliminate outside contracts
- Deferral of wage increases
- Eliminate supplemental medical benefits for new hires
- 4/10 schedules
- Cafeteria Plan for benefits
- Eliminate HBTB broadcasts of City Council and Planning Commission meetings
- Raise existing taxes (e.g., retirement, utility)
- Cost recovery for arrest warrants
- Sale or lease-back of Water Enterprise Fund
- Broad cross-training of staff
- One City Council and one Planning Commission meeting per month
- Reduce/eliminate programs and services
- Sponsorship by outside parties for city services under \$10,000
- Streamline department operations
- Consider webcasting of City Council and Planning Commission meetings, instead of HBTB broadcasts
- Furloughs unpaid with City Hall closed
- Revise parking rates
- Court the film industry
- Mandate contractors compliance with all laws, codes, regulations
- Re-examine fees citywide and adjust where appropriate (e.g., ALS, BLS, beach events)
- Sell surplus properties
- Propose legal challenges to State mandates

- Develop a Specific Plan for the industrial area to allow growth
- Implement storm drain fees
- Prioritize projects and services
- Cooperate with the unions
- Early retirements with 960 hrs/yr for 2 years
- Sell the Main Promenade parking structure
- Create funding mechanisms for block walls
- Permanent part-time positions
- Sell advertising on public buildings
- VEBA Plan for all employees
- Borrow from the Water Fund
- Renegotiate costs with the county
- Increase sales tax through Surf City Savings (shop local)
- Contract out services (e.g., landscaping)
- Reduce the City Council budget by 20%
- Tax marijuana
- Establish tax-free zones for commercial, industrial and manufacturing businesses
- Host more fee-generating events (e.g., weddings on the beach)
- Close city hall every other Friday or every Friday
- Court classic car auction houses
- Require the school district to share or pay for crossing guards
- Review and amend, if needed, economic development strategies

STRATEGIC PLAN ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

"SWOT" ANALYSIS

Assess the organization's:

- Internal Strengths - Internal Weaknesses
- External Opportunities - External Threats

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

VISION STATEMENT

A vivid, descriptive image of the future – what the organization will BECOME

CORE VALUES

What the organization values, recognizes and rewards – strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) - usually limited to 4 or 5 key areas

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months