

C I T Y O F H U N T I N G T O N B E A C H

STRATEGIC PLANNING RETREAT

31 July 2009 * Huntington Beach Public Library

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

6-1'

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Monday, August 3	City Administrator	Distribute the retreat record to those unable to attend or who had to leave early.
By Wed., August 5	All recipients	Read the retreat record.
August 11, 2009	Executive Team (City Administrator- lead)	Review the "Internal Weaknesses/Challenges" list for possible action items.
By August 15, 2009	Department Heads	Share and discuss the Strategic Plan with staff.
At the August 17, 2009 City Council meeting	City Council (Mayor - lead)	Present the 2009-2012 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
January 29, 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

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

ACCOMPLISHMENTS OF THE CITY OF HUNTINGTON BEACH SINCE THE JANUARY 30, 2009

STRATEGIC PLANNING REATREAT

Brainstormed List of Perceptions

- Survived without layoffs
- Held a Town Hall meeting
- US Open held here
- Had a Pier Swim
- Opened The Strand
- Hired the new Finance Director
- Charter Review Committee
- Opening of Shore Break Hotel
- Launched the Pipeline Communication System website
- Completed the MVB (Marketing & Visitors' Bureau) kiosk
- Approved three replacement buildings at the pier
- Named the "Most Friendly Dog City" in the US
- Launched an innovative joint venture with Sharp Industries in solar energy
- Solidified our commitment to the US military
- Removed the Levitz roof sign
- Launched Surf City Savings
- Received grant funding of \$150,000 for restrooms at Central Park
- Preserved the senior center in litigation
- Approved an OPA for pierside pavilion
- Approved a First Time Home Buyers Program
- Approved the lease for the Search and Rescue Explorers
- Will receive a \$19,500 state library grant for online homework assistance and tutoring
- Completed one Surf City U and one Development Services customer service training
- Maintained our liquidity and we're not issuing IOUs
- Shopping Center Blight Study done
- Presenting a Long-Term Financial Plan
- Continued progress on the Beach-Edinger Corridor Specific Plan
- Completed the installation of entry monuments
- Completed and got adopted the User Fee Study
- Updated our Newsrack Ordinance
- Approved the Huntington Yacht Club 30-year lease
- Redesigned the payments website
- Developed comprehensive affordable housing guidelines
- Accelerated the RDA dead payments to the city
- Approved a market rate street sweeping contract
- Completed an Internal Development Services survey and action plan
- Completed a Public Safety Facilities Need Assessment
- Successful Centennial celebrations
- Successful special events (e.g., 4th of July parade and fireworks)
- Balanced budget
- Successful summer reading program – approx. 5800 participants (300 teens, 500 adults, 5000 kids)
- Completed the Downtown Image Committee process
- Made progress on the Downtown Specific Plan
- Brought in successful businesses (e.g., Trader Joe's, Sprouts, Kohl's)

- Johnny Rockets came in
- Outreach business visitors by mayor and staff
- Opened a new bathroom next to Zack's at the beach
- Completed the redesign of the library's website and launched it
- Edison Park Master Plan approved
- Launched ebill for our utility statements
- Soon will have a seismically-safe City Hall
- Study session on financial reserves with good input from the Council; a Reserve Plan was started
- Continued progress on the Circulation Element
- Completed feasibility study of an Underground Utility Assessment District
- Reviewed and restructured boards and commissions
- Started retro-commissioning of public buildings
- Approved Phase I of the Beach Atlanta Shopping Center
- Completed submittals for Stimulus money; we're approved for \$1.7 million

CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CITY OF HUNTINGTON BEACH

Brainstormed List of Perceptions

- Lack of liability reserves
- Hiring freeze
- Reduced customer service due to the budget
- Lack of funding for legal services
- No funds for capital projects
- Lack of funding for facility and infrastructure maintenance
- Lack of effective safety programs to reduce Worker Comp claims and costs
- Lack of resources to attain goals
- Lack of resources for appropriate employee training
- Unfunded, unfilled positions make it hard to get work done
- Lack of resources for library materials and equipment
- Future employee costs based on long-term contracts
- Inadequate funding to support financial needs
- Increased employee uncertainty
- Problems with beach bathrooms
- Lack of consistent goals and priorities between departments regarding development projects
- Retrofit challenges
- Problems with Newland widening
- Low employee morale
- Bargaining group challenges
- Problems with curbs and gutters
- Concerns regarding outsourcing
- Unwillingness to accept change as an opportunity
- Problems with traffic signal timing
- Spending a lot of time reducing the budget
- Lack of funding for technology
- Cost of business doing business in Huntington Beach is too high

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

Brainstormed List of Perceptions

- State may not steal as much as anticipated
- Economic Stimulus funds
- Regional municipal mergers

- Increased volunteerism
- Good weather
- Great waves
- Community college courses
- Vendors gave up \$175,000 to us
- Development projects moving forward
- Property tax valuations are up by 0.67%
- Staycations – more people coming to the beach
- Sunset Beach annexation
- Surf City Savings
- Good press
- Positive communication from residents (due to the Pipeline)
- LAFCO's sphere of influence
- Hyatt's water park
- Cash for Clunkers
- State and federal grants

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

Brainstormed List of Perceptions

- State budget deficit
- PERS rates
- Decline in the economy
- Bargaining unit negotiations
- Bad press
- Annexation of Sunset Beach
- Increased litigation
- Higher fuel prices
- Drought
- Increased foreclosures
- Increased need for services
- Strain on social services
- Resistance to change
- Increase in business bankruptcies
- Closing businesses
- State service reductions
- Stressed people – everybody is stressed
- Earthquake and other natural disasters
- Stock market decline
- Weather – an El Nino year?
- Drop in tourism
- Getting bogged down in bureaucracy
- Increase in/higher taxes
- Higher unemployment
- Reduced investment in Huntington Beach by developers
- Lack of financing for developers
- Swine (H1N1) Flu
- Tight credit market; hard to get loans
- Unknown factors
- Closing schools
- Lower collection rates from taxpayers
- Increase in fees to cities



IDENTIFY CORE VALUES

Brainstormed list of values from which the city's Core Values were developed

- Volunteerism
- Openness
- Responsiveness
- Caring
- Accountability
- Fairness
- Community mindedness
- Quality customer service
- Efficiency
- Accessible government
- Commitment to excellence
- Fiduciary responsibility
- Community involvement
- Technological adaptability
- Employee-friendliness
- Dedicated
- Dog-friendliness
- Integrity
- Honesty
- Transparency
- Ethical behavior
- Being compassionate
- Friendliness
- Eco-friendly
- Being an All-American city
- Community safety
- Community pride
- Being business-friendly
- Teamwork
- Fiscal sustainability
- An active and healthy lifestyle
- Patriotism
- Tourism
- Family-friendliness
- Inclusiveness
- Strong communication

STRATEGIC PLAN ELEMENTS

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"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

HUNTINGTON BEACH * SIX-MONTH STRATEGIC OBJECTIVES

31 July 2009 through 15 January 2010

THREE-YEAR GOAL: ***MAINTAIN OUR FINANCIAL RESERVES***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Aug. 17, 2009 City Council meeting	City Administrator and Finance Director	Present to the City Council for action a revised reserve policy.				
2. At the Sept. 8, 2009 City Council meeting	Finance Director	Present to the City Council an updated Long-Term Financial Plan and its components.				
3. Jan. 15, 2010	Finance Director and City Administrator	Conduct a City Council study session on PERS rates and their implications.				
4. At the Feb. 1, 2010 City Council study session and quarterly thereafter	Finance Director	Present to the City Council a financial update.				

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THREE-YEAR GOAL: *MAINTAIN, IMPROVE AND OBTAIN FUNDING FOR PUBLIC IMPROVEMENTS*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Sept. 1, 2009	Director of Public Works and Planning Director	Conduct an EIR scoping meeting for the Circulation Element of the General Plan.				
2. Oct. 1, 2009	City Administrator and Dep. City Administrator	Report to the City Council on the status of the Senior Center.				
3. Oct. 1, 2009	Director of Public Works, working with the Army Corps of Engineers and the Ferguson Group	Identify funding opportunities of the WRDA grant for the Heil Pump Station.				
4. At the Nov. 16, 2009 City Council meeting	Director of Public Works	Present to the City Council for consideration an evaluation of the process and required procedures to transfer ownership of block walls to property owners.				
5. Dec. 15, 2009	Dep. City Administrator	Identify cost neutral funding for Green projects and present to the community's Sustainability Committee.				

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THREE-YEAR GOAL: *MAINTAIN PUBLIC SAFETY*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Sept. 30, 2009	Fire Chief	Present to the City Council for consideration a plan, including costs and funding sources, to relocate Station 8 (Heil) to the city-owned site at Graham/Production.				
2. At the Nov. 2, 2009 City Council meeting	Police Chief, working with the Fire Chief and the Marine Safety Chief	Present to the City Council for information a plan to maintain public safety considering current budget constraints and personnel vacancies.				
3. Jan. 15, 2010	Police Chief	Present to the City Council for action a funding strategy to support construction of a police training facility.				
4. Jan. 15, 2010	Community Services Dir.	Develop a funding strategy to support acquisition of needed equipment to maintain beach safety and present to the City Council for action.				

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THREE-YEAR GOAL: *ENHANCE ECONOMIC DEVELOPMENT*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Sept. 15, 2009	Economic Development Dir.	Commence negotiations of an Owner Participation Agreement (OPA) with developer DJM for Phase II of Bella Terra.				
2. At the Oct. 19, 2009 City Council meeting	Economic Development Dir.	Propose to the City Council for action the hiring of a consultant to amend the merged project area to include previously identified blighted shopping centers.				
3. At the Oct. 19, 2009 City Council meeting	Economic Development Dir., with input from the Council's Economic Development Committee	Present to the City Council for direction proposed developers for a hotel in north Huntington Beach.				
4. At the Nov. 2, 2009 City Council meeting	Planning Director and Economic Development Dir.	Present to the City Council for action an amended Downtown Specific Plan and an amended Parking Master Plan.				
5. Dec. 15, 2009	Deputy City Administrator	Publish and distribute to the City Council standards for accelerated services to expedite development from the Development Departments.				
6. Jan. 15, 2010	Planning Director and Economic Development Dir.	Complete the Beach-Edinger Corridor Specific Plan/EIR and hold at least one public hearing.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Oct. 31, 2009	City Administrator and Finance Director	Present orally an overview of the 2009-2010 budget and financial forecast to all employees.				
2. Dec. 1, 2009	Mayor	Host and conduct at least one town hall meeting to provide information about the city and obtain feedback from the public.				
3. Jan. 15, 2010	IS Director – lead, HR Dir., Dep. City Administrator	Conduct and present to the Executive Team a review of community requests from the Surf City Pipeline.				

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