

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

STRATEGIC PLANNING RETREAT

13 July 2015 * Huntington Beach Public Library

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904

Gail Tsuboi, 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

2015-2018 • not in priority order

- ▶ **Improve quality of life**
 - ▶ **Enhance and maintain infrastructure**
- ▶ **Strengthen economic and financial sustainability**
 - ▶ **Enhance and maintain public safety**
- ▶ **Enhance and maintain city service delivery**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Tuesday, July 14, 2015	City Manager	Distribute the retreat record to attendees; place the city's Goals and Objectives on the city website.
Within 48 hours	All recipients	Read the retreat record.
July 14, 2015	Management Team (City Manager– lead)	Review the “Weaknesses/Challenges” and “External Threats” lists for possible action items.
By July 16, 2015	City Manager	Place the city's Strengths/Accomplishments on the city website.
By July 31, 2015	Department Heads	Share and discuss the Strategic Plan with staff.
At the August 3, 2015 City Council meeting	City Council (Mayor – lead)	Present the updated Strategic Plan to the public.
Monthly	Management Team City Council City Manager (Mayor – lead)	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Manager	Prepare and distribute the updated Strategic Plan Monitoring Matrix and post on the city's website.
January 28, 2016 (Thursday) 7:30/8:00 am – 1:00 pm	Mayor City Council City Manager Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives for the next 6 months - identify 12-month Strategic Objectives

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF HUNTINGTON BEACH SINCE THE JANUARY 23, 2015 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- Implemented AB 1522 – sick leave for part-time employees
- Started construction at the Central Park senior center
- Parked nearly 1.5 million vehicles in beach lots and the city parking structure
- Landed in the Guinness Book of World Records for the greatest number of people on the largest surfboard
- Completed the downtown parking structure review
- Repealed the plastic bag ban; the first city in the country to do so
- Established a Citizens' Advisory Board for infrastructure
- Received federal grants totaling \$70,000 for firefighter safety equipment
- Revised the Beach Edinger Corridor Specific Plan
- Received over \$30,000 in equipment grants for the CENIC project (Corporation for Network Initiatives in California)
- Streamlined the General Plan, saving taxpayers \$200,000
- Reinstated the Finance Commission
- Logged 57,000 volunteer hours at the library
- Implemented the real estate module for leases and concessions
- Received a nearly-\$300,000 grant for Bartlett Park
- Completed the agreements with CENIC to improve the speed of the library's Internet
- Received monthly updates on progress on the Central Park senior center
- Participated in a countywide EOC drill and a tsunami disaster drill
- Received investment policy certification from the Assn. of Public Treasurers (APT)
- Received a donation of \$100,000 from the Women's Club of Huntington Beach for upgrading library facilities
- The new City Attorney, through negotiations, has saved the city millions
- Installed 70 new smart parking meters in the downtown
- Started the process to reuse Rodgers Senior Center
- Created a new CalPERS rate increase reserve of \$1.3 million
- The Police Dept. brought back the Citizens' Police Academy
- Received a clean federal audit report
- The City Council is taking steps toward transparency in government
- New private foundation created by the city to assist police funding
- Over 65% self-checkout in the Central Library
- State approval of our three-city Community Paramedicine Pilot Study
- Successful Surf City Marathon
- Won three Golden Hub of Innovation Awards, including one for the library
- Obtained a \$2.5 million Storm Water Grant
- Celebrated the 40th Anniversary of the Central Library and the 20th Anniversary of the Oakview Branch
- Activated Type One Urban Search and Rescue Team
- Completed a review of frozen and unfunded city positions
- On target to meet the governor's target 20% water use reduction
- Completed a series of ad hoc meetings on Bartlett Park
- Maintained the city's \$190 million investment portfolio with no losses
- Paid down the unfunded liability for retiree medical benefits for miscellaneous employees
- Started the investigation process for the Recycling Market Development Zone
- Library received a \$22,000 grant for digital story time development
- Successfully negotiated with IMG and WSL for the 2015 US Open of Surfing
- Continued to maintain a balanced budget
- Established a Homeless Task Force
- Safe and successful 4th of July

- Received a million dollar grant for street pavement rehabilitation
- Delivery of 15 new Police SUVs
- Earned a Certificate of Achievement for Excellence in Financial Reporting
- Earned a Certificate of Achievement for Excellence in the Annual Budget
- Logged 56,000 volunteer hours for senior services
- Implemented multi-agency GPS-based dispatching
- Legalized fireworks sales to benefit non-profits; proceeds were approx. \$250,000 net of sales
- Reorganized the Planning and Zoning counter to improve customer service
- Implemented the pre-zoning application submittal process for improved streamlining

CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CITY OF HUNTINGTON BEACH

Brainstormed List of Perceptions

- Conflict between park beautification needs and the drought
- Unrealistic expectations for project turnaround time
- Lack of succession planning
- Outdated workflow processes
- Low police staffing levels
- Inability to reach RHNA (Regional Housing Needs Assessment) numbers with development
- Lack of citywide centralized records or records management
- Perception by some staff that financial challenges are over
- Lack of resources and staff to meet the demand for city services
- Lack of maintenance of deteriorating roads
- Some departments feel they get less support than Public Safety
- Lack of timely community outreach options to ensure the public has sufficient notice
- Lack of support for critical needs and programs
- Unrealistic expectations of discretionary financial resources available
- Lack of resources for deteriorating park infrastructure
- Lack of new or improved information network infrastructure
- Employee resistance to change
- Lack of accessibility for permits online
- Lack of adequate staff in some departments
- Overemphasis on funding Public Safety operations
- Falling behind industry standards in technology
- Continued lack of resources to maintain the infrastructure
- Lack of concise integrated Public Records Act delivery process across departments
- Inadequate WiFi infrastructure in city facilities
- Lack of updated equipment and technology
- Low staffing levels in every department

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

Brainstormed List of Perceptions

- Balanced state budget
- Pacific City nearing completion
- Increased public participation
- Improvement of the economy
- Increases in state one-time funds
- Increase public involvement with homelessness
- Warm weather
- Possible El Nino year
- KABC coverage of 4th of July parade
- Special Olympics World Games in Southern California
- 100 year Anniversary of Boeing
- The Guinness World Record Epic Big (surf) Board will continue to give the city positive exposure
- Previous mayor elected to the State Assembly

- Increased tourism spending
- Increase in sales and property tax revenues
- Visit Huntington Beach's (VHB) promotional efforts nationally and internationally
- Increased opportunities for cooperation in the library community
- VHB's summer shuttle service
- Completion of wayfinding efforts
- 2015 US Open of Surfing
- Continued success of our high school athletic teams
- Ocean View School District completing physical facilities

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

Brainstormed List of Perceptions

- More state regulations and taxes
- Unstable global economy
- Earthquake
- Lack of substantial fiber optic and WiFi capabilities in Huntington Beach
- High health care costs
- PERS rate increases
- Oil spill
- Regional Water Board and Air Quality Board mandates
- Fire
- Misinformation on social media
- Potential state legislation (AB 113) to deny reimbursement to cities for Redevelopment loans
- Decrease in housing values
- Impacts of Prop 47 – early release of inmates
- Sharks!
- El Nino
- Drought
- Increasing levels of cyberattacks
- I-405 construction
- Rising crime rates
- Possible I-405 toll lanes and continuous access
- Natural and manmade disasters
- Climate change
- Tsunami
- Increased demand on emergency services
- SB 331
- State and national negative legislation regarding policing
- Reduction in gas tax and Prop 42
- Drunk driving
- Decriminalization of drugs
- Rising interest rates
- Increased homelessness
- Exodus of employees due to impending retirements
- Demographic shifts, e.g., losing our youth

STRATEGIC PLAN ELEMENTS

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

“SWOT” ANALYSIS

Assess the organization's:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

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

CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CITY OF HUNTINGTON BEACH

Brainstormed List of Perceptions

Staffing

- Unrealistic expectations for project turnaround time
- Lack of succession planning
- Low police staffing levels
- Lack of resources and staff to meet the demand for city services
- Some departments feel they get less support than Public Safety
- Employee resistance to change
- Lack of adequate staff in some departments
- Low staffing levels in every department

Process Improvement

- Outdated workflow processes
- Lack of citywide centralized records or records management
- Lack of timely community outreach options to ensure the public has sufficient notice
- Lack of concise integrated Public Records Act delivery process across departments

Technology

- Lack of new or improved information network infrastructure
- Lack of accessibility for permits online
- Falling behind industry standards in technology
- Inadequate WiFi infrastructure in city facilities
- Lack of updated equipment and technology

Financial

- Unrealistic expectations of discretionary financial resources available
- Lack of resources for deteriorating park infrastructure
- Continued lack of resources to maintain the infrastructure
- Perception by some staff that financial challenges are over
- Lack of maintenance of deteriorating roads
- Overemphasis on funding Public Safety operations
- Lack of support for critical needs and programs

Miscellaneous

- Inability to reach RHNA (Regional Housing Needs Assessment) numbers with development
- Conflict between park beautification needs and the drought

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

Brainstormed List of Perceptions

Disaster Related

- Earthquake
- Oil spill
- Fire
- Sharks!
- El Nino
- Drought
- Increasing levels of cyber attacks
- Natural and manmade disasters
- Climate change
- Tsunami

Other Agencies and Financial Impacts Related

- More state regulations and taxes
- Unstable global economy
- High health care costs
- PERS rate increases
- Regional Water Board and Air Quality Board mandates
- Impacts of Prop 47 – early release of inmates
- SB 331
- State and national negative legislation regarding policing
- Reduction in gas tax and Prop 42
- Decriminalization of drugs
- Decrease in housing values
- Rising interest rates
- Potential state legislation (AB113) to deny reimbursement to cities for Redevelopment loads

Social/Demographics

- Rising crime rates
- Drunk driving
- Increased demand on emergency services
- Increased homelessness
- Demographic shifts, e.g., losing our youth

Technology/Staffing Related

- Lack of substantial fiber optic and WiFi capabilities in Huntington Beach
- Misinformation on social media
- Exodus of employees due to impending retirements

Transportation Related

- I-405 construction
- Possible I-405 toll lanes and continuous access