

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**

**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 RETREAT**

#### 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 debt 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., 4<sup>th</sup> 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%
- Stay-cations – 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 toward 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