

CITY OF HUNTINGTON BEACH STRATEGIC PLANNING RETREAT

February 7, 2019 * 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

(2019-2022 * not in priority order)

Enhance and maintain high quality City services

Enhance and maintain the infrastructure

Strengthen long-term financial and economic sustainability

Enhance and modernize public safety service delivery

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE MAJOR STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF HUNTINGTON BEACH IN THE PAST THREE YEARS AND PROGRESS ON THE STRATEGIC PLAN SINCE THE FEBRUARY 2018 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Established a new Veterans' Resource Center at the Central Library
- Reaffirmed our AAA credit rating
- Developed a Council-approved playground equipment priority list
- Created a 10-point plan to address homelessness
- Adopted an Economic Development Plan
- Three successful Air Shows
- Vissla Surfing Competition for youth—first one had 104 countries and 380 competitors
- Conducted a Junior Lifeguard Program with over 1000 participants
- Created an all-day option for youth for the Junior Lifeguard Program
- Received a national award for both our budget and our financial statements
- Formed a Harbor Commission
- Delivered an average of 75,000 meals to seniors annually through our Home Delivery Program
- Certification of the Windward Specific Plan by the Coastal Commission
- Established a Central Park Committee
- Started Bartlett Park improvements
- Implemented the compliance engine, cloud-based Fire Protection Inspection Tracking System
- In 2016-2018, processed over 20,000 passport applications, generating close to \$1 million in General Fund revenue
- Created a new Homelessness Solutions Coalition
- Provided over 200 staff professional development learning opportunities
- Completed a needs assessment of the Police Department facilities
- Replaced end of life network equipment citywide
- Established Council ad hoc Committee on Homelessness
- Completed assessment of technology needs
- Conducted a study session on budget balancing options
- Hired a Community Prosecutor
- Promoted voter registration at nine community events
- Obtained grant and completed design for Shipley-to-Shore Trail
- Implemented a new fiscal year, saving \$1 million per year
- Successful resolution for the Coastal Odors Commission
- The firefighter employees' association and City Administration staff worked collaboratively to achieve a three-year MOU agreement, providing labor stability and significant general fund savings.
- Created a film-friendly environment
- Comprehensive General Plan update
- Graduated 42 employees from the City of Huntington Beach Leadership Academy
- Awarded OCTA grant valued at \$253,000 for senior transportation vehicles and software
- Completed two rounds of our Citizen Academy

- Acquired seven encyclopedia lots
- Air Traffic Noise Working Group was formed and a permanent Jet Noise Commission was established
- Circulated over 70,000 digital items in the Library
- Purchased and implemented software to manage CPRA (California Public Records Act) requests
- Lower crime rate by 7%
- Successful election in 2018 for four City Council Members and a City Attorney
- Successful election in 2016 for three City Council Members, a City Treasurer and a City Clerk
- Completed rehabilitation of the Magnolia Bridge and Brookhurst Bridge
- Completed implementation of Enterprise Cash Sharing System
- Graduated our first class from the Career Online High School Program
- Opened an all-inclusive playground at the beach
- Opened the Central Park Senior Center
- Created business round tables
- 23 employees graduated from Cal State Fullerton's Leadership Academy
- Police responded to 153,000 calls for service in 2018, with a 4 minute and 39 second average response time to emergency calls
- Upgraded the City's telephone system
- Created a Sand Crab Program for six to eight year-olds
- Created a Homeless Task Force
- Successfully completed negotiations for Atlanta Avenue widening
- Library circulated a million items in the last two years
- Replaced the City's Electronic Document Management System (EDMS)
- Purchased and implemented software to archive social media
- Expanded Internet access at all Library locations, providing one gig of service
- Successfully defended the City in numerous lawsuits, saving the City millions of dollars
- Successfully defended the City Charter authority
- Completed trails and open space improvement at Irby Park
- Issued \$150 million of construction permits

WHAT ARE THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed List of Perceptions

- Lack of staffing
- Residents are concerned that service and repairs are slow
- Lack of funding with more demand for services
- Lack of technology infrastructure
- Unrealistic expectations of employees and the public
- Lack of resources to address homelessness
- Rising homelessness and lack of eligibility for available funding
- Negative influence of and challenges of response to social media
- Inadequate staffing at the Police Department
- Lack of revenue to provide competitive salaries
- Uncivil political environment
- Lack of resources to try, test new methods and solutions
- Low morale among staff
- Lack of adequate budget funding
- Short-term labor contracts
- Lack of long-term labor agreements
- Lack of institutional knowledge through retirements
- Lack of focus on facility and parks repairs
- Limited resources to maintain aging technology infrastructure
- Difficult and extended process for hiring new staff
- Difficulty finding qualified employees
- Limited opportunity for advancement in the organization
- Fewer staff with greater workloads dealing with greater public demands

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON HUNTINGTON BEACH IN THE NEXT THREE YEARS?

Brainstormed List of Perceptions

- Partnership with HOAG and other local health providers
- Balanced State budget
- Rain
- Strong tourism
- Technology advances
- Improved downtown business climate
- Strong real estate values
- 405 widening
- Trends toward Smart City initiatives
- \$300 million in State funding for homelessness
- Tourism and convention growth
- Successful sale of Boeing property to experienced developers
- Increased voter participation
- Increased regional cooperation
- Surfing in the Tokyo Olympics may provide opportunities here
- New Criminal Justice Training Center at Golden West College
- Partnership with the Criminal Prosecution District Attorney's Office

- Strong local economy
- Low unemployment
- Incoming Prop 68 funds for park improvements
- Increased volunteer interest
- Good schools
- Regional partnerships
- Increased street funding due to SB1
- Increased community activism
- Good weather
- New countywide Housing Trust
- Federal infrastructure spending
- Increased Federal focus on opioid epidemic

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON HUNTINGTON BEACH IN THE NEXT THREE YEARS?

Brainstormed List of Perceptions

- Pension liabilities
- Tsunami
- Next recession
- Cyber attacks
- State ownership of City beaches
- Increasing homelessness
- Unfunded State and Federal mandates
- Aging infrastructure
- Aging population
- High cost of housing
- Trade wars
- Opioid epidemic
- Increasing costs for everything (e.g., construction)
- Drought
- Litigation
- Earthquake
- Rising health care costs
- Income inequality
- Air traffic impacts
- Lack of housing
- Bluff top erosion
- Criminal justice reforms
- Challenge finding qualified employees to replace aging workforce
- Inadequate public transit
- Stock market volatility
- Terrorism
- State micromanagement of municipal affairs
- Sober living home proliferation
- Increasing online sales

BRAINSTORMED THREE-YEAR GOALS

- Develop, attract and retain high-performing staff
- Enhance the attractiveness of Huntington Beach to attractive and desirable businesses
- Enhance and maintain the infrastructure
- Strengthen long-term financial and economic sustainability
- Enhance and modernize public safety service delivery
- Improve interdepartmental communication
- Strengthen organizational effectiveness
- Enhance park maintenance
- Improve external communication
- Become a Smart City to reduce energy costs
- Increase revenue
- Reduce the homeless in Huntington Beach
- Streamline process for more efficiency
- Improve quality of life
- Utilize broadband and advanced technologies
- Protect charter city autonomy
- Foster innovation
- Enhance the environment for employees
- Expand use of available technology

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
February 7, 2019	City Clerk	Distribute the retreat record to invitees.
Within 48 hours	All recipients	Read the retreat record.
February 12, 2019	Management Team (City Manager– lead)	Review the “Weaknesses” list for possible action items.
By February 21, 2019	Department Heads	Share and discuss the Strategic Plan with staff.
February 27, 2019	City Manager	Present the review of the new Three-Year Goals and 12-Month Strategic Objectives, and amendments as needed, to the City Council.
At the March 4, 2019 City Council meeting	City Council (Mayor – lead)	Formally present the updated Strategic Plan to the public.
March 5, 2019	Chief Information Officer	Place the city’s “Strengths” and new Three-Year Goals on the City’s website.
Monthly	City Council (Mayor- lead), City Manager & Management Team	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Clerk & City Manager	Prepare and distribute the updated Strategic Plan Monitoring Grid to the City Council and staff, and post on the City’s website.
February 2020	City Council, City Manager, City Attorney & Management Team	Strategic Planning Meeting to thoroughly assess progress on the Goals and Strategic Objectives and amend, as needed.

STRATEGIC PLAN ELEMENTS

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“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