

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

STRATEGIC PLANNING RETREAT

2 August 2013 * 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

2012-2015 • not in priority order

- ▶ **Improve the City's infrastructure**
- ▶ **Enhance economic development**
- ▶ **Improve long-term financial sustainability**
- ▶ **Develop, retain and attract quality staff**
- ▶ **Enhance and maintain public safety**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Monday, Aug. 5	City Manager	Distribute the retreat record to attendees; place the city's Strengths, Goals and Objectives on the city website.
Within 48 hours	All recipients	Read the retreat record.
By August 15, 2013	Department Heads	Share and discuss the Strategic Plan with staff.
At the Aug. 19, 2013 City Council meeting	City Council (Mayor - lead)	Present the updated Strategic Plan to the public.
August 27, 2013	Management Team (City Manager- lead)	Review the "Weaknesses/Challenges" and "External Threats" lists for possible action items.
Monthly	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.
Feb. 7, 2014 (Friday) 8:00/8:30 am - 4:00 pm	Mayor City Council City Manager Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives - develop a Vision Statement - 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 25, 2013 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- The library was recognized as the Best Library in Orange County by Orange Coast magazine
- Over 61,000 hours of volunteer time at the library
- The Fire Dept. received several state and federal grants in excess of \$150,000
- Filed an SB 90 reimbursement claim of almost \$1 million
- Working on establishing a Downtown Task Force to work on issues impacting downtown residents
- Adopted a resolution to oppose any new offsale liquor sites in the downtown
- Initiated the process to annex Bolsa Chica wetlands
- Prepared a Bike Master Plan and received public comment
- Received a clean audit opinion on the city's annual financial report
- Enhanced the Fire Department's website to assist businesses and developers
- Passed a reusable bag ordinance
- Completed a Storm Drain Needs Assessment
- Added a new Sister City: Manley, Australia
- Purchased additional park land
- Created a new Budget Stabilization Fund
- Approved the 9-11 memorial at city hall
- Made amendments to our massage establishment policies
- Successfully defended the city on three court cases
- Implemented a web-based training program to enhance firefighter training
- Approved plans for the new senior center in the proposed area
- Joined with ACCOC (Assn. of California Cities Orange County) for training
- Taught 5000 students how to swim
- Implemented a public recycling program with Rainbow Environment Services
- Saved the fire rings at the beach
- Received the Champion of the Year Award for our senior volunteers
- Hired nine more cops
- Removed Banning Bridge from the Master Plan of Arterial Highways
- Funding for a DUI officer from the Office of Traffic and Safety
- Updated our Ten-Point Plan for Local Business
- Over 4000 participants in our Summer Reading Program
- Library received \$10,000 in grants for collection development
- Proposed a new plan to fund unfunded liabilities over the next decade
- The city and the school district held several public meetings on school safety and drug use
- Worked with rating agencies to preserve the city's AA rating
- Processed over 2300 multi-day beach camping events
- Continued efforts to get the Pacific City Mixed-Use Project developed
- Several shopping centers were remodeled
- Dick's Sporting Goods and Nordstrom Rack located here
- Successfully completed the first phase of the 'Be a Buddy, Not a Bully' program
- Received national recognition for the establishment of Team Power (employee recognition)
- Refinanced bonds for a savings of \$3 million for taxpayers
- Effectively responded to and adapted to a dramatic increase in development
- Completed replacement of the obsolete telephone system

- Established a transition team and began moving Marine Safety into the Fire Dept.
- Implemented a new Fleet Management System for the city's fleet
- Initiated the process for a General Plan update
- Implemented and transitioned to a new Dispatch and Record Management update; the first time in 9 years
- Have proposed a balanced budget with no cuts for FY 2013-2014
- Launched a workplace literacy program
- Successfully challenged the state from conducting a \$31 million raid
- Parked 600,000 cars at the beach since Jan. 1, 2013
- Got rid of the ban on pinball machines and hypnotists
- Closed a medical marijuana dispensary
- Got direction from the City Council on a Water Conservation Rate Plan

CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CITY OF HUNTINGTON BEACH

Brainstormed List of Perceptions

- The civil unrest of July 28, 2013
- Continuing issues with reduced staffing
- Lack of enough police officers
- Inequitable pay for City Council members
- Lack of evaluation of downtown parking during the busy season and major events
- Low staff morale
- Overall management and focus of major beach events is not enhancing quality of life
- Conflicting priorities from City Council
- No raises
- Lack of senior services and facilities in Huntington Beach
- Out of date information service technology
- Not enough staff to respond to internal and external requests
- Negative impact of beach-goers on residents
- Difficulty managing public expectations due to reduced staff
- Perceived inequality and support of departments
- Lack of funding
- Egress problems with major events
- Lack of incentives to attract businesses/new development
- Constantly changing priorities
- Lack of upkeep in some parks, e.g., Bartlett Park
- Currently challenged regarding the image of the city
- Not enough staff to handle the basic workload

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

Brainstormed List of Perceptions

- Decreasing unemployment
- Balanced state budget
- Completion of major projects in the city
- Improving real estate values
- Motivated volunteers in the community
- Engaged stakeholders who are interested in making our city better
- Local freeway improvements (405, 605, 22)
- Less volatile stock market
- Bills in the legislature to reinstate the Redevelopment Agency
- More proactive League of California Cities
- Increased property tax revenue
- Motivated community volunteer base

- Improving local and national economy
- Upgrading of the AES power plant
- A lot of positive community publicity, e.g., high school sports teams
- Implementation of legislation to increase reimbursement to local government for emergency medical services
- Without RDA, new, creative, innovative ideas to stimulate business and development

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

Brainstormed List of Perceptions

- Wet Electric Pool Party – a rave party approved by the state at the beach that allows alcoholic beverages and two stages
- Tsunami
- Earthquake
- Wild fires
- Other natural disasters
- Obamacare
- Increased politicalization of the Chamber of Commerce
- State Dept. of Finance
- California State Legislature
- Rising sea level
- Negative perception of Huntington Beach
- Climate change
- Still a fragile economy
- Decreased student population
- State and federal unfunded mandates
- Negative public perception of public employees
- Aging population
- Increased litigation
- Lack of personal responsibility
- Businesses relocated out of the area
- Some properties continue to be vacant or undeveloped
- Lack of state incentives for new development
- Continuing negative impacts from the state’s dissolution of the Redevelopment Agency
- Negative press
- Fracking
- Electrical blackouts
- AB 109 – early release of 10,000 prisoners
- AB 5 – re: homeless
- Stereotyping of Huntington Beach
- Civil unrest/flashmob mentality
- Cyberattacks
- Interest rate increases
- Dramatically increasing pension costs
- Increase in workers compensation costs
- Continued long-term unemployment
- Potentially decreasing population
- Increased health care costs
- Enticements for businesses in other counties and states
- Vacant buildings

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

CITY OF HUNTINGTON BEACH
SIX-MONTH STRATEGIC OBJECTIVES
2 August 2013 through 1 February 2014

THREE-YEAR GOAL: <i>IMPROVE THE CITY'S INFRASTRUCTURE</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Aug. 19, 2012 City Council meeting	Council members Jill Hardy and Joe Carchio	Recommend to the Council for action the creation of an ad hoc City Council committee for Bartlett Park to address the development of the park.				
2. Nov. 1, 2013	Public Works Dir.	Present to the City Council for consideration a Bicycle Master Plan.				
3. Nov. 1, 2013	Community Services Dir.	Present to the Community Services Commission a Bartlett Park Status Report.				
4. Nov. 15, 2013	Planning and Building Dir. and Public Works Dir	Present to the City Council for action a contract and work program, with costs, for a comprehensive General Plan Update, which includes a Climate Action Plan, to comply with state law.				
5. Nov. 15, 2013	Public Works Director	Develop and present to the City Manager for review a work plan for a City Facilities Needs Assessment to address maintenance needs.				
6. Dec. 1, 2013	I.S. Director	Provide a report to the City Council on the PCs and laptops that have been replaced since the end of 2012 and a timeline and the cost for the replacement of the remaining outdated PCs and laptops.				
7. At the Dec. 16, 2013 City Council study session	Public Works Dir. – lead, Finance Dir., Community Service Dir.	Report to the City Council on the senior center design, updated cost estimates, and financing plan.				
8. Feb. 1, 2014	Finance Dir. – lead, I.S. Dir., Public Works Dir.	Report to the City Council on the status of the cashing system (i.e., cash handling) implementation as the first phase of the Conservation Water Rate Implementation Plan.				

THREE-YEAR GOAL: *ENHANCE ECONOMIC DEVELOPMENT*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Oct. 15, 2013	Planning and Building Director	Complete all zoning entitlements and issue building permits for the commercial/retail component of the Pacific City property.				
2. Jan. 15, 2014, at a City Council study session	City Manager	Update and present to the City Council for action the 10 Point Business Plan, including criteria for economic incentives to attract new businesses and retain existing businesses				
3. Feb. 1, 2014	Planning and Building Director	Complete processing of the zoning entitlements and issue building permits for the construction of the Edinger Hotel.				
4. Feb. 1, 2014	City Manager	Complete the new Economic Development Strategic Plan and present to the City Council for action.				

THREE-YEAR GOAL: *IMPROVE LONG-TERM FINANCIAL SUSTAINABILITY*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. As the MOUs expire	City Manager and HR Dir., working with an outside labor negotiator	Negotiate contracts with a goal of full employee pickup of the employee share of CalPERS costs.				
2. At the Aug. 19, 2013 City Council meeting	Finance Director	Review the Financial Reserve Policy and recommend changes, if needed, to the City Council for action.				
3. At the Aug. 19, 2013 City Council meeting	Finance Director	Update and present to the City Council for action a Five-Year Financial Plan.				
4. Oct. 1, 2013	City Manager and Finance Dir.	Implement the plans in the proposed FY 2013-2014 budget to potentially eliminate the unfunded liabilities for the Retiree Medical and the Retiree Supplemental in ten years.				
5. Feb. 1, 2014	City Manager and HR Dir., working with the City Council	Continue negotiations toward the City Council's parameters regarding employee bargaining groups' contract negotiations, including a review of the goal of eliminating the retiree medical subsidy for all new employees.				
6. Feb. 1, 2014 and annually thereafter	City Manager and Finance Dir.	Propose to the City Council for action the implementation of the "One Equals Five" Plan to expedite the payment of the city's unfunded CalPERS liability so that each \$1 million deposited saves the taxpayer \$5 million over 30 years.				
7. FUTURE OBJECTIVE Aug. 1, 2014	Finance Dir. – lead, City Manager, HR Director	Enhance the budget development process to include program narratives that describe departmental priorities to assist in decision making on staffing.				

THREE-YEAR GOAL: *DEVELOP, RETAIN AND ATTRACT QUALITY STAFF*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Nov. 1, 2013	Council member Jill Hardy-lead, Mayor Connie Boardman, Mayor Pro Tem Matt Harper, City Clerk	Create City Council decorum protocols and bring recommendations to the City Council for consideration.				
2. Nov. 15, 2013	City Clerk, working with Employee Team Power	Conduct one low- or no-cost morale-building activity for staff.				
3. Dec. 15, 2013	HR Director and City Clerk	Conduct a department head and management team building activity.				
4. Dec. 15, 2013	HR Director, working with the Employee Team Power	Host one Employee Service Award activity involving staff and the City Council.				
5. By Feb. 1, 2014, at a City Council study session	HR Dir. and the Asst. to the City Manager	Study the impact on department service delivery of positions lost from the table of organization and make recommendations to the City Council for consideration.				

THREE-YEAR GOAL: *ENHANCE AND MAINTAIN PUBLIC SAFETY*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Aug. 19, 2013 City Council meeting	City Manager, working with the Police Chief and Finance Dir.	Identify and present to the City Council funding to fill three (3) additional police officer positions for a total of five (5) in FY 2013-2014.				
2. Sept. 15, 2013	Fire Chief	Submit to the City Manager the Fire Dept.'s evaluation of the potential to regain the Fire Department's Insurance Services Office's Class I rating.				
3. At the Sept. 16, 2013 City Council meeting	Fire Chief and Marine Safety Chief	Upon approval of a service delivery option by the City Manager, will present to the City Council for action the transition of lifeguard services at Sunset Beach.				
4. Oct. 1, 2013	Fire Chief and Community Services Dir., working with key Fire Dept. and Marine Safety staff	Complete the transition of Marine Safety into the Fire Department.				
5. Oct. 1, 2013	City Manager, working with the Police Chief and Finance Dir.	Identify funding and resources to accelerate the hiring process to fill the vacant, funded police officer positions in the Police Dept. and report the results to the City Council.				
6. Dec. 15, 2013	Fire Chief	Present to the City Manager the results of the pilot study on the use of an automated vehicle location (AVL) system to deploy ambulances.				
7. Feb. 1, 2014	City Attorney – lead, Police Chief, Fire Chief	Prepare and present to the City Council for information and action a plan to effectively address illegal fireworks and the misuse of state-approved fireworks.				