



CITY OF HUNTINGTON BEACH REQUEST FOR CITY COUNCIL ACTION

MEETING DATE: 2/18/2014
SUBMITTED TO: Honorable Mayor and City Council Members
SUBMITTED BY: Fred A. Wilson, City Manager
PREPARED BY: Kenneth A. Domer, Assistant City Manager
SUBJECT: Receive and File the City of Huntington Beach Strategic Plan Update

Statement of Issue:

In 2009, the City Council started an annual strategic planning process to develop a consensus on a Mission Statement, Three-Year Goals, and corresponding Priority Strategic Objectives. On January 31, 2014, the City Council met to review and update the Three-Year Goals and their Priority Strategic Objectives. The updated Strategic Objectives Grid is attached.

Financial Impact:

None

Recommended Action:

Receive and file the Twelve-Month Strategic Objectives

Alternative Action(s):

Reject the update and direct Staff accordingly.

Analysis:

At the City Council's direction, a strategic planning process was undertaken to establish consensus on the city's Core Values and Priority Strategic Objectives. On January 31, 2014, the Council met to update the three-year goals and to develop twelve-month strategic objectives. This process resulted in a statement of the City Council's Mission, Three-Year Goals, Core Values, and new Twelve-Month Strategic Objectives.

The Council's mission statement is as follows: "The city of Huntington Beach provides sustainable quality services to maintain and enhance our safe and vibrant community."

The three-year goals have been organized into six categories:

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

- **Enhance and maintain public safety**
- **Enhance Quality of Life**

Each of these categories includes a list of twelve-month strategic objectives. Each month, staff provides the attached matrix with updated information on the status of the twelve-month strategic objectives.

The Strategic Plan is designed to serve as a framework for the City Council and staff in the challenging work of achieving what is important to the community, within the resources available. Implementation requires continual refinement of staff work plans, resource allocation, and staffing priorities. It also requires ongoing deliberations as budget priorities are discussed and as specific projects are brought before the City Council.

Environmental Status:

N/A

Strategic Plan Goal:

Improve long-term financial sustainability

Attachment(s):

1. City of Huntington Beach Twelve-Month Strategic Objectives Grid: January 31, 2014 through January 30, 2015.
2. List of Current Internal Weaknesses/Challenges from Strategic Planning Retreat

CITY OF HUNTINGTON BEACH
T W E L V E - M O N T H S T R A T E G I C O B J E C T I V E S
 31 January through 30 January 2015

THREE-YEAR GOAL: <i>IMPROVE THE CITY'S INFRASTRUCTURE</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. March 1, 2014	Information Services Director	Select a consultant to prepare a five year Technology Master Plan and present to the City Manager by August 1, 2014.				
2. At the April, July and Oct 2014 City Council Ad Hoc Committee on Bartlett park Meetings	Community Services Director	Update the Council Committee on the plan approval process for the development of Bartlett Park.				
3. April 1, 2014	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				
4. June 1, 2014	Public Works Director	Present recommended updates to the City Council about the City's Water Conservation and Water Supply Shortage Program, including the Water Conservation Incentive Program.				
5. August 1, 2014	Information Services Director	Complete replacement of remaining outdated PCs and laptops.				
6. December 31, 2014	Public Works Director and Community Services Director, with input from the Community Services Commission	Hold a study session to discuss funding and coordination with other agencies for a Class One trail from Central Park to the Beach, including safety standards and regulations.				

7. December 31, 2014	Public Works Director	Hold a City Council study session to discuss funding for "Bicycle Boulevards."							

THREE-YEAR GOAL: <i>ENHANCE ECONOMIC DEVELOPMENT</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. April 1, 2014	ACM and Deputy Director of Business Development with input from the Economic Development Committee	Present to the City Council for direction, a sales tax program to retain and attract sales tax-generating businesses.				
2. June 30, 2014	ACM and Deputy Director of Business Development	Launch economic development initiatives as identified in the Economic Development Strategic Plan regarding downtown and the NW industrial corridor.				
3. August 1, 2014	ACM and Deputy Director of Business Development	Launch a new Economic Development website with enhanced business information, property information, marketing initiatives and cooperative ventures with external partners (e.g., VHB, COC and BIDs).				
4. September 1, 2014	Planning and Building Director	Complete processing of the zoning entitlements and issue building permits for the construction of the Edinger Hotel.				
5. October 1, 2014	ACM and Deputy Director of Business Development, working with external partners (e.g., VHB, COC and BIDs)	Implement a comprehensive marketing program to promote Huntington Beach as an economic destination.				

6. December 1, 2014	Planning and Building Director and the ACM	Evaluate the effectiveness of specific plans (e.g., Beach – Edinger Corridors Specific Plan and the Downtown Specific Plan) and recommend possible changes to the Planning Commission and City Council for consideration.					

THREE-YEAR GOAL: IMPROVE LONG-TERM FINANCIAL SUSTAINABILITY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At least twice a month	HR Director	Update the City Council on progress of the negotiations with employee groups.				
2. March 31, 2014	Finance Director and City Manager	Implement, contingent upon available funds, 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 25 years.				
3. March 31, 2014	Finance Director, HR Director and City Manager	Develop a plan and recommend to the City Council for action how to fund the long-term workers' compensation liabilities.				
4. October 1, 2014	ACM, Information Services Director—lead and Finance Director	Develop a Financing Plan for the 800 MHz Interoperability Project and present to the City Council for action.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. March 31 2015	Council Member Connie Boardman—head and the City Council	Discuss and consider taking action re: inequality in Council benefits and pay.				
2. June 1, 2014	ACM with input from the Department heads	Recommend to the City Manager for action funding in the 2014-2015 budget for essential positions previously lost.				
3. July 1, 2014	HR Director, working with a Staff Awards Committee	Host one Employee Service Award activity, involving staff and the City Council.				
4. July 15, 2014	City Clerk, working with Employee Team Power	Conduct one low- or no-cost morale-building activity for staff.				
5. September 1, 2014	HR Director and City Clerk	Plan a team building activity/event to include department heads and management employees to be held after the close of negotiations.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. April 1, 2014	Fire Chief, working with the HR Director	Fill the vacancy for Marine Safety Chief and if vacant, at least launch recruitment for Lieutenant and/or Marine Safety Officer.				
2. May 1, 2014	City Attorney and Council Member Katapodis	Draft and present to the City Council for action an ordinance holding property owners responsible for the use of illegal fireworks on their property.				
3. May 1, 2014	Police Chief and Public Works Director	Present to the City Council a plan to fund security improvements and ADA updates to the lobby of the police station.				
4. June 15, 2014	City Manager	Determine the feasibility of adding up to 10 new police officer positions in the 2014-2015 budget and make a recommendation to the City Council for action.				
5. December 1, 2014	Fire Chief	Evaluate the feasibility of developing a "Standards of Cover" document and submit recommendations to the City Manager.				
6. December 1, 2014	Fire Chief	Implement GPS dispatching for all Fire Department apparatus and present to the City Manager a preliminary report on impacts to response times.				
7. December 31, 2014	Police Chief and Public Works Director	Develop and present to the City Council for consideration, a feasibility study for constructing a police firearms range.				

THREE-YEAR GOAL: *ENHANCE QUALITY OF LIFE*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. May 1, 2014	ACM and the Community Relations Officer, working with the Public Cable Television Authority (PCTA)	Review and recommend to the City Manager updates to the programming of Channel 3				
2. June 1, 2014	Library Director	Recommend to the City Council for action, a plan to increase library open hours for the central library and the branches.				
3. June 30, 2014	City Manager—lead, Finance Director and Community Services Director	Recommend to the City Council for action a Financing Plan for the development of the Senior Center.				
4. October 15, 2014	Planning and Building Director—lead and Community Services Director and Library Director	Complete community outreach as part of updating the City's General Plan.				
FUTURE OBJECTIVE January 31, 2015	Community Services Director and the City Manager	Complete the Park Master Plan. Include review of improvements to Bartlett Park, acquisition of LeBard Park and identification of outside funding to acquire Bolsa Chica sites for new park space.				

C I T Y O F H U N T I N G T O N B E A C H
STRATEGIC PLANNING RETREAT
January 31, 2014 * Huntington Beach Public Library

CURRENT INTERNAL WEAKNESSES/CHALLENGES

Related to Employees

- Inadequate funding for industry specific training
- Low staff morale
- Lack of staffing
- Unresolved contract negotiations
- Overburdened workforce
- Increased level of expectations without available resources
- Employees' sense of entitlement

Related to Internal Processes

- Lack of automated processes
- Burdensome internal processes
- Lack of understanding or knowledge of city processes
- Unwillingness to move forward; resistance to innovative processes

Related to Finance/Infrastructure

- Lack of priority funding for infrastructure
- Lack of resources to update technology services

Related to Stakeholders

- Adjusting to the needs of small businesses
- Worry about over-reaction to some problems with unintended consequences
- Lack of understanding or knowledge of city processes

Related to Council

- Inequality of compensation of Council members
- City is anti-freedom (plastic bag ban, paper bag ban, Styrofoam ban)
- Political focus on dividing issues instead of uniting issues
- Conflicting City Council priorities
- Increased political agendas due to upcoming election
- Over-reliance on task forces and committees on issues the City Council can take on

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT

Related to Huntington Beach

- Continued fireworks despite fireworks ban

Related to State and other Agency Budgets/Actions/Politics

- Decreased state beds for prisoners
- State legislation against charter cities
- State of California
- State legislation
- High-speed rail
- Air Quality Management District
- California Coastal Commission
- New requirements for the regional water quality permits

Related to Media

- Loss of net neutrality (charging for access to websites)
- Cable TV
- Change from print to electronic media

Related to Finances/Economy

- Affordable Healthcare Act implementation
- Continued anxiety about the economy
- Increased interest rates on home loans and their impact on families
- Increased fees
- Increases in PERS rates
- State Department of Finance
- New prevailing wage law for charter cities and everybody
- Increase in construction costs

Related to Employer/Employees

- Increasing PERS restrictions on retiree employment

Related to Disaster/Environment

- Earthquake
- Tsunami
- Climate change
- Drought
- Floods
- Natural disasters
- Local or national terrorist attack
- Increase in statewide fire risk

Related to Demographics

- Aging population
- Homelessness