Resolution No. 2023-46: Consider Adoption of the FY 2023-2027 Strategic Plan

Presented by City Manager’s Office & Baker Tilly, LLP
October 3, 2023
Strategic Planning Process (2023)

1-on-1 interviews with each Council Member, Charter officer, City Manager

April - May

Focus group with Department Heads

May

Strategic Plan workshop with City Council

June 8

Department Heads complete gap analysis questionnaire

June – August

City staff drafts Strategic Plan & Implementation Action Plan (IAP)

Staff reviews Strategic Plan and IAP with Council Members

September

City Council considers Strategic Plan & IAP

October 3
Why Strategic Planning?

- Provides direction to the organization
- Aligns everyone to a common purpose
- Align resources with goals and objectives
- Engages the City team in setting goals
Big Rock Theory

If the big rocks don't go in first, they aren't going to fit in later.
How Management Allocates Time

Management’s Time

- Day-to-day municipal services (85%)
- Unforeseen challenges (5%)
- New initiatives (5%)
- Strategic improvements and training (5%)
Strategic Planning Workshop

- Gather info from City Council, elected Charter officers, and Executive Leadership Team
- Develop themes and ideas for City Council to consider
- Learn about one another and get to know each other better
- Identify key accomplishments
- Understand the City’s strengths, challenges and opportunities
Strategic Plan
Framework & Goals
The framework for the Strategic Plan is built around 6 key elements that answer the following questions:

1. The compass that aligns everything the City does: “Committed to Responsive and Exceptional Public Service for All”

2. The foundation that the City’s services is based on: humility, exceptionality, social awareness, passion, and integrity

3. The most important Strategic Plan priorities identified by City Council on June 8, 2023

4. The outcome of successfully addressing those priorities

5. Steps required to achieve City Council’s Goals

6. A tool to track the City’s progress towards each Goal
# 8 Overarching Goals

City Council established 8 Goals to achieve over the next 4 years.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td><strong>Economic Development</strong></td>
<td>Greater business retention, investment and job growth in Huntington Beach.</td>
</tr>
<tr>
<td><strong>Fiscal Stability</strong></td>
<td>Available funding to support a high-quality level of programs, services and capital investments and to build a structural surplus.</td>
</tr>
<tr>
<td><strong>High Performing Organization</strong></td>
<td>An engaged City workforce committed to responsive and exceptional public service for all. Achieve a customer service satisfaction rating of 90% or higher.</td>
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<td><strong>Homelessness</strong></td>
<td>A continuum of care that reduces homelessness and maintains quality of life for the entire community.</td>
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<td><strong>Housing</strong></td>
<td>Proactive programs to address diverse housing needs within the City’s jurisdiction.</td>
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<td><strong>Infrastructure Investment</strong></td>
<td>Maintained and upgraded infrastructure that supports the community’s day-to-day needs in accordance with the City’s Infrastructure Report Card.</td>
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<td><strong>Public Engagement</strong></td>
<td>A community that has easy access to clear, accurate, and timely City information and expresses increased awareness and involvement in City activities.</td>
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<td><strong>Public Safety</strong></td>
<td>Ensure the safety and protection of all community members, both efficiently and effectively.</td>
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**ECONOMIC DEVELOPMENT**

**Success Indicator:** Greater business retention, investment and job growth in Huntington Beach.

<table>
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<th>STRATEGIES</th>
<th>LEAD DEPARTMENT AND STAFF</th>
<th>FINANCIAL RESOURCES NEEDED*</th>
<th>TIMELINE** (START / FINISH)</th>
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</table>
| A | Develop an updated economic development strategy to ensure business retention, local investments and job growth. | Community Development, Economic Development Manager | **Cost:** $ - $$ (partially funded) **Resources:** Strategic plan consultants | **Timeframe:** Short-Term
| | | | **Start:** Q4/2023 **Finish:** Q4/2024 |

*Cost:
$ = Up to $100,000
$$ = Between $100,000 and $500,000
$$$ = Between $500,001 and $1 million
$$$$ = Over $1 million

**Timeframe:**
- Short Term = within 1 year
- Mid Term = up to 4 years
- Long Term = 4+ years
**Fiscal Stability**

**Success Indicator:** Available funding to support a high-quality level of programs, services and capital investments and to build a structural surplus.

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<tr>
<th>Strategies</th>
<th>Lead Department and Staff</th>
<th>Financial Resources Needed*</th>
<th>Timeline** (Start / Finish)</th>
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<tbody>
<tr>
<td><strong>A</strong></td>
<td>Finance, Chief Financial Officer</td>
<td>Cost: $ - $$ (funded)</td>
<td>Timeframe: Varies</td>
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</table>

- Consider new revenue sources and opportunities to support the City’s priority initiatives and projects.
- Additional funding may be required depending on new revenue opportunities.
- Resources: Consultants, legislative advocates and grant consulting firms.

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**Timeline:**
- Start: Q3/2023
- Finish: Ongoing
## High Performing Organization

**Success Indicator:** An engaged City workforce that is committed to responsive and exceptional public service for all. Achieve a customer service satisfaction rating of 90% or higher.

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<tr>
<td><strong>A</strong></td>
<td>Community Development, Director and Building Official</td>
<td>Cost: $$$–$$$$ (unfunded) Resources: Design Professional, Software Upgrade Services, Construction Contractors</td>
<td>Timeframe: Mid-Term Start: Q2/2023 Finish: Q2/2025</td>
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<tr>
<td><strong>B</strong></td>
<td>City Manager’s Office, City Manager</td>
<td>Cost: $ (funded) Resources: Contracted recruiter for select recruitments</td>
<td>Timeframe: Mid-Term Start: Q2/2023 Finish: Q4 2023</td>
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**HIGH PERFORMING ORGANIZATION**

**Success Indicator:** An engaged City workforce that is committed to responsive and exceptional public service for all. Achieve a customer service satisfaction rating of 90% or higher.

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<tr>
<td>D</td>
<td>Restructure the City’s Boards, Commissions and Committees (BCC) to ensure the most efficient use of City resources while maintaining an effective level of civic engagement.</td>
<td>City Manager’s Office, Assistant City Manager</td>
<td>Cost: None</td>
<td>Resources: BCC Citizen Appointees</td>
<td>Timeframe: Short-Term</td>
<td>Start: Q2/2023</td>
<td>Finish: Q3/2023</td>
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<tr>
<td>E</td>
<td>Explore new Learning Management Systems (LMS) to offer more comprehensive and innovative training programs for employees and public officials</td>
<td>Human Resources, Director</td>
<td>Cost: $$ (unfunded)</td>
<td>Resources: Consultant, software fees, training services</td>
<td>Timeframe: Mid-Term</td>
<td>Start: Q3/2023</td>
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**F**
Launch TrakStar, a web-based performance evaluation system for City employees that will help improve employee engagement and productivity.

- **Human Resources, Director**
- **Cost:** $ (funded)
- **Resources:** Software and training fees
- **Timeframe:** Short-Term
- **Start:** Q2/2022
- **Finish:** Q1/2024

**G**
Select a new third-party administrator (TPA) for workers’ compensation to manage City claims efficiently, reduce cost and create a safer workplace.

- **Human Resources, Director**
- **Cost:** $$$ annually (partially funded)
- **Resources:** Software and training fees
- **Timeframe:** Short-Term
- **Start:** Q4/2022
- **Finish:** Q2/2023

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# Homelessness

**Success Indicator:** A continuum of care that reduces homelessness and maintains quality of life for the entire community.

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<tr>
<td>A</td>
<td>Explore options to collaborate with faith and community-based organizations, the City’s HB Cares Volunteer program, CalOptima, and others to provide social services in a cost-effective manner.</td>
<td>City Manager’s Office, Homeless Services Volunteer Coordinator</td>
<td>Cost: $ (funded)</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Resources: None</td>
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<tr>
<td>B</td>
<td>Feasibly transition the Navigation Center to include shelter and supportive housing.</td>
<td>City Manager’s Office, Homeless Services Manager</td>
<td>Cost: $$$$ (partial funding contingent on grant award)</td>
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<td></td>
<td></td>
<td></td>
<td>Resources: Jamboree Housing to seek funding and construct</td>
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**Success Indicator:** Proactive programs to address diverse housing needs within the City’s jurisdiction.

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<td><strong>A</strong> Take action to maintain local control of land-use planning.</td>
<td>Community Development, Director</td>
<td>Cost: $ - $ - $$ (funded) <strong>Resources:</strong> Legislative advocate, land use legal services (as needed)</td>
<td>Timeframe: Ongoing <strong>Start:</strong> Q1 2023 <strong>Finish:</strong> Ongoing</td>
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**SUCCESS INDICATOR:** Maintained and upgraded infrastructure that supports the community’s day-to-day needs in accordance with the City’s Infrastructure Report Card.

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<td>A Provide world-class beach facilities, including the renovation and expansion of 15 beach restrooms, new lighting improvements for Pier Plaza access, security and programming.</td>
<td>Public Works, Director</td>
<td>Cost: $$$$ (partially funded)</td>
<td></td>
</tr>
<tr>
<td>Resource: Construction manager, construction contractor, environmental review consultants</td>
<td>Timeframe: Long-term</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Start: Q3/2023</td>
<td>Finish: Q2/2027</td>
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<tr>
<td>Likely phased approach for 15 restrooms.</td>
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</tr>
<tr>
<td>B Explore additional sports and concert venues to bolster tourism and provide world class amenities for community members.</td>
<td>Comm. &amp; Library Services, Director</td>
<td>Cost: TBD (not funded)</td>
<td></td>
</tr>
<tr>
<td>Resource: Consultant to facilitate work</td>
<td>Timeframe: Mid-Term</td>
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# Infrastructure Investment

**Success Indicator:** Maintained and upgraded infrastructure that supports the community’s day-to-day needs in accordance with the City’s Infrastructure Report Card.

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<th>C</th>
<th>Conduct an assessment of all City facilities to determine priorities for upgrades and repairs, implementation and financial priority.</th>
<th>Public Works, Director</th>
<th><strong>Cost:</strong> $$$$$ (partially funded) <strong>Resources:</strong> Consultants to conduct assessments, as needed. Legislative advocates to identify grant funding when available.</th>
<th><strong>Timeframe:</strong> Mid-Term <strong>Start:</strong> Q3/2024 <strong>Finish:</strong> Q4/2026</th>
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| D | Undertake major planning efforts including Fleet Capital Replacement Plan, Mobility Master Plan and Infrastructure Report Card to adequately anticipate and prepare for future infrastructure needs. | Public Works, Director | **Cost:** Varies per Plan (funded) **Resources:** Consultants to prepare plans, as needed. Legislative advocates to identify grant funding when available. | **Timeframe:** Mid-Term **Start:** Q1/2022 **Finish:** Q4/2024 |

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# Public Engagement

**Success Indicator:** A community that has easy access to clear, accurate, and timely City information and expresses increased awareness and involvement in City activities.

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<td>A</td>
<td>Implement a 311 system to manage and track calls for municipal services and provide one centralized location for community members to obtain all City information and services.</td>
<td>City Manager’s Office, Public Affairs Manager</td>
<td>Cost: $$$ (not funded) Resources: 311 software developer and trainer</td>
</tr>
<tr>
<td>B</td>
<td>Redesign the City’s website to increase its versatiiity and enhance user experience with easy to access information.</td>
<td>City Manager’s Office, Public Affairs Manager</td>
<td>Cost: $$ (funded) Resources: Web Developer (Revize)</td>
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PUBLIC ENGAGEMENT

**Success Indicator:** A community that has easy access to clear, accurate, and timely City information and expresses increased awareness and involvement in City activities.

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**A** Expand and enhance community outreach engagement opportunities through neighborhood town halls, direct mailers, and videos.
- **City Manager’s Office, Public Affairs Manager**
- **Cost:** $ (funded)
- **Resources:** Outreach materials, designers, video producers
- **Timeframe:** Ongoing
- **Start:** Q1/2023
- **Finish:** Ongoing

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**B** Enhance capacity of HBTV and produce relevant television content to expand the City’s public engagement reach across diverse audiences.
- **City Manager’s Office, HBTV Media Coordinator**
- **Cost:** $$ (funded)
- **Resources:** Studio equipment and consulting, content producers
- **Timeframe:** Short-Term
- **Start:** Q2/2023
- **Finish:** Q1/2024

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**C** Hire a graphic designer to incorporate the City’s Branding Guide throughout the organization for greater consistency and appeal across all City visual content.
- **City Manager’s Office, Graphic Designer**
- **Cost:** $$ (funded)
- **Resources:** Computer equipment and software
- **Timeframe:** Short-Term
- **Start:** Q2/2023
- **Finish:** Q2/2024

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**Public Safety**

**Success Indicator:** Ensure the safety and protection of all community members, both efficiently and effectively.

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<td>A</td>
<td>Community-wide comprehensive risk reduction program to optimize public safety's emergency response and reduce the number of calls. Fire, Chief Police, Chief Information Services, Chief Information Officer</td>
<td>Cost: $$ - $$$$(partially funded)</td>
<td>Timeframe: Long Term Start: Q3/2023 Finish: Q4/2027</td>
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### Implementation Action Plan

A detailed road map that lays out the 23 major Strategies and steps required to methodically implement each Goal over the next 4 years. Example below:

#### GOAL 1. ECONOMIC DEVELOPMENT

**Success Indicator:** Greater business retention, investments and job growth in Huntington Beach.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Priority Type*</th>
<th>Key Tasks and Deliverables (in chronological order)</th>
<th>Lead Department and Staff</th>
<th>Staffing Resources &amp; Partnerships Needed</th>
<th>Financial Resources Needed**</th>
<th>Timeline*** (Start / Finish)</th>
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<tbody>
<tr>
<td>A. Develop an updated economic development strategy to ensure business retention, local investments and job growth.</td>
<td>1</td>
<td>1) Review 2017 Economic Development Strategy, 2020 Industry Cluster/Workforce Analysis and Mayor’s Economic Development Summit on Oct. 13, 2023 to prepare scope of work for an updated Strategy (In progress)&lt;br&gt;2) Issue RFP to procure a consultant to prepare updated Economic Development Strategy (Upcoming)&lt;br&gt;3) Work with key industry stakeholders to solicit input during the development of the Strategy (Upcoming)&lt;br&gt;4) Take an updated Strategy to CC for approval (Upcoming)</td>
<td>Community Development - Economic Development Manager</td>
<td>Staff: Department liaisons, as determined by Dept Head.&lt;br&gt;Partnerships: i.e., OC Business Council, Small Business Development Council, SCORE, Workforce Investment Board, banks, commercial brokers, Goldenwest College, Chamber of Commerce, Visit HB, Downtown BID</td>
<td>Cost: $ - $$ (partially funded)</td>
<td>Timeline: Short-Term&lt;br&gt;Start: Q4/2023&lt;br&gt;Finish: Q4/2024</td>
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*Priority Type:
1 = Received ++ Council straw votes at the 5/8/23 Council Workshop<br>2 = Previously approved by Council and currently in progress<br>3 = Force a timing issue that requires immediate attention

**Financial Resources:
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Transparency and Accountability

• Bi-annual progress reports to City Council:
  ✓ January (at the start of the annual budgeting process)
  ✓ July (following the end of a fiscal year)

• Strategic Plan and IAP progress reports to be posted on: www.huntingtonbeachca.gov/strategicplan

• Additional Strategic Plan workshops to be scheduled in 1-2 years to formally revisit the Plan and make any necessary adjustments.
Recommendation

• Consider Resolution No. 2023-46 – Resolution of the City Council of the City of Huntington Beach Adopting the Fiscal Year (FY) 2023-2027 Strategic Plan