

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

STRATEGIC PLANNING RETREAT

23 January 2015 * 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

2015-2018 • not in priority order

- ▶ **Improve quality of life**
 - ▶ **Enhance and maintain infrastructure**
- ▶ **Strengthen economic and financial sustainability**
 - ▶ **Enhance and maintain public safety**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Monday, January 26, 2015	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.
January 27, 2015	Management Team (City Manager- lead)	Review the "Weaknesses/Challenges" and "External Threats" lists for possible action items.
By February 6, 2015	Department Heads	Share and discuss the Strategic Plan with staff.
At the February 17, 2015 City Council meeting	City Council (Mayor - lead)	Present the updated Strategic Plan to the public.
Monthly	Management Team 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.
Monday, July 13, 2015 8:00/8:30 am - 3:30 pm	Mayor City Council City Manager Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives for the next 6 months - identify 12-month Strategic Objectives

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND MAJOR ACCOMPLISHMENTS OF THE CITY OF HUNTINGTON BEACH IN THE PAST THREE YEARS AND PROGRESS ON THE OBJECTIVES SINCE THE JANUARY 21, 2014 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- Created a Workplace Literacy Program
- Partnered with ACCOC (Association of California Cities Orange County) for bringing Learning to Work Staff Development Program
- First city in the country to repeal the Plastic Bag Ban
- Maintained 99% customer satisfaction in the Fire Department
- Completed zoning approval of Edinger Hotel
- Reestablished City lifeguard services at Sunset Beach
- Started evaluating the effectiveness of the Beach and Edinger Corridors Specific Plan
- City started addressing homelessness
- Addressing the Council inequity in pay and benefits
- Adopted the Mills Act Program for historic preservation
- Attained a AAA Credit Rating
- Won the National Mayors' Challenge for Water Conservation from the Wyland Foundation
- Adopted senior residential district on senior mobile home parks
- Completed the IS Master Technology Plan
- Vans Skate Park had its grand opening
- Continued to develop a plan for Bartlett Park
- Successful US Open of Surfing
- Regained Fire Department's Class I rating
- Awarded a \$1 million grant for street rehabilitation
- Celebrated 30 years of library literacy
- Started police mounted horse unit
- Enhanced social outreach to the community
- Started construction on Pacific City retail and adjoining Pasea Hotel
- Balanced the budget
- Transitioned marine safety to the Fire Department
- Library's story time designated the best in Orange County the last three years
- A calmer US Open
- Negotiated successful MOUs with 7 of 8 labor associations
- Finalized Economic Development Strategic Plan
- Approved long-range Property Management Plan
- Won the Ranger Lift Station lawsuit
- Created a pop-up library called the Book Shack
- Started General Plan update process
- Received clean audit opinion
- Updated the City's Water Conservation and Water Supply Shortage Program
- Enhanced services through grants and corporate sponsorships
- Successfully closed three illicit massage parlors
- City successfully lobbied to regain local control of massage establishments
- Prevailed on the latest appeal on the Senior Center litigation
- Measure T was adopted allowing the sale of "safe and sane" fireworks
- Successfully issued a \$15 million bond for the construction of the Senior Center

- Reinstated Staff Recognition and Service awards
- Successfully upgraded the City's financial software system
- 4 new Council Members and City Attorney elected in 2014
- Received a Golden Hub Innovation Award for our plans to reduce unfunded liabilities
- Upgraded pay stations at beach parking lots
- Technology enhancements to improve emergency response
- Started conversion of city street lights to LED
- Expansion of Surf City Nights
- New online recreation class registration
- Completed major technology upgrade in the police department
- Grant funded new play equipment at Newland and Harbour View Parks
- Increased the number of staff in areas that were deficient
- Successfully shut down 2 of 3 medical marijuana dispensaries
- Delivered 96,000 meals to frail seniors
- Sold \$740,000 worth of beach parking passes
- Updated City Emergency Operation Plan and received City Council approval
- Finally taking on downtown drinking problem
- Acquired Office of Emergency Services fire engine
- New agreement with Abercrombie for over \$100,000 a year
- Library implemented Radio Frequency Identify program to streamline checkouts
- Library circulated over 900,000 items a year for 3 years in a row
- Initiated Park and Recreation Master Plan
- Prepayment of PERS obligation thus reducing future payments
- Overall crime reduction in 2014
- Started construction of a new Senior Center
- Received a \$3.775 million donation from Hoag Hospital for senior services
- Maintained the City's approximately \$180 million investment portfolio with no losses while earning a market rate of return throughout economic and budgetary cycles.

CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CITY OF HUNTINGTON BEACH

Brainstormed List of Perceptions

- Long-term impacts of high density developments
- Lack of organization in the City Attorney's office
- Low quality of service
- Slow response from City Attorney's Office
- Increase in violent crime
- Lack of police officer staffing
- Increased demands on staff with limited resources
- Slow response times from Police Department
- Failure to deal with human trafficking
- Lack of resources in the Police Department
- Outdated automated processes in some areas
- Lack of good customer service for residents at the Planning Department
- Lack of transparency
- Our Management Team is pretty new – lack of succession planning
- Lack of opportunity for public input in General Plan
- No one has done a long-term study of the impact of high development on services (cost)
- Lack of public education opportunities about what the city does and its processes
- Employee resistance to change
- "We've always done it this way" attitude
- Vacant essential fire and marine safety positions
- Lack of resources dealing with drugs
- Public says there is a lack of listening to their voice/concerns
- Non-public safety employees feel their concerns are not taken as seriously as public safety employees
- Lack of reliable Wi-Fi choice for connectability
- Low staff morale due to work load
- Inadequate staffing levels
- Lack of transportation options
- Outdated job classifications
- Lack of funding for infrastructure
- Lack of representation on external agencies
- Demand for increased compensation and unfunded liabilities

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF HUNTINGTON BEACH IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- A Republican president in 2016
- A new president in 2016
- Tourism increasing
- Increased opportunities for volunteers with the new Senior Center
- More business if it's easier to do business in the city
- Increased grant funding attached to housing
- Increased grant funding for the City
- Stable stock market
- New mobile technology
- Improved signage for downtown areas
- Increased collaboration with community partners
- Return of plastic bags by the state government
- Lower energy costs
- Infusion of federal funds for infrastructure and transportation costs
- The creation of our Interpretive Center in Harriett Weider Park
- Increased community participation through electronic forms
- Opening of Keystone Pipeline
- Gas prices under \$2/gallon
- Increased volunteerism and engagement
- Possible protections for net neutrality (e.g., Open Internet access is protected; internet providers will not be able to scale speed by web site and restrict usage)
- Widening of the 405 freeway
- Rainbow Environmental
- Toyota Motor Corp.
- New broadband initiatives
- Continued improved economy
- Pacific City grand opening
- Hiring more police officers, fire and city staff
- Balanced state budget
- Private-public partnerships for senior housing in the community
- Innovative ideas for different modes of transportation
- Increased public involvement
- Increased quality of life
- Possible new transitional housing
- Citizens' efforts to deal with the homeless problem
- Hoag Hospital
- RJ Mayer Corporation
- Chamber of Commerce
- BIDS (Business Improvement Districts)
- 5 generations in the workplace
- Aging populations
- Cooperation with school districts
- Formation of police and community foundation
- Legalization of marijuana (tax benefits)

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF HUNTINGTON BEACH IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- Increased crime
- Recession
- Cyber terrorism
- Substance abuse in the community
- Effects of Proposition 47 (reducing penalties for crimes)
- Decreased quality of life
- Demands on the city from the public
- Unfunded mandates from state and federal governments
- Increased loss of local control
- High speed rail fiasco
- Drought
- Lack of state environmental reform
- Increasing construction costs
- Increased staffing costs
- State raiding local funds
- Ocean View School District budget issues
- Effects of AB109 (early release of prisoners)
- New state water regulations
- State Department of Finance
- New federal state regulation on local police
- CALPERS low return on investment
- Increased number of rehab and sober living homes
- 5 generations in the workplace
- Aging population
- Reduced federal funding of CDBG
- Ease of access to drugs
- Potential legalization of marijuana
- Lack of protection for net neutrality
- Unfunded gas tax to upgrade our roads
- Increasing PERS costs
- Multi-generational housing
- Protection of Delta smelt
- Recreational marijuana
- Acts of God: earthquake, etc.
- Terrorism

IDENTIFY THREE-YEAR GOALS (WHAT THE CITY OF HUNTINGTON BEACH NEEDS TO ACCOMPLISH)

Brainstormed List

- Pay down unfunded liabilities
- Increase police staffing
- Improve quality of life
- Eradicate human trafficking
- Enhance Planning and Building Department services
- Eliminate unnecessary and antiquated City laws
- Improve City technology and resources
- Increase broadband internet availability within the city for businesses and individuals
- Increase infrastructure
- Foster an economically sustainable city
- Strengthen long-term financial sustainability
- Enhance and maintain public safety
- Attract and retain businesses aggressively
- Increase visibility of Huntington Beach as a tourist destination
- Enhance the attractiveness of downtown
- Increase Huntington Beach's involvement in outside agencies
- Enhance public involvement and engagement
- Improve and enhance transportation options

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 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