

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

**STRATEGIC PLANNING RETREAT**

**30 January 2009 \* 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.

**THREE-YEAR GOALS**

2009-2012 • not in priority order

- ▶ **Maintain and enhance our financial reserves**
- ▶ **Maintain, improve and obtain funding for public improvements**
- ▶ **Maintain and enhance public safety**
- ▶ **Enhance economic development**
- ▶ **Improve internal and external communication**

**NEXT STEPS/FOLLOW-UP PROCESS**

WHEN	WHO	WHAT
Within 48 hours of receipt	All recipients	Read the retreat record.
By February 6, 2009	Department Heads	Share and discuss the Strategic Plan with staff.
February 10, 2009	Executive Team (City Administrator- lead)	Review the "Internal Weaknesses/Challenges" list for possible action items.
At the March 2, 2009 City Council meeting	City Council (Mayor - lead)	Present the 2009-2012 Strategic Plan to the public.
Monthly	City Council City Administrator (Mayor - lead)	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Administrator	Prepare and distribute the updated Strategic Plan Monitoring Matrix
July 31, 2009 (Friday) 8:00/8:30 am - 4:00 pm	Mayor City Council City Administrator Executive Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives - review Core Values - develop Strategic Objectives for the next six months

## **S.W.O.T. ANALYSIS**

Strengths – Weaknesses - Opportunities - Threats

### **STRENGTHS OF THE CITY OF HUNTINGTON BEACH**

#### Brainstormed List of Perceptions

- We're a big town with a small town, lovely feel
- City staff
- Great libraries
- Our geography
- Dedicated city staff
- Entrepreneurial - we have a lot of home businesses
- Great city employees
- Open and responsive communication with our citizens
- Diversity of our economy
- Affluent demographics
- Great website
- Great outreach opportunities
- A number of ocean view hotels
- Great unique city events
- Distinctive downtown
- Good shopping opportunities
- Our City Treasurer makes good investments
- An open organization trying to better itself constantly
- Wide variety of park and recreation amenities, e.g., equestrian, dog park, dog beach
- Good fiscal management
- Great cooperation between elected officials and city staff
- Sports facilities for youth
- Great citizen participation
- Pride in the community
- Greatest Police Dept. anywhere
- 8-1/2 miles of beach
- Our pier
- Open space
- One helluva group of staff who make the city what it is
- Good budget
- We have reserves
- Expanding technology that enhances transparency
- Quality of our city services
- Knowledgeable staff
- Wide range of land uses - a variety of commercial and residential opportunities
- Tourism
- Wide variety of city events, e.g., Surf City Nights on Tuesdays
- We foster involvement in community events
- Class I Fire Dept. and Class I Water Dept.
- Great legal advice
- We have the distinction of being a "Tree City USA"
- We're environmentally aware
- Try to get youth involved early
- Strong voluntary participation

## INTERNAL WEAKNESSES/CHALLENGES OF THE CITY OF HUNTINGTON BEACH

### Brainstormed List of Perceptions

- Lack of creativity
- Lack of communication, e.g., between departments
- Lack of support to aging public facilities
- We're too much of a bedroom community
- Lack of staffing levels to provide services
- Conspiracy theorists
- Poor public perception of city staff
- Lack of long-term financial planning
- No time to improve processes
- Negative perception of the downtown
- Mixed signals from the City Council
- Competing priorities
- Disjointed communication
- Deferred maintenance on the infrastructure
- Resistance to change
- Ineffective engagement with the community
- Lack of fiscal resources
- Lack of quality retail shopping
- Lack of funding for infrastructure
- Slow city processes
- Lack of financial resources for new and deferred projects
- Poor response times
- Lack of public transit
- Many needs and inadequate funds
- No reflection time
- Lack of parking
- Not correlating meet and confer with budget
- Lack of city identity - we're more than surfers
- Challenge of cleaning up the old gun range so we can convert the land to a park

## 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

- Available money for a gun range for the Police Dept.
- An attractive community
- Local elections in two years
- Opening of Shore Break Hotel
- Weather
- Location
- Wetlands restoration
- Pacific City development project
- Federal and state focus on environmental projects
- Federal "Go Green" initiative
- Diversity of revenues
- Development of the cultural center
- Aging population
- Continued involvement of volunteer groups
- Federal Stimulus Program
- As a coastal community, our situation will rebound more quickly than others

- 9-1/2 miles of coast
- Developer interest in working here
- Senior Center
- Go Local
- Getting funding for a new public library branch
- The new president
- New governor
- Foreign investment
- Greater availability of qualified city employee candidates
- We're an entrepreneurial town
- Water resources
- Acquisition/ Availability of grants
- OCTA - Orange Co. Transit Authority
- Renewal of Measure M (transit)
- Partnering with Southern California Edison on green initiatives

**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

- State budget deficit
- Lack of State budget approval
- Drought
- Lack of travel
- Need for more support services
- Unemployment
- Nancy Pelosi
- Weak retail sales
- Unfunded mandates
- New Council member(s) (election in 2 years)
- Decrease in interest in local government
- Unstable energy costs
- Unrealistic expectations by the public
- School district budget issues
- Changing demographics
- Increased need for senior services
- Lack of affordable housing
- Increased crime
- Immigration problems
- Lack of workforce housing
- Mobile home park closures
- State withholding grants and gas tax revenues
- State not giving full reimbursement for city services
- Lack of credit for homes and businesses
- Drop in tourism
- Taxation
- Foreclosures/vacant homes
- Store closures
- Unhappy people sue the city more
- Aging population
- State and federal regulations
- Increased pressure on public safety
- PERS performance

- Natural disasters
- Potential loss of open land
- Increased healthcare costs
- Closed school sites
- Ever increasing problem of boomers having too much time on their hands
- Reduced state and federal funding to cities
- Problems with the Delta
- County's lack of resources
- Increased cost of maintenance of parks and infrastructure
- Harder to get bonds due to the credit market



### **IDENTIFY THREE-YEAR GOALS**

Brainstormed list of potential goals from which the Three-Year Goals were developed

- Maintain and enhance financial reserves
- Maintain and enhance public safety
- Develop friendlier staff services
- Complete and implement Specific Plans
- Engage employees in resolving agency issues
- Develop a strong business environment
- Enhance economic development
- Implement our Integrated Infrastructure Management Plan
- Develop the community as a tourist destination
- Engage our community
- Complete development of existing approved development projects
- Enhance staff development
- Develop, approve and implement a financing vehicle for public improvements
- Improve traffic circulation and transportation
- Preserve and enhance open space
- Provide quality services to our citizens

# **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