

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 28, 2016 * 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*
- Enhance and maintain city service delivery*

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF HUNTINGTON BEACH SINCE THE JULY 2015 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Installed new book sorting system at the Central Library
- Successful completion of the agreement for the fuel dock in Huntington Harbour
- Balanced the City budget and maintained reserves
- Successful US Open of Surfing
- Assigned police officers to work with the homeless as liaisons
- Guinness World Record for the Big Board
- Upgraded Council Chamber video display equipment
- Upgraded hardware for Police Department storage and mobile data computers
- Rehabbed 4 ½ miles of arterial streets
- Over 4,500 participants in the Summer Reading Program
- Completed sale of the Hyatt and Hilton properties
- Received a clean audit opinion
- Processed 5,313 passport applications
- Increased film permits by 30%
- Citywide preparation for El Niño
- Finished real estate module
- Began \$1.5 million in improvements at the downtown parking structure
- Full paperless filing of Fair Political Practices Commission (FPPC) docs
- Successfully completed Phase I of 800 MHz upgrade system
- Library Workplace Literacy Program received honorable mention from the OC Business Council
- We were the first City to receive a CLEEN (California Lending for Energy and Environmental Needs) Loan from the State I-Bank for the LED streetlight retrofit
- CERT Team activation for El Niño
- Started citywide wayfinding process
- Bicep JPA accredited with excellence
- Implemented openness in negotiations ordinance
- Completed 2,436 development plan checks in the Fire Prevention Division
- Offered more than 50 staff training opportunities
- Completed the assessment of our City streets and sidewalks
- Collaborated with community groups on Bartlett Park improvements
- Property recovery over \$100,000
- Completed wayfinding study for the Central Library
- Completed acquisition of streetlight system
- Quality Controlled and made public approximately 6,000 City deeds
- We now televise City Council study sessions
- Expanded the number of story times offered at the Central Library
- Streamlined fireworks sales application process
- Facilitated nearly 70 permits for major events
- Received a distinguished budget presentation award
- Developed a class and org study for the Information Services Department
- Replaced 20 aging marked police cars

- Initiated a standards of cover and staffing study for the Fire Department
- Created a new Section 115 Trust to pay down unfunded liabilities
- Started the upgrade of the Library network for participation in the CalREN network
- Successful completion putting telephone wires underground at Sunset Beach
- Fire Department responded to 19,564 calls for emergency services
- Started upgrade of the utility billing and electronic land management system
- Launched new video and music streaming for the Library—called “Hoopla”
- Formed RMDZ (Recycling Marketing Development Zone)
- California Parks and Recreation Society (CPRS) award for the recreation report
- Increased the number of Police positions—8 new
- Hosted Australia for the Special Olympics World Games
- Opened Pacific City
- Continued to celebrate the Library’s 40th Anniversary
- Started Edinger Hotel construction
- Redesigned a highly effective berm at Sunset Beach
- Marine Safety performed 5,357 ocean rescues
- Completed draft Parks & Recreation Master Plan
- Started construction of the Senior Center
- Maintained a Director’s Seat at OCTA (Orange County Transit Authority)
- Restored civility to City Council meetings
- Completed a report on the cost to increase the pavement condition index (PCI) on our streets from 75 to 80%
- Received a Certificate of Excellence in Financial Reporting
- Scheduled first major volunteer effort at Bartlett Park
- Completed a needs assessment for the City storm drain infrastructure
- Presented plans to accelerate to improve the funded status of City’s retirement and workers’ compensation plans
- Made progress in assessing our current WiFi broadband and fiber optic opportunities
- Began a Community Paramedic Alternate Destination Pilot Study

WHAT ARE THE CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CITY OF HUNTINGTON BEACH?

Brainstormed List of Perceptions

- Lack of funds for upgrading parks
- Lack of IS Project Managers
- Lack of funding for street maintenance
- Lack of funding for Police to have more proactive time
- Lack of staff in the City Attorney’s office
- Lack of internal software for City employees
- Lack of labor contracts
- No performance measure process for strategic projects
- Lack of interdepartmental communication
- Challenges of replacing aging tech infrastructure
- Lack of infrastructure maintenance funds
- Impact of homelessness on City services
- Lack of funds for the doubling of PERS obligations
- Potential significant loss of experienced employees in Police and Fire Departments

- Lack of funding for significant infrastructure projects
- Lack of staff resources
- Lack of succession planning
- Lack of affordable housing to effectively manage homelessness
- Lack of understanding about why projects don't get done
- Resistance to change by employees
- Negative image of downtown by residents
- Customer service is not as good as it should be
- Lack of resources for internal support
- Lack of internal security measures at City facilities
- Inability to fund vacant positions
- Concern about high density
- Lack of understanding of issues by the residents
- Late submission of City Council agenda reports
- Inability to keep up with the advances in technology

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

Brainstormed List of Perceptions

- Continued high occupancy of City hotels
- Interest in naming and sponsorship opportunities for the Senior Center in Central Park
- Increased auto sales
- Grants for APEP (Advanced Power and Energy Program)
- Possible Air Show
- Continued State funding for local police
- Willingness of public to continue to participate in community collaborations to improve public parks
- Advanced technology resources that are available to the City
- Improvement in commercial opportunities (e.g., Pacific City)
- Improved City/State collaborations on City events
- Changing demographics
- Balanced State budget
- Increased tourism
- Continued press coverage for the Big Board, driving tourism
- Wayfinding efforts by the Downtown BID
- Possible \$3 million grant for Resilient Cities
- Community participation in City affairs
- Volunteerism
- Strong property tax base
- Possible receipt of mitigation fees from AES repowering
- Improved State Library budget
- Receiving Project V funds for local transit operation from OCTA
- Continued grant funding from the Federal government for Homeland Security
- Corporate sponsorships
- Continued ABC coverage of our 4th of July Parade
- Increasing sales tax revenue
- Low interest rate environment keeps borrowing costs low

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

Brainstormed List of Perceptions

- El Niño
- Drought
- Earthquake
- Cyber attack
- Prop 47—decriminalization
- Increasing homelessness
- Climate change
- Sea level change
- Reduction in gas tax funding
- Built out city—limits parks funding
- Poor water infrastructure
- Drug and alcohol abuse
- Changing demographics
- Stock market volatility
- Chinese economy
- Rapid changes in technology
- Rising crime rates
- Terrorism
- Tsunami
- AB 109—early release of prisoners
- Recreational marijuana initiative passage
- Coyotes
- High school students and opiate use
- Increasing demand for emergency services
- State mandates of local police
- State regulations
- CalPERS changes to funding methodology
- CalPERS
- State Regional Board mandates and regulations
- Human trafficking and illegal massage establishments
- Healthcare changes

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
January 29, 2016	City Manager	Distribute the retreat record to attendees; place the city's Goals and Objectives on the city website.
Within 48 hours	All recipients	Read the retreat record.
February 9, 2016	Management Team (City Manager– lead)	Review the “Weaknesses/Challenges” and “External Threats” lists for possible action items.
By February 15, 2016	Department Heads	Share and discuss the Strategic Plan with staff.
At the February 16, 2016 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.
By July 15, 2016	Management Team, with input from the City Council	Strategic Planning Meeting to thoroughly assess progress on the Goals and Strategic Objectives; develop proposed 6-month objectives to present to the City Council.

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