

CITY OF HUNTINGTON BEACH

STRATEGIC PLANNING RETREAT

26 January 2017 * 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**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Friday, January 27	City Clerk	Distribute the retreat record to invitees.
Within 48 hours	All recipients	Read the retreat record.
By February 10, 2017	Department Heads	Share and discuss the Strategic Plan with staff.
By February 14, 2017	Public Information Officer	Place the city's strengths and Accomplishments on the city website.
February 14, 2017	Management Team (City Manager– lead)	Review the “Weaknesses/Challenges” and “External Threats” lists for possible action items.
At the Feb. 21, 2017 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 Clerk	Prepare and distribute the updated Strategic Plan Monitoring Matrix to City Council and employees, and post on the city's website.
July 27, 2017 (Thursday) 8:00/8:30 am – 3:00 pm	City Council City Manager Management Team	Strategic Planning Meeting to thoroughly assess progress on the Goals and Strategic Objectives; develop proposed 6-month objectives to present to the City Council.

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF HUNTINGTON BEACH SINCE THE 28 JANUARY 2016 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- Launched the new eBook service called “The Cloud Library”
- Expanded Library Storytime to 6 days/week
- Received the CPRS award for digital marketing
- Added a City Prosecutor Office
- Administered 254 FPPC conflict of interest filers and 20 active campaign committee filers
- Completed a Park and Recreation Master Plan
- Added a Subaru dealership
- Launched replacement of the Land Management System
- Hosted the inaugural Air Show
- Fire Dept. responded to 20,300 calls for emergency services, an 18% increase over two years
- Designated a Recycling Marketing Development Zone
- Established a Central Park Task Force
- Completed major improvements at the Main Promenade Parking Structure
- Community Development Department assisted with building improvements for a new business, bringing 75 new jobs to the city
- Funded the clean up of Jack Green and McCracken Meadow areas of Central Park
- Negotiated successfully with 7 of 8 labor associations
- Finalized acquisition of our street lights from Southern California Edison
- Harbor Beach sand replacement
- Facilitated the entitlement processing for the new AES power plant
- Processed 6,369 passports with photos, resulting in approximately \$220,000 in General Fund dollars
- Joined the Concerned Coastal Cities Coalition
- Reviewed and approved over 10,000 permits with a construction valuation of over \$270,000,000
- Responded to over 4,000 Code Enforcement complaints
- Successfully abated 12 medical marijuana dispensaries
- Continued to work on the General Plan Update
- Continued processing the Sunset Beach Specific Plan through the California Coastal Commission
- Addressed 32 nuisance properties through the Public Nuisance Task Force (Police, Fire, Building, Planning, Public Works and Code Enforcement)
- Received a grant from Orange County Transit Authority for \$918,000 over seven years for transit services (bus circulation in the City)
- Implemented over-the-counter plan checks for business development
- Certified the November 2016 election results
- Implemented a Body Camera Program in the Police Dept.
- Connected all libraries to the CalREN Network
- Fully implemented a Homeless Task Force
- Processed more than 15,000 applications for employment
- Finalized a plan for citywide wayfinding
- Improved service to the business community
- Partnered with CSU Long Beach on development of a conceptual plan for Irby Park
- Developed a City Infrastructure Development Plan
- Logged 54,000 volunteer hours for senior services
- Logged over 57,000 volunteer hours at the Library
- Received a clean audit opinion on the City’s financial statement
- Developed an incentive-based business attraction and retention program
- Youth Board hosted the first Youth Employment Workshop
- Obtained a favorable outcome from the Federal Office of the Inspector General audit for CDBG program

- Successfully lobbied the Air Quality Management Dist. (AQMD) to keep 60% of AQMD AES funds in Orange County
- Adopted a balanced 2016-2017 budget
- Maintained our AAA rating
- Opened the new Senior Center in Central Park
- Upgraded the utility billing system
- Lowered crime by 9%
- Repaved 10.5 miles of arterial and residential streets
- Saved the fuel dock in Huntington Beach Harbor
- Conducted a Leadership Development Program for 15 city employees
- Implemented an expedited plan review process for 700 residential solar projects
- Received a finding of completion from the Dept. of Finance for redevelopment (LRPMP)
- Successfully negotiated a settlement in the Senior Center litigation
- Successfully negotiated a settlement in the Bolsa Chica Land Trust litigation; at zero dollars spent by the City
- Began Bartlett Park development
- Started a volunteer program for Bartlett Park
- Completed renovation of the interior of the Main Street Library
- Created a Broadband Strategic Plan
- A massive group of volunteers is working in Central Park
- We have a new plan to rehabilitate Central Park
- Partnered with the UC Irvine for a National Renewable Energy Laboratory; Huntington Beach will receive \$1.9 million in funding for various energy projects
- Completed the 9-11 Memorial at City Hall
- Conducted 11,400 fire inspections and over 2400 fire and life safety plan checks

THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES

Brainstormed List of Perceptions

- Low staffing levels citywide
- Huge infrastructure backlog
- Inefficient internal processes
- Limited staff resources to meet demand
- Insufficient funding for essential city services, facilities, equipment and parks
- Loss of institutional knowledge
- We're a place for people to gather, (e.g., for protest)
- Lack of staff resources
- Inadequate security at all City facilities
- Lack of resources and expertise to effectively address homelessness
- Outdated General Plan and Zoning Code
- Excessive manual work-arounds due to outdated technology
- Residents have trouble finding things on the City website
- Businesses find it difficult to work with the city
- Challenge of connecting with residents
- Lack of retention of skilled workers
- Challenge for businesses to deal with the homeless
- Low staff morale
- Lack of an up-to-date land management permit system
- Lack of funding for technology projects
- Loss of experience due to retirements
- Public safety weaknesses
- Lack of succession planning
- Lack of funding for technology staff and upgrades
- Poor business development and attraction
- Unrealistic expectations of labor/employees
- Competing priorities

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

Brainstormed List of Perceptions

- Ending drought conditions
- Possible federal infrastructure funding
- More collaboration with other cities and organizations regarding homeless
- Low unemployment
- Proposed federal and state legislation regarding sober living homes
- State funding for city redevelopment loan repayments
- Anticipated Supreme Court decision on labor
- Vibrant non-profit community
- Outstanding volunteer base
- Good school system
- Improving broadband
- Second Air Show
- Tourism
- Low crime rate
- Variety of additional housing opportunities
- Addition of new hotel rooms
- Record occupancy at our hotels
- Improving vehicle sales
- Social media
- Corporate sponsorships
- Strong volunteer community
- Strong property tax base
- Generous donors to local non-profits
- Effective service organization network
- SCE allowed us to buy 11,000 poles to provide better technology
- Beaches and parks
- Awesome sales tax revenues
- Fountain Valley and Westminster sales tax rates are increasing
- Strong real estate market
- Enhanced multi-agency collaboration, e.g., supporting city events
- Increased community participation
- Active participation in the CERT program
- Positive GDP growth
- Potential increased defense spending

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

Brainstormed List of Perceptions

- Climate
- Cyberattacks
- Uncertain federal policies
- Unfunded state and federal mandates
- Homelessness
- Attempts to take away local control
- Earthquakes
- Fire
- Flood
- Trade war with China
- State budget deficit
- Decline in sales tax revenue
- Changing demographics
- State regulatory climate on business
- Democratic super-majority in the state legislature

- Unfunded liabilities
- Rapidly changes in technology
- Aging infrastructure
- Lack of mental illness treatment
- General discontent that leads to protests
- Social disruption
- Social stress
- Terrorism
- Legalization of marijuana
- Drug abuse
- Anticipated Supreme Court decision on labor
- Moving of 2,000 jobs by Boeing
- Rising unemployment
- Increasing interest rates
- Changing utility and energy usage
- Early release of prisoners
- CalPERS policy changes
- Prop 13 threat
- Demonization of public employees
- Divided and dysfunctional federal leaders
- Rising construction costs

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