

2/27/12
ITOM #4

**CITY OF HUNTINGTON BEACH
STRATEGIC PLANNING RETREAT
January 27, 2012 * 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

(2012-2015 * not in priority order)

Improve the City's infrastructure

Enhance economic development

Improve long-term financial sustainability

Develop, retain and attract quality staff

Maintain public safety

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF HUNTINGTON BEACH IN THE PAST THREE YEARS AND SPECIFICALLY SINCE THE JULY 2011 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Involved internal and external stakeholders in the budget process
- Received Government Finance Officers' Association's "Excellence in Financial Reporting Award" for the past three years
- Survived
- Updated the Downtown Specific Plan and received California Coastal Commission Approval
- Completed the Solar Project
- Successfully supported major events (e.g., Surf City Marathon, US Open of Surfing)
- Put together a text notification system for services, including street sweeping
- Implemented a program for online payroll statements instead of printing
- Implemented Surf City Pipeline citizen inquiry and request
- Maintained reputation as a safe city
- Eliminated 200 personal printers
- Reduced the number of days political campaign signs can be displayed
- Implemented a strategic plan for the library
- Implemented online volunteer recruitment for the library
- Completed the first phase of the ASCON cleanup
- Two new marketing firms attracted a lot of new jobs to town
- Implemented the Award winning 10-point Plan for Businesses
- Reconfirmed opposition to the Banning Bridge
- Banned sex offenders in parks
- Negotiated concessions with employee groups to save the City millions
- Completed award winning utility yard upgrade
- Took steps toward construction of Vans Skate Park
- Library had an automation system upgrade
- Replaced trailers on the pier
- Hurley sponsorship of lifeguard towers
- Free parking for wounded veterans
- Successfully implemented a peak period ambulance during the summer
- Rescued several hundred swimmers from possible drowning
- Improved customer satisfaction in the development process
- Most employee groups are moving toward picking up 6.75% of their PERS
- The fact that most employee groups are willing to negotiate concessions during these tough economic times
- Continued to provide adequate public services while reducing 175+ staff members
- Completed the audit of the City Attorney's office
- Increased transparency
- Maintained safe city status with a reduced police force
- Implemented the SIRE document retrieval and viewing system (City Clerk's office, Public Works, and Building)
- Sent out letters welcoming new businesses
- Clean Energy Retrofit Project
- Completed city-wide update of our records retention schedule
- Public recycling
- Developed a Work Order Management System for Public Works
- Sharing services with neighboring cities

- Hometown Hero Program
- Implemented a free parking pass with new car purchase
- Successfully avoided a wireless tower in Harbor View Park
- Eliminated port-a-potties on the beach
- Reconstructed pier buildings
- Established a paperless agenda process
- Started a community garden
- Balanced budget
- Achieved surplus in the past fiscal year
- Adopted the award-winning Beach-Edinger Corridors Specific Plan
- Annexed Sunset Beach
- Updated our City Charter
- Supported the start of Costco construction
- Implemented the PARS Supplemental Retirement Program
- Gone through the first reading of potentially adopting Safe and Sane Fireworks
- Implemented electronic agenda process and online campaign document filing
- Maintained AA- credit rating
- Implemented self-service checkout at the library
- Implemented Volunteer Tracking Database at the library
- Completed 8th ball field at the sports complex
- Approved and started construction of Bella Terra Phase II (mixed use)
- Maintained a 99% customer satisfaction rating for emergency response
- Qualified for the ERate funding for Internet service
- Consolidated fleet maintenance
- Updated map layers for Sunset Beach
- Started process for plastic bag ban
- Launched e-book collection at the library
- Refunded bonds generating \$1.3 million in savings
- Protected and maintained operating funds and reserves with no losses
- Consolidated Building and Planning Departments
- Successfully completed our first corporate sponsorship with Greener Corners
- Completed Street Assessment Feasibility Study
- Updated 5-Year Financial Plan
- Increased funding on infrastructure by \$1.3 million for streets
- Started process to implement the revisions to the City's Hazard Mitigation Plan
- Fully implemented the EOGOV online job application system
- Implemented Facebook, Twitter and You Tube for the City
- Brown bag lunches were held by the Council for the employees
- Received and maintained a variety of grants
- Successfully received reimbursements for response to major storms and events
- Received State certification of Fire Department's Urban Search and Rescue Team
- Hired several new department heads

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

Brainstormed List of Perceptions

- Longer lines for service
- Slower response time to police calls for service
- Uncertainty about redevelopment
- Inadequate infrastructure replacement
- Negative perception of public employees and government

- Uncertain climate for employees
- Lack of funding for training and enrichment
- Inability to replace aging equipment
- Fear of layoffs and cuts
- Lack of trust of City Council and administration
- Council friction is increasing
- Competing needs
- Concern about continued takeaways—staff concessions
- People struggling with change
- Low morale
- Overworked and strained staff
- Lack of resources
- Inefficient internal communication between departments
- Loss of institutional memory
- Inability to maintain standard of excellence with reduced staff and funding
- Having to share staff due to understaffing
- Difficulty managing public expectation with reduced staff
- Financial constraints forcing decisions
- Safety/non-safety employee divisions
- Challenge of maintaining financial discipline

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

Brainstormed List of Perceptions

- Increased TOT
- Presidential elections
- Re-election of the President
- Opening of Costco
- Ongoing savings from employee concessions
- Shared services with other cities
- Development of “Pacific City” site
- Continuation of low interest rates
- Completion of residential projects
- Implementation of Utility Users Tax in Sunset Beach
- Sunset Beach structural fire fund revenue
- Increased sales tax
- Global warming (will help tourism)
- More involvement by the business community
- Possible increase in infrastructure funding
- Nordstrom Rack and Dick’s Sporting Goods going into the Watt property
- Ongoing good publicity
- Development of the Beach-Edinger corridor
- Reduction in unemployment
- More public-private partnerships
- Improving economy
- Beach and Atlanta Center completion
- Start of the OCTA Project
- Increased automation of manual processes
- Possible repeal of the employee retirement tax
- Increased property tax
- Vans Skate Park
- Stronger Chamber

- Successful major events (e.g., Surf City Marathon, US Open of Surfing)
- Small increase in construction activity
- Local elections coming up

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

Brainstormed List of Perceptions

- Possible impacts of local elections
- Loss of \$4.9 million a year to the General Fund from the Redevelopment Agency
- PERS low rate of return
- Increased lawsuits
- Increased health care costs
- Earthquake
- Aging population
- International economic meltdown
- Breakdown of electrical system
- Military conflict
- Another war (i.e., Iran)
- Redistricting
- High fuel costs
- Stock market volatility
- Aging equipment
- Homelessness
- Changing demographics
- Disruption of water supply
- Continued cuts in education producing a less educated workforce
- Home foreclosures
- Negative perception of public employees
- State budget cuts
- Lack of adult supervision at the State level
- Pension funding
- Possible repeal of the employee retirement tax
- Sea level rise threatening our low lying areas
- Increased workers comp costs
- Additional state takeaways
- Tsunami
- Repealing the ban on fireworks
- Solar flares wiping out electronics
- Increased negotiations
- Impact of social media
- Water supply threatened by drought
- Another terrorist attack
- Running out of money
- Joblessness
- Reduction in federal funding
- Depreciation of capital assets
- Aging infrastructure
- Consumer confidence and spending is low
- Declining middle class

BRAINSTORMED THREE-YEAR GOALS

- Improve employee relations and morale
- Improve financial viability
- Maintain, enhance and increase public open space
- Improve internal communications
- Improve the City's infrastructure
- Assess and develop a plan to address the impacts of global warming on Huntington Beach
- Complete the Beach-Edinger Corridor Plan
- Enhance economic development
- Maintain financial viability in our reserves
- Complete Downtown Specific Plan
- Continue to include stakeholders in decision-making process
- Replace equipment in a timely manner
- Increase proactive communication to all stakeholders
- Establish Huntington Beach as the regional provider of public services
- Gain independence from external financial constraints
- Expand the visitor-based economy
- Enhance infrastructure funding
- Maintain public safety
- Increase external communication (e.g., accomplishments)
- Reform the pension system
- Improve long-term financial sustainability
- Assess appropriate staffing and service delivery
- Expand digital services and e-government
- Reduce long-term financial liabilities
- Promote aggressively Huntington Beach as a destination of living, working or playing
- Promote and enhance community assets (e.g., beach and parks)
- Re-task economic development for business attraction and retention
- Increase filming of movies in Huntington Beach
- Attract, develop and retain quality staff
- Provide staff training

STREET MAINTENANCE ASSESSMENT DISTRICT NEXT STEP

City Council Consensus:

1. Council discuss formation of a Blue Ribbon Committee regarding Street Assessment District and bring possible names on January 31, 2012 to the City Council meeting
2. Revenue Street Maintenance Assessment District Survey Report from True North Research on February 21, 2012
3. Form a Blue Ribbon Committee of members from the community on February 21, 2012

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
January 31, 2012	City Manager	Distribute the retreat record to attendees.
Within 48 hours	All recipients	Read the retreat record.
By February 10, 2012	Department Heads	Share and discuss the Strategic Plan with staff.
February 14, 2012	Management Team (City Manager- lead)	Review the "Internal Weaknesses/Challenges" and "External Threats" lists for possible action items.
February 21, 2012 City Council meeting	City Council (Mayor - lead)	Present the updated Strategic Plan to the public.
Monthly	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
January	Mayor City Council City Manager Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives - identify new Strategic Objectives.

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

HUNTINGTON BEACH * 2012 STRATEGIC OBJECTIVES

THREE-YEAR GOAL: *Improve the City's infrastructure*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. On January 31, 2012	City Council (Mayor Don Hansen-lead)	Discuss the formation of the Blue Ribbon Committee for the Street Benefit Assessment District. Council Members to provide input on members for consideration.				
2. At the February 21, 2012 City Council meeting	Public Works Director, with the True North Research consultant	Present to the City Council the results of the Street Benefit Assessment District Public Opinion Survey.				
3. On February 21, 2012	City Council (Mayor Don Hansen-lead)	Consider the formation of the Street Benefit Assessment District Blue Ribbon Committee.				
4. By May 1, 2012	IS Director	Identify all PCs and laptops that need to be replaced for inclusion in the 2012-2013 equipment replacement budget request.				
5. By July 31, 2012	Public Information Officer	Publicize the City website's service request features for the public through HBTv3 and social media.				
6. By October 31, 2012	Public Works Director	Provide the City Council with the results of an updated needs assessment of the City Storm Drain System.				

THREE-YEAR GOAL: *Enhance economic development*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By April 1, 2012	Deputy City Manager Bob Hall	Update the 10 Point Business Plan and report the results to the City Council.				
2. By April 1, 2012	Deputy City Manager Bob Hall	Provide an update to the City Council's Economic Development Committee that addresses changes in the Economic Development Department's delivery of services as a result of organizational restructuring.				
3. By May 1, 2012	Deputy City Manager Bob Hall, working with the PIO, the City Council Economic Development Committee, Chamber of Commerce and Marketing and Visitors Bureau	Develop a Beach-Edinger Branding Marketing Strategy and present to the City Council for direction.				
4. By May 15, 2012	Planning and Building Director	Complete the processing of the zoning entitlements for the Center Avenue Skate Park and present to the City Council for action.				
5. By August 1, 2012	Deputy City Manager Bob Hall and the Planning and Building Director, working with the developer	Complete all zoning entitlements for the Pacific City property.				

6. By September 1, 2012	Deputy City Manager Bob Hall	Complete the sponsorship study for branding opportunities (e.g., naming rights, facility sponsorships) in the City and make recommendations to the City Council for action.				
7. By December 1, 2012	Planning and Building Director	Complete processing of the zoning entitlements for the Edinger Hotel.				

THREE-YEAR GOAL: *Improve long-term financial sustainability*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. As the MOUs expire	Deputy City Manager Paul Emery and the HR Director	Negotiate contracts with a goal of full employee pickup of the employee share of CalPERS costs.				
2. As the MOUs expire	Deputy City Manager Paul Emery and the HR Director	Negotiate contracts with a goal of eliminating the retiree medical subsidy for all new employees.				
3. By July 1, 2012	Finance Director	Update the Long-Term Financial Plan based on the amount of property tax provided by the County Auditor/Controller.				
4. By August 1, 2012	Finance Director	Provide a recommendation to the City Council regarding the prepayment of the outstanding PARS liability.				

THREE-YEAR GOAL: *Develop, retain and attract quality staff*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By June 1, 2012	Executive Team (HR Director-lead)	Conduct at least three interdepartmental knowledge-sharing workshops.				
2. By July 1, 2012	Executive Team (HR Director-lead)	Host two staff training interest forums to share training opportunities and get feedback from staff.				
3. By July 1, 2012	HR Director	Create and present to the Executive Team a program, including costs, for mid-managers and supervisors to share training and mentorship opportunities with them and get their feedback.				
4. By December 1, 2012	City Clerk, working with an Employee Fun Committee	Conduct two low or no cost fun activities for City employees (e.g., pancake breakfast, chili cook-off, karaoke, Thriller Dance).				

THREE-YEAR GOAL: *Maintain public safety*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By May 1, 2012	Police Chief (lead), Fire Chief and Deputy City Manager Paul Emery	Complete a feasibility study regarding providing lifeguard, police and fire dispatch and SWAT services to Newport Beach and Costa Mesa.				
2. By June 1, 2012	Police Chief	Conduct an analysis of the number and types of calls the Police Department responds to and implement a plan to reduce the number of calls responded to commensurate with current staffing levels.				
3. By June 1, 2012	Police Chief	Develop and submit to the City Council for information a plan to provide adequate police services in the downtown area and on the beach during the summer without having a significant adverse impact on police services citywide.				
4. By October 1, 2012	Fire Chief and Public Works Director	Complete an evaluation of current operability of the City's traffic signal preemption system and report the results to the City Manager.				
5. By December 1, 2012	Fire Chief, in coordination with Metro Net Dispatch	Develop and present to the City Manager a plan to pilot the use of automated vehicle location (AVL) system to deploy ambulances.				

<p>6. By December 1, 2012</p>	<p>Deputy City Manager Paul Emery (lead), Public Works Director, Marine Safety Chief, Fire Chief, Police Chief, IS Director and Finance Director</p>	<p>Develop a Finance Plan for the mandatory upgrade of the City's share of the county-wide 800 MhZ radio system.</p>				
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