

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, 2011 * Huntington Beach Public Library

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Michelle Snider Luna, Recorder – Snider Education & Communication (510) 735-7744

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

(2009-2012 * not in priority order)

Maintain financial viability and our reserves

Maintain, improve and obtain funding for infrastructure and equipment

Maintain public safety

Enhance economic development

Improve internal and external communication

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

**ACCOMPLISHMENTS OF THE CITY OF HUNTINGTON BEACH SINCE THE JANUARY 2010
STRATEGIC PLANNING RETREAT**

Brainstormed List of Perceptions

- Updated the charter
- Began budget debate on infrastructure
- Costco at Bella Terra
- Whole Foods opened
- Continued water conservation
- Solar panels approved for City Hall
- 5000 kids in Summer Reading Program
- Replaced port-a-potties on the beach path with flush toilets
- Completed an Economic Development Strategy Study
- Completed a Library Strategic Plan
- Processed over 8000 building and construction permits
- Performed over 25,000 building inspections
- Over 96,000 attendees at story times in the library system
- Successfully handled a 4% increase in calls for emergency service
- Began debate on pension reform
- Finished the year end in a positive
- Electronic distribution of the agenda
- Completed a Fleet Study
- Adopted our new model and building codes
- Installed a weather-based irrigation system at 8 City facilities
- Reforming Treasurer as a part-time position
- The city is an attractive community
- Completed an energy retrofit at the library
- Implemented PARS (Public Agency Retirement System)
- Started the clean-up at the Ascon
- Adopted a resolution for sale of alcohol downtown
- Completed over 7000 fire safety inspections
- Produced 9.6 billion gallons of water
- Approved a desalination plant
- Maintained our emergency reserves
- Obtained corporate sponsorship for lifeguard tower
- Completed and received reimbursement for the channel oil spill
- Distributed a customer survey to developers
- Approval of an affordable housing agreement for Bella Terra 2
- Began the redevelopment process for an amendment for the merged project areas
- Updated the Downtown Specific Plan

- Completed 8 & ½ miles of street rehabilitation
- Received reimbursements for 2010 winter storms
- Began automated meter reading system
- Started the use of credit cards at parking meters
- Established a Paperless Committee in the City
- Broke the 1 million mark for circulation at the library
- Started the utility yard
- Adopted Beach Edinger Corridor Specific Plan
- Approved annexation of Sunset Beach
- Modernized our utility tax ordinance
- Balanced the budget
- New community garden
- Over 11,000 visits to the Art Center
- Eliminated over 200 personal printers
- Began a 10 point plan to enhance business friendly approach within the City
- Started negotiations for a new hotel at Edinger
- Received an award for outstanding financial reporting
- Reorganized the Planning and Building Department
- Placed into service a new Urban Search and Rescue Unit which was certified by the State as a Medium Rescue Unit available for state-wide response, and completed the training for all personnel assigned to the unit
- Completed a Fire Department Strategic Planning Process
- Developing a system for rapid call-back of off-duty personnel
- Development of a fire department intranet portal home page to improve internal communication
- Completed a reorganization to better align functions and reporting relationships, including addressing major budget reductions
- Hosted a 26-member delegation from China to share HB experiences regarding disaster preparedness and disaster management
- Completed and submitted to the County five Point of Disbursement Plans for mass community vaccinations resulting in receipt of \$44,940 in grant funds
- Received and managed grants for WMD Training and Equipment (Urban Area Security Initiative) and Major Metropolitan Medical Response (MMRS)
- Maintained and operated a city Oil Production Unit with annual general fund revenue of approximately \$500,000 and developed a 10-year maintenance and replacement plan
- Implemented job sharing as part of the budget balancing efforts for FY 2010-11
- Registered 750 new FireMed members through a direct mail effort resulting in \$44,000 in revenue
- Completed a comprehensive study and evaluation of Fire Department staffing levels
- Started negotiations for a skate park

CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CITY OF HUNTINGTON BEACH

Brainstormed List of Perceptions

Employee Related

- Loss of experienced employees
- Loss of institutional knowledge
- Brain drain from massive retirements
- Reduced City workforce
- Lack of creativity

- Employees are depressed by economic impacts that are external to City Hall
- Low morale
- Reduced funding for employee training
- Limited training and education opportunities for employees
- Diminished promotional opportunities
- Uncertainty in employment—lack of job security
- Difficult to maintain a culture of public service
- Not enough support services
- Can't do long-term planning—reactive, not proactive
- Competing priorities

Service Related

- Lower service levels due to staff cuts

Public Related

- Public perception that HB is a difficult city to work in
- Public perception that fire inspections are a problem
- Negative public perception of downtown area
- Increased lawsuits against the City

Safety Related

- Increased number of vacant police officer positions
- Slower response time to police emergency calls
- Elimination of investigative credit card fraud

Infrastructure and Technology Related

- Challenging transportation connections
- Reduced infrastructure funding
- Lack of wireless services
- Lack of resources for hardware and software upgrades
- Challenge to keep up with new technology

Financial Related

- Lack of funding for all services
- Inadequate funding for equipment and capital needs
- Zero budget growth
- Long-term labor contracts
- Low revenues
- Increased fees

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 consumer retail spending
- Stock market investments going up
- Revenues off the lows
- Positive involvement of volunteer groups
- Possible regional partnerships with other communities
- Continuation of major events coming to the city
- Benefits of Sunset Beach annexation
- Warmer climate; less rain to attract visitors to the beach
- Stabilization of the housing market
- Go Green initiatives
- Construction of Costco

- Measure M—two grant opportunities
- More willingness of developers to move forward with projects
- Increased interest in redeveloping deteriorated properties
- A larger pool of qualified candidates for jobs
- Hotel occupancy rates going up
- End of the drought
- An attractive community
- Public and private grant opportunities
- Good beach weather this summer
- Continued interest in sports and local events
- Go Local

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

Brainstormed List of Perceptions

- Aging infrastructure
- Earthquakes
- Fire
- Floods
- Tsunami
- Increased demand for services
- Homelessness
- DUIs
- Vacancies
- Increased health care costs
- Increased cost of services and supplies
- Higher construction costs
- Unfunded State and Federal mandates
- Aging technology
- Less corporate travel negatively impacting tourism
- State budget deficit
- Unemployment
- Cal PERS
- Increased crime
- Increased lawsuits
- Weak retail sales
- Increased Fire Department emergency response calls
- School budget deficits
- Decline in the stock market
- Foreclosures
- Taxation
- Increased fuel costs
- Workers comp costs are higher
- Aging population
- Inflationary pressures
- State and Federal regulations
- Air quality/pollution issues

- Pressure on public safety
- Aging City Hall
- Aging library system
- 100 year rains
- Unreasonable expectations that every issue can be addressed by the City
- Business flight to other states

PRESENTATION BY THE FINANCE DIRECTOR REGARDING THE FOLLOWING OPTIONS TO ADDRESS THE BUDGET SHORTFALL

EXPENDITURE REDUCTIONS

- Across-the-board cuts
- Surgical or strategic cuts
- Proportionate share cuts
- Eliminate non-essential services

REVENUE INCREASES

- Establish new fees and/or increase fees
- Increase fines and penalties
- Update fee study
- Property tax override for public safety pension

EMPLOYEE CONCESSIONS (all options require negotiations)

- Negotiated salary increases
- Increase employee pick-up of pension costs
- Establish a new tier of benefits

CONSENSUS BY THE CITY COUNCIL ON OPTIONS FOR THE MANAGEMENT TEAM TO EXAMINE FURTHER AND REPORT THE RESULTS, INCLUDING RECOMMENDATIONS, TO THE CITY COUNCIL FOR ACTION

- Surgical or strategic cuts
- Eliminate services

- Establish new fees and/or increase fees
- Increase fines and penalties
- Property tax override for public safety pension

- Negotiated salary increases
- Increase employee pick-up of pension costs
- Establish a new tier of pension benefits

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
January 31, 2011	City Manager	Distribute the retreat record to those unable to attend or who had to leave early.
By Wed., Feb. 3, 2010	All recipients	Read the retreat record.
By February 15, 2011	Department Heads	Share and discuss the Strategic Plan with staff.
February 15, 2011	Executive Team (City Manager- lead)	Review the "Internal Weaknesses/Challenges" list for possible action items.
At the Feb. 22, 2011 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
July 29, 2011 8:00/8:30 am - 4:00 pm	Mayor City Council City Manager Executive Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives - develop a Vision Statement for the City - develop Strategic Objectives for the next six months.

STRATEGIC PLAN ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

"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 * SIX-MONTH STRATEGIC OBJECTIVES

July 29, 2011 – February 1, 2012

THREE-YEAR GOAL: ***MAINTAIN FINANCIAL VIABILITY AND OUR RESERVES***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. In September 2011	Finance Director	Refinancing of Series 2001 A and 2001B Bonds to achieve cost savings				
2. By October 1, 2011	Finance Director and City Manager	Finalize recommendations for RDA funding options and present to the City Council for action.				
3. By October 1, 2011	Finance Director	Present the Long Term Financial Plan update to the City Council for review.				
4. By November 15, 2011	City Manager and HR Director	Present to the City Council for action how to implement the recommendations regarding the two-tier pension system and employee pick-up of pension costs from actuary for future contract negotiations.				
5. By November 1, 2011	Deputy City Manager and Public Works Director	Develop and present to the City Council for action a plan to utilize existing equipment replacement and capital fund balances to replace aging equipment and infrastructure.				
6. By January 1, 2012	Deputy City Manager and Finance Director	Review existing reserve policies and propose possible revisions for City Council review.				

THREE-YEAR GOAL: *MAINTAIN, IMPROVE AND OBTAIN FUNDING FOR INFRASTRUCTURE AND EQUIPMENT*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By November 15, 2011	Public Works Director, working with a consultant	Determine feasibility of a city-wide assessment district for street improvements and make recommendations to the City Council for action.				
2. By January 15, 2012	Public Works Director	Provide an update to the City Council addressing changes in delivery of services and operations as a result of organizational restructuring.				
3. By January 15, 2012	Public Works Director	Present an evaluation of tiered water rates and provide a recommendation to the City Council for action.				
4. By January 31, 2012	Public Works Director, working with the Deputy City Manager and consultant	Develop, implement, analyze and distribute results of a public survey regarding funding of the infrastructure.				

THREE-YEAR GOAL: *MAINTAIN PUBLIC SAFETY*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By December 1, 2011, contingent upon annexation of Sunset Beach	Fire Chief (lead), Marine Safety Chief and Police Chief	Finalize and implement transition of Public Safety Services.				
2. By February 1, 2012, contingent upon City Council approval	Police Chief (lead), Fire Chief and Deputy City Manager	Conduct a feasibility study regarding providing lifeguard, police and fire dispatch, and SWAT services for Newport Beach and Costa Mesa and make a recommendation to the City Council for action.				
3. By February 1, 2012	Fire Chief and City Manager	Complete discussions with the City of Fountain Valley on opportunities to provide services to them and make recommendations to the City Council for action.				
4. By February 1, 2012	Police Chief	Conduct an analysis of the Police Department organizational structuring considering current staffing levels and make recommendations for change to the City Council for action.				

THREE-YEAR GOAL: *ENHANCE ECONOMIC DEVELOPMENT*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By December 31, 2011	Planning and Building Director	Complete the SW corner of Beach and Warner EIR and submit to the Planning Commission for action.				
2. By December 31, 2011	Planning and Building Director	Complete the SE corner of Beach and Ellis EIR and submit to the Planning Commission for action.				
3. By December 31, 2011	Planning and Building Director and Deputy City Manager	Monitor the sale of the Pacific City property and, if sold, work with the new property owner in expediting the development review process.				
4. By December 31, 2011	Economic Development Director and Planning and Building Director	Complete the processing of the Center Avenue Skate Park and present to the City Council for action.				
5. By February 1, 2012	Deputy City Manager Hall (lead), Economic Development Director and City Council Members Shaw, Carchio and Hansen	Hold three additional workshops with businesses providing information and outreach.				
6. By February 1, 2012	Economic Development Director and Deputy City Manager Hall	Complete the private-public study of branding opportunities in the city.				

THREE-YEAR GOAL: *IMPROVE INTERNAL AND EXTERNAL COMMUNICATION*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Weekly	Public Information Officer	Place on Facebook and Twitter at least two City of Huntington Beach informational postings.				
2. The day following each City Council meeting	Public Information Officer	Post a summary of City Council meeting highlights (e.g., actions by the City Council) to the Surfnet and on a link to all employees.				
3. By December 31, 2011	Mayor and two City Council members (on a rotating basis)	Hold three brown bag lunches with employees to provide updates on City Council priorities and issues.				
4. By December 31, 2011	City Manager and Finance Director	Provide to all employees an update on the budget situation, in person and with an interactive Q & A session.				