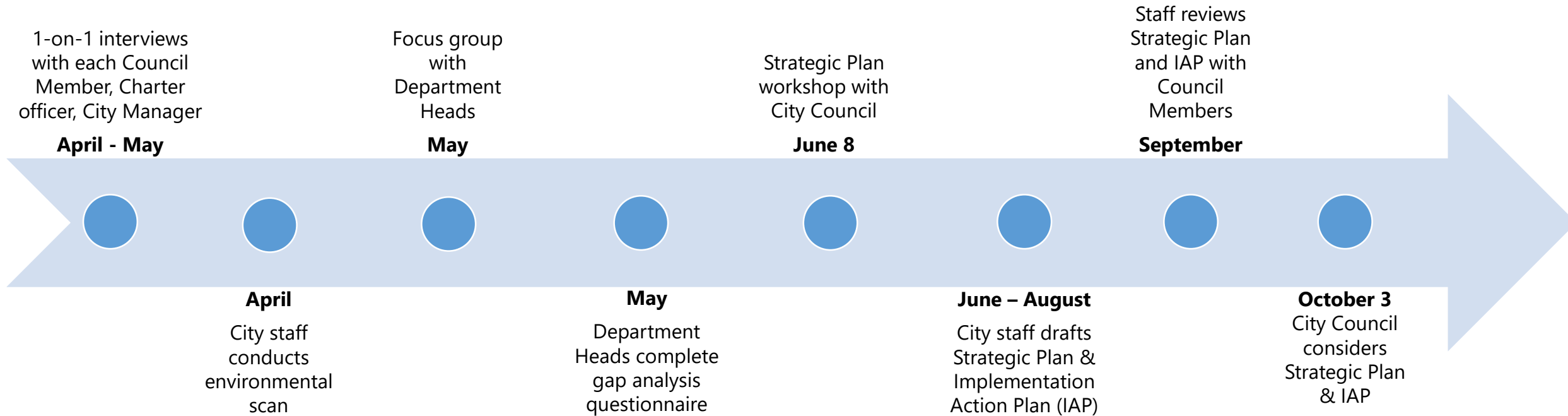




Resolution No. 2023-46: Consider Adoption of the FY 2023-2027 Strategic Plan

Presented by City Manager's Office & Baker Tilly, LLP
October 3, 2023

Strategic Planning Process (2023)



Why Strategic Planning?



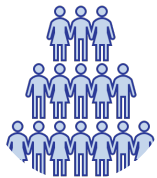
Provides direction to the organization



Aligns everyone to a common purpose



Align resources with goals and objectives



Engages the City team in setting goals



Big Rock Theory

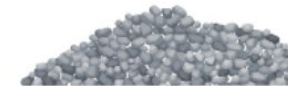
If the big rocks don't go in first,



Big Rocks
Highest priority
strategies



Small Rocks
Important or
urgent strategies



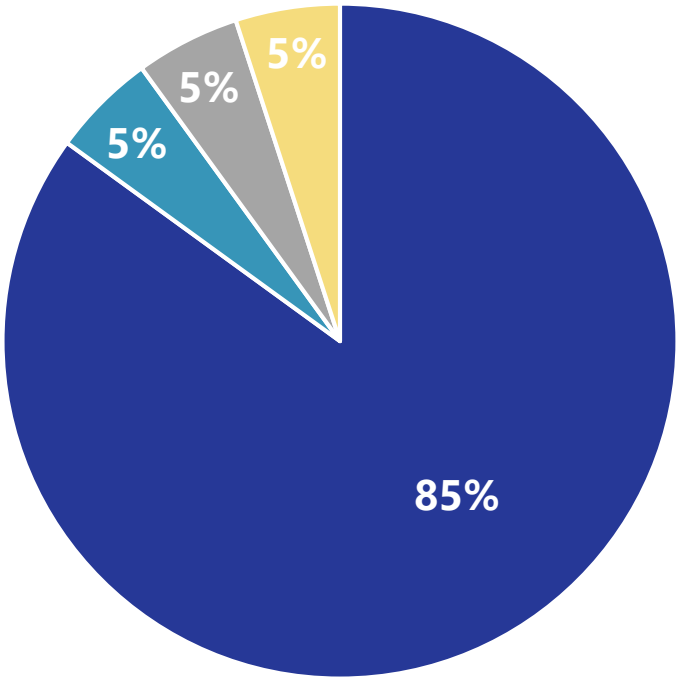
Sand
Non-urgent
strategies

they aren't going to fit in later.

How Management Allocates Time



Management's Time

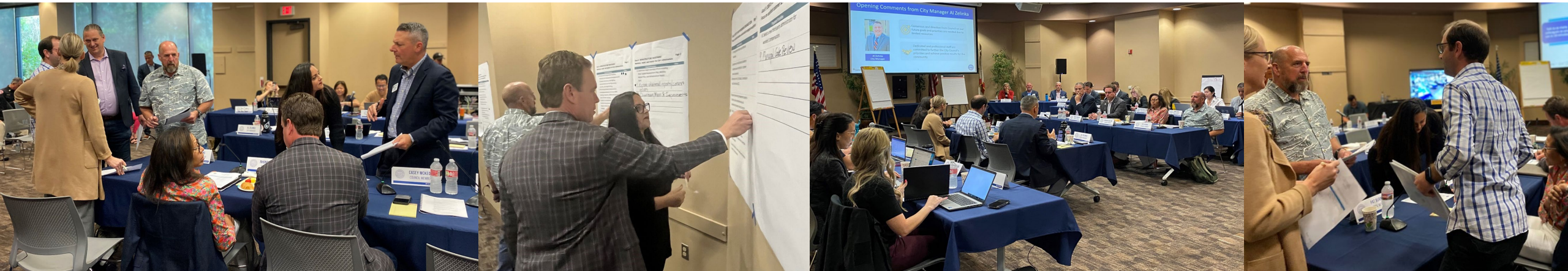


-  **Day-to-day municipal services** (85%)
-  **Unforeseen challenges** (5%)
-  **New initiatives** (5%)
-  **Strategic improvements and training** (5%)



Strategic Planning Workshop

- **Gather** info from City Council, elected Charter officers, and Executive Leadership Team
- **Develop** themes and ideas for City Council to consider
- **Learn** about one another and get to know each other better
- **Identify** key accomplishments
- **Understand** the City's strengths, challenges and opportunities





Strategic Plan Framework & Goals

CITY OF HUNTINGTON BEACH
2023-2027 **STRATEGIC PLAN**



The framework for the Strategic Plan is built around 6 key elements that answer the following questions:

SERVICE
VISION

1

The compass that aligns everything the City does: "Committed to Responsive and Exceptional Public Service for All"

ONEHB
VALUES

2

The foundation that the City's services is based on: humility, exceptionality, social awareness, passion, and integrity

GOALS

3

The most important Strategic Plan priorities identified by City Council on June 8, 2023

SUCCESS
INDICATORS

4

The outcome of successfully addressing those priorities

STRATEGIES

5

Steps required to achieve City Council's Goals

IMPLEMENTATION
ACTION PLAN

6

A tool to track the City's progress towards each Goal



8 Overarching Goals

City Council established 8 Goals to achieve over the next 4 years.



ECONOMIC DEVELOPMENT

Greater business retention, investment and job growth in Huntington Beach.



FISCAL STABILITY

Available funding to support a high-quality level of programs, services and capital investments and to build a structural surplus.



HIGH PERFORMING ORGANIZATION

An engaged City workforce committed to responsive and exceptional public service for all. Achieve a customer service satisfaction rating of 90% or higher.



HOMELESSNESS

A continuum of care that reduces homelessness and maintains quality of life for the entire community.



HOUSING

Proactive programs to address diverse housing needs within the City's jurisdiction.



INFRASTRUCTURE INVESTMENT

Maintained and upgraded infrastructure that supports the community's day-to-day needs in accordance with the City's Infrastructure Report Card.



PUBLIC ENGAGEMENT

A community that has easy access to clear, accurate, and timely City information and expresses increased awareness and involvement in City activities.



PUBLIC SAFETY

Ensure the safety and protection of all community members, both efficiently and effectively.

ECONOMIC DEVELOPMENT

Success Indicator: Greater business retention, investment and job growth in Huntington Beach.

STRATEGIES	LEAD DEPARTMENT AND STAFF	FINANCIAL RESOURCES NEEDED*	TIMELINE** (START / FINISH)
A Develop an updated economic development strategy to ensure business retention, local investments and job growth.	Community Development, Economic Development Manager	Cost: \$ - \$\$ (partially funded) Resources: Strategic plan consultants	Timeframe: Short-Term Start: Q4/2023 Finish: Q4/2024

***COST:**
\$ = Up to \$100,000
\$\$ = Between \$100,000 and \$500,000
\$\$\$ = Between \$500,001 and \$1 million
\$\$\$\$ = Over \$1 million

****TIMEFRAME:**
Short Term = within 1 year
Mid Term = up to 4 years
Long Term = 4+ years

FISCAL STABILITY

Success Indicator: Available funding to support a high-quality level of programs, services and capital investments and to build a structural surplus.

STRATEGIES	LEAD DEPARTMENT AND STAFF	FINANCIAL RESOURCES NEEDED*	TIMELINE** (START / FINISH)
A Consider new revenue sources and opportunities to support the City's priority initiatives and projects.	Finance, Chief Financial Officer	Cost: \$ - \$\$ (funded) Additional funding may be required depending on new revenue opportunities. Resources: Consultants, legislative advocates and grant consulting firms	Timeframe: Varies Start: Q3/2023 Finish: Ongoing

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HIGH PERFORMING ORGANIZATION

Success Indicator: An engaged City workforce that is committed to responsive and exceptional public service for all. Achieve a customer service satisfaction rating of 90% or higher.

STRATEGIES	LEAD DEPARTMENT AND STAFF	FINANCIAL RESOURCES NEEDED*	TIMELINE** (START / FINISH)
A Establish a One Stop Shop to bring development services and other frequently used services under one location to improve the customer service experience.	Community Development, Director and Building Official	Cost: \$\$\$-\$\$\$\$ (unfunded) Resources: Design Professional, Software Upgrade Services, Construction Contractors	Timeframe: Mid-Term Start: Q2/2023 Finish: Q2/2025
B Fill department director and other key vacancies to lead and provide essential services to the community.	City Manager's Office, City Manager	Cost: \$ (funded) Resources: Contracted recruiter for select recruitments	Timeframe: Mid-Term Start: Q2/2023 Finish: Q4 2023

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HIGH PERFORMING ORGANIZATION

Success Indicator: An engaged City workforce that is committed to responsive and exceptional public service for all. Achieve a customer service satisfaction rating of 90% or higher.

C Implement the Public Service Excellence Initiative to invest in workforce development and promote exceptional customer service.	City Manager's Office, Principal Analyst	Cost: \$ (funded) Resources: Consultants	Timeframe: Mid-Term Start: Q3/2023 Finish: Q3/2024
D Restructure the City's Boards, Commissions and Committees (BCC) to ensure the most efficient use of City resources while maintaining an effective level of civic engagement.	City Manager's Office, Assistant City Manager	Cost: None Resources: BCC Citizen Appointees	Timeframe: Short-Term Start: Q2/2023 Finish: Q3/2023
E Explore new Learning Management Systems (LMS) to offer more comprehensive and innovative training programs for employees and public officials	Human Resources, Director	Cost: \$\$ (unfunded) Resources: Consultant, software fees, training services	Timeframe: Mid-Term Start: Q3/2023 Finish: Q2/2024

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HIGH PERFORMING ORGANIZATION

Success Indicator: An engaged City workforce that is committed to responsive and exceptional public service for all. Achieve a customer service satisfaction rating of 90% or higher.

F Launch TrakStar, a web-based performance evaluation system for City employees that will help improve employee engagement and productivity.

Human Resources,
Director

Cost: \$ (funded)
Resources: Software and training fees

Timeframe:
Short-Term
Start: Q2/2022
Finish: Q1/2024

G Select a new third-party administrator (TPA) for workers' compensation to manage City claims efficiently, reduce cost and create a safer workplace.

Human Resources,
Director

Cost: \$\$\$ annually (partially funded)
Resources: Software and training fees

Timeframe:
Short-Term
Start: Q4/2022
Finish: Q2/2023

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HOMELESSNESS

Success Indicator: A continuum of care that reduces homelessness and maintains quality of life for the entire community.

STRATEGIES	LEAD DEPARTMENT AND STAFF	FINANCIAL RESOURCES NEEDED*	TIMELINE** (START / FINISH)
A Explore options to collaborate with faith and community-based organizations, the City's HB Cares Volunteer program, CalOptima, and others to provide social services in a cost-effective manner.	City Manager's Office, Homeless Services Volunteer Coordinator	Cost: \$ (funded) Resources: None	Timeframe: Short-Term Start: Q1/2023 Finish: Q4/2023
B Feasibly transition the Navigation Center to include shelter and supportive housing.	City Manager's Office, Homeless Services Manager	Cost: \$\$\$\$ (partial funding contingent on grant award) Resources: Jamboree Housing to seek funding and construct	Timeframe: Long Term Start: Q3/2023 Finish: Q3/2027

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HOUSING

Success Indicator: Proactive programs to address diverse housing needs within the City's jurisdiction.

STRATEGIES	LEAD DEPARTMENT AND STAFF	FINANCIAL RESOURCES NEEDED*	TIMELINE** [START / FINISH]
A Take action to maintain local control of land-use planning.	Community Development, Director	Cost: \$ - \$ - \$\$ (funded) Resources: Legislative advocate, land use legal services (as needed)	Timeframe: Ongoing Start: Q1 2023 Finish: Ongoing

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INFRASTRUCTURE INVESTMENT

Success Indicator: Maintained and upgraded infrastructure that supports the community's day-to-day needs in accordance with the City's Infrastructure Report Card.

STRATEGIES	LEAD DEPARTMENT AND STAFF	FINANCIAL RESOURCES NEEDED*	TIMELINE** [START / FINISH]
A Provide world-class beach facilities, including the renovation and expansion of 15 beach restrooms, new lighting improvements for Pier Plaza access, security and programming.	Public Works, Director	Cost: \$\$\$\$ (partially funded) Resources: Construction manager, construction contractor, environmental review consultants	Timeframe: Long-term Start: Q3/2023 Finish: Q2/2027 Likely phased approach for 15 restrooms.
B Explore additional sports and concert venues to bolster tourism and provide world class amenities for community members.	Comm. & Library Services, Director	Cost: TBD (not funded) Resources: Consultant to facilitate work	Timeframe: Mid-Term Start: Q4/2023 Finish: Q3/2025

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INFRASTRUCTURE INVESTMENT

Success Indicator: Maintained and upgraded infrastructure that supports the community’s day-to-day needs in accordance with the City’s Infrastructure Report Card.

C Conduct an assessment of all City facilities to determine priorities for upgrades and repairs, implementation and financial priority.	Public Works, Director	Cost: \$\$ (partially funded) Resources: Consultants to conduct assessments, as needed. Legislative advocates to identify grant funding when available.	Timeframe: Mid-Term Start: Q3/2024 Finish: Q4/2026
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D Undertake major planning efforts including Fleet Capital Replacement Plan, Mobility Master Plan and Infrastructure Report Card to adequately anticipate and prepare for future infrastructure needs.	Public Works, Director	Cost: Varies per Plan (funded) Resources: Consultants to prepare plans, as needed. Legislative advocates to identify grant funding when available.	Timeframe: Mid-Term Start: Q1/2022 Finish: Q4/2024
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PUBLIC ENGAGEMENT

Success Indicator: A community that has easy access to clear, accurate, and timely City information and expresses increased awareness and involvement in City activities.

STRATEGIES	LEAD DEPARTMENT AND STAFF	FINANCIAL RESOURCES NEEDED*	TIMELINE** (START / FINISH)
A Implement a 311 system to manage and track calls for municipal services and provide one centralized location for community members to obtain all City information and services.	City Manager's Office, Public Affairs Manager	Cost: \$\$\$ (not funded) Resources: 311 software developer and trainer	Timeframe: Long-Term Start: Q4/2023 Finish: Q4/2026
B Redesign the City's website to increase its versatility and enhance user experience with easy to access information.	City Manager's Office, Public Affairs Manager	Cost: \$\$ (funded) Resources: Web Developer (Revize)	Timeframe: Mid-Term Start: Q2/2022 Finish: Q1/2024

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PUBLIC ENGAGEMENT

Success Indicator: A community that has easy access to clear, accurate, and timely City information and expresses increased awareness and involvement in City activities.

C Expand and enhance community outreach engagement opportunities through neighborhood town halls, direct mailers, and videos.	City Manager's Office, Public Affairs Manager	Cost: \$ (funded) Resources: Outreach materials, designers, video producers	Timeframe: Ongoing Start: Q1/2023 Finish: Ongoing
D Enhance capacity of HBTv and produce relevant television content to expand the City's public engagement reach across diverse audiences.	City Manager's Office, HBTv Media Coordinator	Cost: \$\$ (funded) Resources: Studio equipment and consulting, content producers	Timeframe: Short-Term Start: Q2/2023 Finish: Q1/2024
E Hire a graphic designer to incorporate the City's Branding Guide throughout the organization for greater consistency and appeal across all City visual content.	City Manager's Office, Graphic Designer	Cost: \$\$ (funded) Resources: Computer equipment and software	Timeframe: Short-Term Start: Q2/2023 Finish: Q2/2024

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PUBLIC SAFETY

Success Indicator: Ensure the safety and protection of all community members, both efficiently and effectively.

STRATEGIES	LEAD DEPARTMENT AND STAFF	FINANCIAL RESOURCES NEEDED*	TIMELINE** [START / FINISH]
A Community-wide comprehensive risk reduction program to optimize public safety's emergency response and reduce the number of calls.	Fire, Chief Police, Chief Information Services, Chief Information Officer	Cost: \$\$ - \$\$\$\$ (partially funded) Resources: Varies and to be determined	Timeframe: Long Term Start: Q3/2023 Finish: Q4/2027
B Bolster city's emergency management preparedness and response plans to ensure seamless public safety response during crisis events.	Fire, Emergency Operations Center Manager	Cost: \$\$ (partially funded) Resources: Varies and to be determined	Timeframe: Long Term Start: Q3/2023 Finish: Q1/2028
C Public safety infrastructure investments and master planning.	Police and Fire, Chiefs	Cost: \$\$\$ (partially funded) Resources: TBD	Timeframe: Long Term Start: Q4/2022 Finish: Q3/2025

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Implementation Action Plan

A detailed road map that lays out the 23 major Strategies and steps required to methodically implement each Goal over the next 4 years. Example below:

GOAL 1. ECONOMIC DEVELOPMENT

Success Indicator: Greater business retention, investments and job growth in Huntington Beach.

Strategies	Priority Type*	Key Tasks and Deliverables (in chronological order)	Lead Department and Staff	Staffing Resources & Partnerships Needed	Financial Resources Needed**	Timeline*** (Start / Finish)
A. Develop an updated economic development strategy to ensure business retention, local investments and job growth.	1	1) Review 2017 Economic Development Strategy, 2020 Industry Cluster/ Workforce Analysis and Mayor's Economic Development Summit on Oct. 13, 2023 to prepare scope of work for an updated Strategy (<i>In progress</i>) 2) Issue a RFP to procure a consultant to prepare updated Economic Development Strategy (<i>Upcoming</i>) 3) Work with key industry stakeholders to solicit input during the development of the Strategy (<i>Upcoming</i>) 4) Take an updated Strategy to CC for approval (<i>Upcoming</i>)	Community Development - Economic Development Manager	<u>Staff:</u> Department liaisons, as determined by Dept. Head. <u>Partnerships:</u> i.e., OC Business Council, Small Business Development Council, SCORE, Workforce Investment Board, banks, commercial brokers, Goldenwest College, Chamber of Commerce, Visit HB, Downtown BID	<u>Cost:</u> \$ - \$\$ (partially funded) <u>Resources:</u> Strategic plan consultants	<u>Timeframe:</u> Short-Term <u>Start:</u> Q4/2023 <u>Finish:</u> Q4/2024

***Priority Type**

1 = Received 4+ Council straw votes at the 6/8/23 Council Workshop
 2 = Previously approved by Council and currently in progress
 3 = Faces a timing issue that requires immediate attention

****Financial Resources:**

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Transparency and Accountability

- Bi-annual progress reports to City Council:
 - ✓ January (at the start of the annual budgeting process)
 - ✓ July (following the end of a fiscal year)
- Strategic Plan and IAP progress reports to be posted on: www.huntingtonbeachca.gov/strategicplan
- Additional Strategic Plan workshops to be scheduled in 1-2 years to formally revisit the Plan and make any necessary adjustments.

CITY OF HUNTINGTON BEACH

2023-2027 STRATEGIC PLAN

Prepared by the Huntington Beach City Manager's Office
2000 Main Street, 4th Floor, Huntington Beach, CA 92648

For more information, visit www.huntingtonbeachca.gov/strategicplan

Recommendation

- Consider Resolution No. 2023-46 – Resolution of the City Council of the City of Huntington Beach Adopting the Fiscal Year (FY) 2023-2027 Strategic Plan

