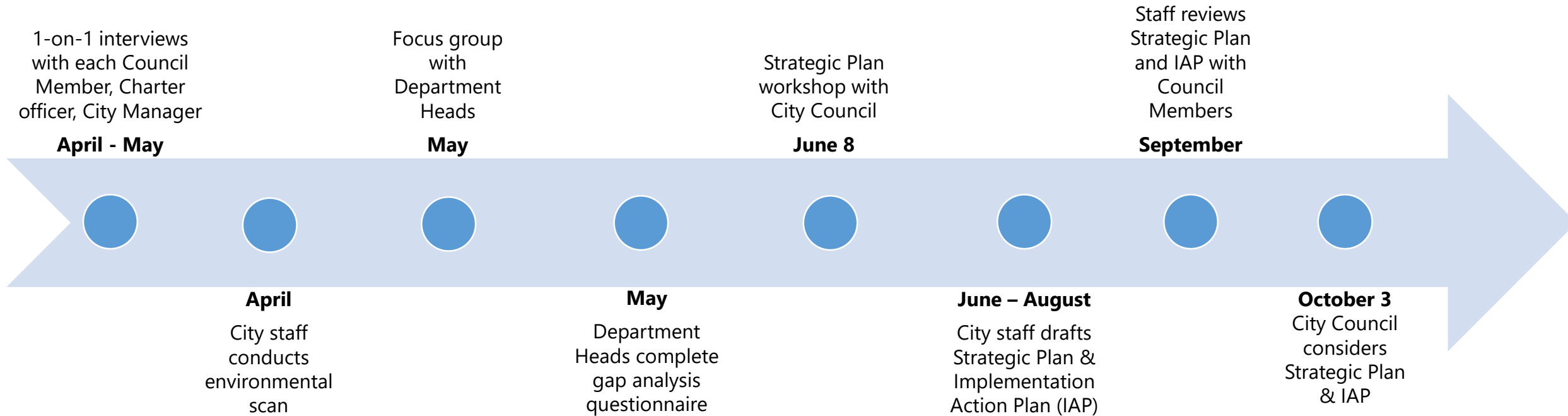




# **Resolution No. 2023-46: Consider Adoption of the FY 2023-2027 Strategic Plan**

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

# Strategic Planning Process (2023)



# Why Strategic Planning?



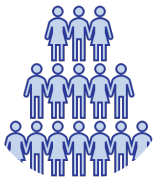
Provides direction to the organization



Aligns everyone to a common purpose



Align resources with goals and objectives



Engages the City team in setting goals



# Big Rock Theory

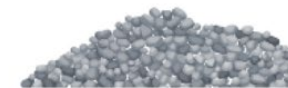
If the big rocks don't go in first,



**Big Rocks**  
Highest priority  
strategies



**Small Rocks**  
Important or  
urgent strategies



**Sand**  
Non-urgent  
strategies

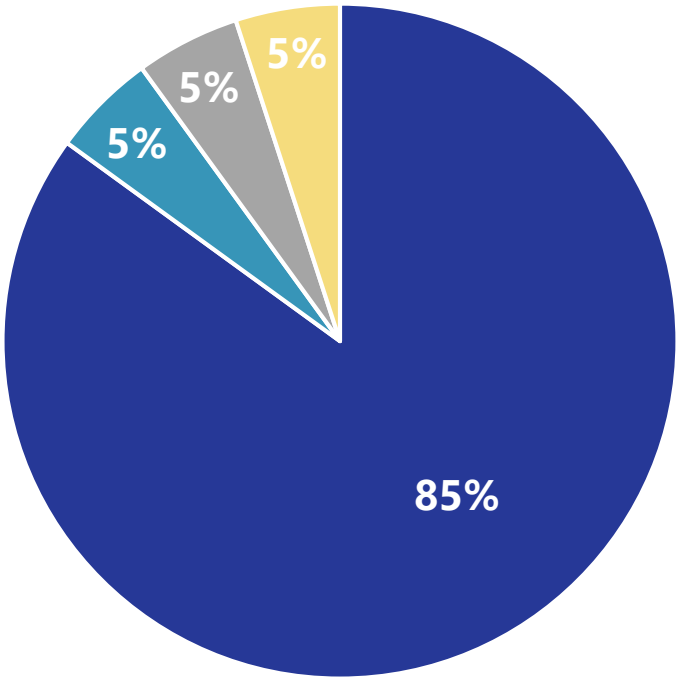
they aren't going to fit in later.



# How Management Allocates Time



Management's Time

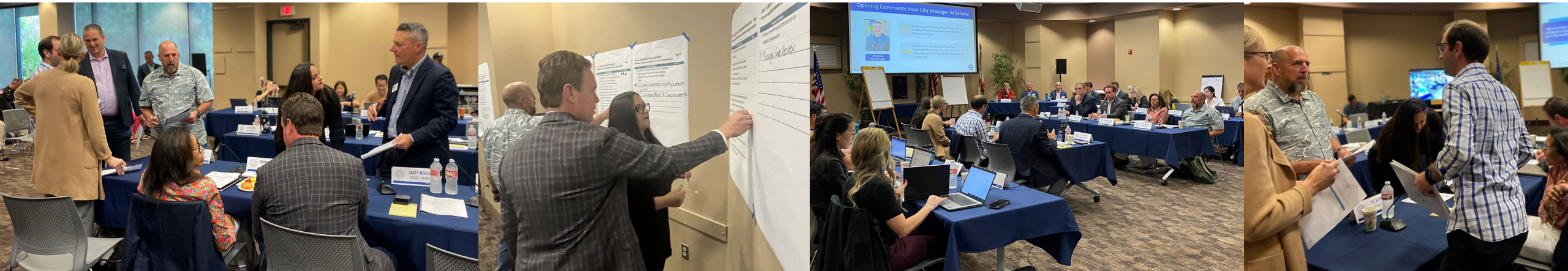


-  **Day-to-day municipal services** (85%)
-  **Unforeseen challenges** (5%)
-  **New initiatives** (5%)
-  **Strategic improvements and training** (5%)



# 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)
<b>A</b> Develop an updated economic development strategy to ensure business retention, local investments and job growth.	Community Development, Economic Development Manager	<b>Cost:</b> \$ - \$\$ (partially funded) <b>Resources:</b> Strategic plan consultants	<b>Timeframe:</b> Short-Term <b>Start:</b> Q4/2023 <b>Finish:</b> 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)
<b>A</b> Consider new revenue sources and opportunities to support the City's priority initiatives and projects.	Finance, Chief Financial Officer	<b>Cost:</b> \$ - \$\$ (funded) Additional funding may be required depending on new revenue opportunities. <b>Resources:</b> Consultants, legislative advocates and grant consulting firms	<b>Timeframe:</b> Varies <b>Start:</b> Q3/2023 <b>Finish:</b> 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)
<b>A</b> 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	<b>Cost:</b> \$\$\$-\$\$\$\$ (unfunded) <b>Resources:</b> Design Professional, Software Upgrade Services, Construction Contractors	<b>Timeframe:</b> Mid-Term <b>Start:</b> Q2/2023 <b>Finish:</b> Q2/2025
<b>B</b> Fill department director and other key vacancies to lead and provide essential services to the community.	City Manager's Office, City Manager	<b>Cost:</b> \$ (funded) <b>Resources:</b> Contracted recruiter for select recruitments	<b>Timeframe:</b> Mid-Term <b>Start:</b> Q2/2023 <b>Finish:</b> 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.

<b>C</b> Implement the Public Service Excellence Initiative to invest in workforce development and promote exceptional customer service.	City Manager's Office, Principal Analyst	<b>Cost:</b> \$ (funded) <b>Resources:</b> Consultants	<b>Timeframe:</b> Mid-Term <b>Start:</b> Q3/2023 <b>Finish:</b> Q3/2024
<b>D</b> 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	<b>Cost:</b> None <b>Resources:</b> BCC Citizen Appointees	<b>Timeframe:</b> Short-Term <b>Start:</b> Q2/2023 <b>Finish:</b> Q3/2023
<b>E</b> Explore new Learning Management Systems (LMS) to offer more comprehensive and innovative training programs for employees and public officials	Human Resources, Director	<b>Cost:</b> \$\$ (unfunded) <b>Resources:</b> Consultant, software fees, training services	<b>Timeframe:</b> Mid-Term <b>Start:</b> Q3/2023 <b>Finish:</b> 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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Long Term = 4+ years

# 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)
<b>A</b> 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	<b>Cost:</b> \$ (funded) <b>Resources:</b> None	<b>Timeframe:</b> Short-Term <b>Start:</b> Q1/2023 <b>Finish:</b> Q4/2023
<b>B</b> Feasibly transition the Navigation Center to include shelter and supportive housing.	City Manager's Office, Homeless Services Manager	<b>Cost:</b> \$\$\$\$ (partial funding contingent on grant award) <b>Resources:</b> Jamboree Housing to seek funding and construct	<b>Timeframe:</b> Long Term <b>Start:</b> Q3/2023 <b>Finish:</b> Q3/2027

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Mid Term = up to 4 years

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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]
<b>A</b> Take action to maintain local control of land-use planning.	Community Development, Director	<b>Cost:</b> \$ - \$ - \$\$ (funded) <b>Resources:</b> Legislative advocate, land use legal services (as needed)	<b>Timeframe:</b> Ongoing <b>Start:</b> Q1 2023 <b>Finish:</b> 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]
<b>A</b> 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	<b>Cost:</b> \$\$\$\$ (partially funded) <b>Resources:</b> Construction manager, construction contractor, environmental review consultants	<b>Timeframe:</b> Long-term <b>Start:</b> Q3/2023 <b>Finish:</b> Q2/2027 Likely phased approach for 15 restrooms.
<b>B</b> Explore additional sports and concert venues to bolster tourism and provide world class amenities for community members.	Comm. & Library Services, Director	<b>Cost:</b> TBD (not funded) <b>Resources:</b> Consultant to facilitate work	<b>Timeframe:</b> Mid-Term <b>Start:</b> Q4/2023 <b>Finish:</b> 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.

<b>C</b> Conduct an assessment of all City facilities to determine priorities for upgrades and repairs, implementation and financial priority.	Public Works, Director	<b>Cost:</b> \$\$ (partially funded) <b>Resources:</b> Consultants to conduct assessments, as needed. Legislative advocates to identify grant funding when available.	<b>Timeframe:</b> Mid-Term <b>Start:</b> Q3/2024 <b>Finish:</b> Q4/2026
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<b>D</b> 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	<b>Cost:</b> Varies per Plan (funded) <b>Resources:</b> Consultants to prepare plans, as needed. Legislative advocates to identify grant funding when available.	<b>Timeframe:</b> Mid-Term <b>Start:</b> Q1/2022 <b>Finish:</b> 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)
<b>A</b> 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	<b>Cost:</b> \$\$\$ (not funded) <b>Resources:</b> 311 software developer and trainer	<b>Timeframe:</b> Long-Term <b>Start:</b> Q4/2023 <b>Finish:</b> Q4/2026
<b>B</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	<b>Cost:</b> \$\$ (funded) <b>Resources:</b> Web Developer (Revize)	<b>Timeframe:</b> Mid-Term <b>Start:</b> Q2/2022 <b>Finish:</b> 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.

<b>C</b>	Expand and enhance community outreach engagement opportunities through neighborhood town halls, direct mailers, and videos.	City Manager's Office, Public Affairs Manager	<b>Cost:</b> \$ (funded) <b>Resources:</b> Outreach materials, designers, video producers	<b>Timeframe:</b> Ongoing <b>Start:</b> Q1/2023 <b>Finish:</b> Ongoing
<b>D</b>	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	<b>Cost:</b> \$\$ (funded) <b>Resources:</b> Studio equipment and consulting, content producers	<b>Timeframe:</b> Short-Term <b>Start:</b> Q2/2023 <b>Finish:</b> Q1/2024
<b>E</b>	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	<b>Cost:</b> \$\$ (funded) <b>Resources:</b> Computer equipment and software	<b>Timeframe:</b> Short-Term <b>Start:</b> Q2/2023 <b>Finish:</b> Q2/2024

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Long Term = 4+ years



# 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]
<b>A</b> 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	<b>Cost:</b> \$\$ - \$\$\$\$ (partially funded) <b>Resources:</b> Varies and to be determined	<b>Timeframe:</b> Long Term <b>Start:</b> Q3/2023 <b>Finish:</b> Q4/2027
<b>B</b> Bolster city's emergency management preparedness and response plans to ensure seamless public safety response during crisis events.	Fire, Emergency Operations Center Manager	<b>Cost:</b> \$\$ (partially funded) <b>Resources:</b> Varies and to be determined	<b>Timeframe:</b> Long Term <b>Start:</b> Q3/2023 <b>Finish:</b> Q1/2028
<b>C</b> Public safety infrastructure investments and master planning.	Police and Fire, Chiefs	<b>Cost:</b> \$\$\$ (partially funded) <b>Resources:</b> TBD	<b>Timeframe:</b> Long Term <b>Start:</b> Q4/2022 <b>Finish:</b> 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

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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](http://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](http://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

