

C I T Y O F S E A L B E A C H
STRATEGIC PLANNING RETREAT
April 4, 2017 * □ Old Ranch Country Club

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MISSION STATEMENT

*The City of Seal Beach provides excellent city services to enhance the quality of life
and to preserve our small town character.*

CORE VALUES/GUIDING PRINCIPLES

(not in priority order)

The City of Seal Beach values...

Excellent customer service

Mutual respect

Teamwork

Professionalism

Honest and ethical behavior

THREE-YEAR GOALS

(2016-2019 * not in priority order)

Provide a quality beach and pier environment, including a restaurant

Achieve short- and long-term fiscal sustainability

Improve and maintain the infrastructure and facilities

Attract, develop, compensate and retain quality staff

Enhance public safety

S.W.O.T. ANALYSIS

Strengths - Weaknesses - Opportunities - Threats

WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF SEAL BEACH SINCE THE OCTOBER 2016 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Hired a Public Works Director
- Adoption of four labor agreements
- Successful implementation of the online parking permit system
- Successful administration of the 2016 election
- Significant progress on the Six-Month Objectives toward achieving the Three-Year Goals in the City's Strategic Plan
- Processed 300 public records requests
- CAD RMS approved and underway
- Successful AQMD audit
- Updated the municipal code books
- Creation of a new bargaining unit (Marine Safety Management Association)
- We are now posting all Boards, Committees and Commissions on two places on our website
- Adoption of two ordinances to prohibit commercial marijuana
- Participated in the Coastal Communities Coalition
- Completion of contract administration guidelines
- Significant completion of the purchasing ordinance
- Submission of coastal development permit application with Coastal Commission for Pier
- Successful transition to Bank of the West
- New citywide landscape maintenance contract
- Successful annual audit
- Successful recruitment, testing and hiring of two Police Officer positions
- Climate Action Plan update
- Partnered with the Chamber to develop new business map
- Public feels that we have knowledgeable staff
- Expedited film permitting process
- Construction of new workout room at Seal Beach Tennis Center
- Progress made on the Classification and Compensation study
- Successful fleet replacement
- Police volunteers doing hundreds of patrol checks on a monthly basis
- Initiated the Local Coastal Plan project
- Appointment of a new Public Works Supervisor
- Improved the Fire Service delivery model (paramedic deployment)
- All City properties are fully leased
- Excellent customer service
- Held financing workshop with City Council to discuss options to fund infrastructure improvements
- Development of interdepartmental relationships

- Started the construction process for the custom Lifeguard Rescue Boat
- Senior Center remediation
- Significant progress in evaluating agenda management solutions
- Tested and hired 15 part-time lifeguards
- Balanced budget
- Adding the VA Hospital to Dial-A-Ride
- Established partnership with McGaugh Elementary to enhance their food recovery and recycling
- Membership with Seal Beach-Los Alamitos Rotary Club
- Strong Police-Homeless Liaison Program
- Successful Women’s Conference in conjunction with the cities of Cypress and Los Alamitos
- Improved relationship with Seal Beach Shores
- Created a Police Recruit position
- We have a successful Dial-A-Ride program
- We have a successful Public Works Internship Program
- Had a presentation by a consultant of Oil Recovery Program options
- Created a City/Leisure World Working Group
- Completion of the CAFR (Comprehensive Annual Financial Report)
- Fully staffed Finance Department
- Completion of the Tot Lot Playground
- Adoption of an Urgency Ordinance re: accessory dwelling units
- Selected a new auditing firm
- Creation of the City’s Mentorship Program
- Adoption of an Entertainment Ordinance
- New Property Manager
- Five internal promotions at the Police Department
- Implementation of new events (e.g., a Halloween event and Horseshoe Tournament)
- Completion of the 800 megahertz – our Public Works/Lifeguards/Police Communication System
- Processing entitlement application for reopening of the Bay Theater
- Upgraded the Marina Center
- Initiated the Joint Land Use Study Project (Naval Weapons Station Seal Beach)
- Police Lobby Project (a bulletproof glass barrier to improve security)
- Hiring of a new, full-time Lifeguard
- Successful recruitments of eight full-time and seven part-time employees
- We nominated a citizen who was selected for a Service Award through the US Lifesaving Association
- West End Pump Station remediation was successful
- Successful submission of Measure M2 Expenditure Report
- Completion of the environmental document for the JPA formation for infrastructure financing, and presented to the Environmental Quality Control Board (EQCB)
- Completion of ethics training for elected officials and staff
- Successful winter storm planning and implementation
- Participation in the 2017 Tsunami Preparation Drill

- Implementation of an online recognition request form
- Successful FY 2017-18 budget kick off
- Creation and implementation of a Lifeguard Leadership Academy
- Progress in providing customer service for all employees
- Updated the automatic aid agreements with Long Beach and Huntington Beach
- Submission of 2017-2018 ROPS (Recognized Obligation Payment Schedule)
- Successful opening of 350 Main Street with new tenants

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

Brainstormed List of Perceptions

- Lack of time to process requests
- Challenges for funding of major infrastructure stormwater drainage improvements
- Challenge of hiring quality personnel
- No written process for contract administration
- Insufficient coverage for Main City Hall phone line
- Public perception and lack of trust
- Loss of staff in Public Works
- Increased expectation of customer service with lean staffing
- Not enough staff in HR
- City Attorney response times
- Lack of social media strategy
- Leaking City facilities due to winter storms
- Lack of Emergency Management Training Plan
- Outdated security system at the Police Department
- Inadequate IT support (e.g., connectivity, field services, error messages, phones going down, network issues)
- Lack of parking
- Perception that there is a lack of beach maintenance
- Too much work and not enough staff
- Temporary contract for landscape maintenance
- Misinformation provided by a few disgruntled employees to vocal community members
- Local budget deficit
- No implementation plan for updating aging facilities
- Outdated financial system
- Lifeguard building is in need of replacement
- Lack of technology support and equipment (out of date)
- Non-automated budget reporting system
- Lack of Strategic Communications Plan
- Expired Animal Control Contract

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN THE COMING YEAR?

Brainstormed List of Perceptions

- Positive change at the weekly Sun newspaper
- Legislation that could help us leverage the Public Records Act request process – we can now direct the public to the City’s website
- County regional organizations that help small cities in the county
- Improved property values
- Great weather
- The beach
- Additional potential recovery of oil revenues
- Attraction of business due to our iconic Main Street
- Community events
- It’s a safe city
- Partnership with school district
- Strong school system
- Navy base
- Collaboration with the Naval Weapons Station
- Quaint neighborhoods
- New businesses opening in vacant locations
- Coastal Commission approval of various projects
- LA County stormwater funding possibilities
- New gas tax legislation
- New homeless housing at the County level
- Partnership with local organizations
- Positive evolution of the Seal Beach Police Foundation
- New Senate Bill 231 to add stormwater funding to Prop 218
- Interagency collaboration

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN THE COMING YEAR?

Brainstormed List of Perceptions

- Increase in street entertainers
- Tsunami
- Sea level rise
- Legalization of marijuana
- Court outcome that private email accounts are a public record
- Businesses going out of business
- Decriminalization of crime
- Continued shift from local to online sales
- Assembly Bill 1826 – mandatory commercial recycling of food waste
- PERS discount rate
- Grand Jury reports
- State prevailing wage laws
- Aging infrastructure

- Better compensation of employees in other cities
- Uncertainty of Animal Control Service Contract
- Potential burst of the housing bubble
- Illegal vacation rentals
- Lack of parking
- Increasing number of protests and demonstrations
- Crime
- El Niño
- Weather
- Drought
- Terrorism
- Prop 47/57 – early release of prisoners and reclassification of some felonies to misdemeanors
- Outside agency permitting
- 405 toll lane project
- Unknown impact of Federal government grants
- Bankruptcy of key vendors
- New County requirements that cost us money
- Beach erosion
- Homelessness and encampments
- Unethical, biased reporting of local newspaper
- Disparaging treatment of employees by Planning Commissioner and residents
- Budget deficits at the State and Federal levels
- Great employees leaving because of constant attacks by residents and Planning Commissioner
- Another recession
- Misleading statements and alternative facts on social media sites
- Utility issues
- Changing school district calendars

BRAINSTORMED CORE VALUES

- Customer service orientation
- Respect
- Consideration of others
- Loyalty
- Fiscal responsibility
- Committed and invested staff
- Relationship building
- Transparency
- Impartial and politically sensitive
- Positive work ethic
- Flexible staff
- Teamwork
- Kindness
- Professionalism
- Leadership
- Safety
- Optimism and creativity
- Cordiality
- Active community
- Education
- Honest and ethical behavior
- Integrity
- Community pride
- Dedication
- Accountability
- Approachable
- Collaboration
- Two-way communication
- Compassionate
- Excellence
- Business-friendly
- Respect for institutional memory
- Partnerships
- Servant-leadership

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
April 5, 2017	City Manager	Distribute the retreat record to all invitees.
Within 48 hours of receipt	All recipients	Read the retreat record.
April 7, 2017	City Clerk and Assistant City Clerk	Place the Mission, Core Values, 3-Year Goals, 6-Month Objectives and SWOT (Strengths, Weaknesses, Opportunities, Threats) on the City's website with the entire Strategic Plan available for the public through the City Clerk's Office.
By April 15, 2017	Department Heads	Share and discuss the Strategic Plan with staff.
At the April 24, 2017 City Council meeting	City Council (Mayor - lead)	Present the updated Strategic Plan to the public.
April 25, 2017	Executive Management Team (City Manager - lead)	Review the "Weaknesses/Challenges" List for possible action items.
Monthly	City Manager (lead), City Council & Executive Management Team	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Assistant City Manager	Prepare and distribute the updated Strategic Plan Monitoring Matrix to the Strategic Planning Invitees and all staff and to the public through City Council monthly updates.
October 18, 2017 8:00/8:30 - 3:30pm	City Council, City Manager City Attorney & Executive Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives. - develop objectives for the next six months.

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

