

CITY OF SEAL BEACH
CITY COUNCIL-EXECUTIVE TEAM
STRATEGIC PLANNING REPORT
September 2018

City of Seal Beach Strategic Planning Workshop Report

The Seal Beach City Council and executive team members participated in a strategic planning/goal-setting workshop on September 16, 2018 at Fire Station 48. The workshop was organized and moderated entirely by City staff following a facilitated process that included exercises and large and small group discussions during the first segment and a deliberative and collaborative selection of goals during the second segment to support the mission and vision of the City in Fiscal Year 2018-19 and beyond.

Part One – Workshop Exercises

The first part involved a series of exercises – Environmental Scan, Community Vision, and SWOT (strengths, weaknesses, opportunities, and threats) Analysis – that encouraged group discussions to progress from big-picture to Seal Beach-specific goals. See attachment A for more detailed information regarding each of these exercises.

Environmental Scan

The aim of this opening exercise was to identify any significant factors that can potentially affect the City's ability to meet its goals and objectives:

- **Societal Trends** (e.g. rise of the convenience society – lime e-scooter, online, etc.)
- **Community Trends** (e.g. large number of retirees with longer lifespans)
- **Legislation** (e.g. unfunded mandates) (see attachment B)
- **Economic Climate** (e.g. rising interest rates, cost of doing business)
- **Citizen Expectations** (e.g. high quality of City service)
- **Uncertainties** (e.g. future City Council, legislative action detrimental to cities)

Community Vision

In order to define a vision statement that is as much aspirational as it is practical, this exercise encouraged participants to share their thoughts on the following:

- **What We Aspire to Be** (*What does our future look like? What type of town do we want to be?*)
- **Challenges Worth Considering** (*What challenges stand in our way of success?*)
- **Steps to Achieve Vision** (*What actions do we need to take to achieve desired outcomes?*) *Some of the sectors considered: economic development, public safety, infrastructure and operations.*

SWOT Analysis

- **Strengths** – assets and capabilities currently available within the community, and the organization and that can be leveraged to achieve desired goals
- **Weaknesses** - problem areas or aspects of the City and, in some cases, the community at large, that are currently standing in the way of strategic success and must be overcome to achieve optimal results
- **Threats** – current or potential future external events that, if unmitigated, have the potential to seriously impair the City's ability to realize its potential.
- **Opportunities** – future focused and are conditions that can, if properly understood, be captured to obtain strategic advantage through capitalizing on strengths, overcoming weaknesses and mitigating threats

Part Two – Goal Selection and Performance Indicators

During the second part of the strategic planning workshop, the City Council and executive staff prioritized a new batch of six month goals and discussed performance indicators.

Six-Month Goal Selection

The strategic goals (see attachment C) were selected following the exercises (environmental scan, community vision and SWOT analysis) mentioned above. Assessing the City's health prior to selecting the goals, allowed Councilmembers and the executive staff to prioritize goals based on shared objectives and needs of the community.

Performance Indicators

During the last part of the strategic planning workshop, participants discussed the ways in which to track and measure the City's performance. Three indicators (financial, municipal operations and civic engagement) were mentioned as alternatives to measure achievement rather than solely relying on the completion of six month goals to gauge overall performance. The six month goals that were developed represent only a fraction of staff's total responsibilities and in reality are objectives that are above and beyond the customary duties assigned to staff. Nevertheless, the strategic goals that were selected for the next six months are important enough to target with the understanding that heightened workloads, staff reductions and emerging issues could delay the completion of the assigned tasks. Hence, staff presented three alternative performance indicators that would be a more accurate and comprehensive measuring tool of the City's overall success since the six month goals are only a subsection of staff's overall assignments. Financial indicators such as increased fund reserves could be one indication of fiscal strength. With respect to municipal operations, the filling of vacant positions

might be representative of a healthy workforce. And finally, increased civic engagement via participation in a citizen academy and/or citizen engagement survey could signal a more participatory City Hall. The aforementioned performance indicators were but a few of the examples discussed but could offer a more precise marker of our success.

Summary and Next Steps

The strategic planning workshop was an important milestone in the City of Seal Beach's renewed focus on long-term strategic thinking, planning and management. The time, thought and effort invested by both policy makers and administrators allowed everyone to think creatively about the possibilities for the community that go well beyond the normal meeting-to-meeting, tactical decision-making routine. The significance of the commitment of resources to this effort is commendable, the results are encouraging, and will establish a foundation for future improvement. The City Council and executive staff will reconvene on March 13, 2019 to evaluate and re-establish the six month goals.

Environmental Scan

What are the significant trends that may impact our ability to achieve success?

Citizen Needs

- Volume of information/public records requests (difficult to meet demand with lean staff)
- In the age of Internet, people expect a faster/instant response (at every level, from every department)
- Service level expectations
 - Cleanliness of beach, bathrooms, etc.
- The more responsive staff is, the greater the expectation (and the expectation must be balanced with a reduced budget)
- Public safety
- Well-maintained infrastructure

Societal Trends

- Shift away from brick/mortar
- Social media—City responsiveness
- Electric vehicles/charging stations/self-driving cars
- Increase in ride-sharing—Uber, Lyft
- Airbnb/rentals increase
- 5G, wireless communication changes and required infrastructure upgrades
- City-wide Wi-Fi (have had pushback on a previous attempt at implementation)
- City app
- Moving to the cloud (providing city applications online, etc.)
- Crime prevention via cameras
- Payment methods

Community Trends

- 5G, Wireless Ordinance(Regulations, add antennas)
 - Health risks
- Payment methods (adding credit card option at City Hall)
- Homeless issues
- Bicycles
- Pets (Be more pet friendly)
- Social Media (Nextdoor) more users in CPE & CPW
 - Residents' reliance on sharing concerns and not calling City Hall
 - Use of personal drones

Economic Climate

- Municipal Election
- Inflation (2 additional rate increases expected)
- Building rental fees (permit fees)
- Rent control

- Increase in building construction resulting in higher prices for materials (and decreases in contractor bids)
- Employee responsiveness without enough staff to meet resident needs

Political Factors

- Unfunded Mandates
- Prop 13
- Municipal Election
- Staying abreast of new regulations
- Bitcoin—adapting to cryptocurrency & regulations
- (Part-time) employment regulations (Marine Safety)
- De-regulation requirements
- No cash bail
- Taxi Cab administration
- Changes in parking regulation/plans (offering payment plans)

Uncertainties

- New council members after November election
- Homelessness issue
 - Court ruling about beds/overnight camping
- Public safety
- Measure BB/Budget Uncertainties
 - Providing public safety/new technology with or without the budget to do it
- 405 Project impacts
- Extreme weather
 - Threats to infrastructure
 - Future legislation/regulations including drought-related laws

Community Vision

What do we aspire for our future?

- Preserve Main Street as is and look for alternative growth (mixed-use commercial in Rossmoor)
- Destination (Rehab of the pier, Aqualink option)
- Build a connection between all sections of the City (brand our City), so that it becomes more of a destination City

How do we get there?

- Economic development
 - Increasing communication/discussion with businesses through business roundtable
 - Facilitate development on Main Street (i.e. with Market Research, which would be a Chamber responsibility)
 - Online shopping
 - Big Box retailers

- Lack of parking availability will keep Main Street from becoming Huntington Beach
 - If we have extensive market research study done, we can make it available to new merchants (Long Beach has economic blueprint/committees)
 - Determine how many people visit the beach each year and Main Street, and who they are (need accurate numbers)
 - Filling vacancies faster (i.e. shops at Rossmoor)
 - Increasing foot traffic
 - Approaching local publications to highlight Main Street (Westways, AAA, OC Magazine) → function of the Chamber of Commerce
 - Lean staff/personnel to accomplish goals
 - Strengthen the partnership with the Chamber, which can help with personnel issues
 - Developers/business owners are asking what the City can do to help businesses survive.
 - Community Development educates in this area but staff is limited/strained
 - Leveraging partnership with Shea Homes to bring....?
 - Downtown Merchants' Association
 - A group that would promote downtown everywhere
 - City/Chamber collaboration (should not be a group separate from the Chamber)
- Public Safety
 - Add security cameras in the neighborhood and LPR's
 - Challenges with homelessness issues and lack of shelters → there is also an increase in crime.
 - Community policing (the increase proves to have a positive impact)
 - Higher visibility of police officers City-wide
 - Adding more police officers to increase safety and crime prevention
 - The change of the substation by the pier from only volunteers to an operational substation with police officers
 - Speed issues, there is a need to increase prevention
 - There is a need to increase police presence in Leisure World. There are speeding issues that are concerning.
 - Consider expanding the use of bike patrol
 - Community para-medicine is a future trend
 - Operations
 - Enhanced operations/response time to resident needs
 - Landscape issues
 - Service level expectations
 - Prevailing wage
 - Set a baseline landscaping requirement?

SWOT Analysis

Strengths – assets and capabilities currently available within the community, and the organization and that can be leveraged to achieve desired goals

- Staff collaboration/teamwork/effective communication
- Institutional knowledge
- Familiarity with residents and businesses
- Response time
- Excellent customer service from all departments
- Resiliency through tragedy/disasters
- Connections between staff and community
- Location

Weaknesses - problem areas or aspects of the City and, in some cases, the community at large, that are currently standing in the way of strategic success and must be overcome to achieve optimal results

- Landscape
- Increase of anger and animosity from residents towards staff (staff feels hurt and demoralized)
- Consider adding bullet-proof glass counters at City Hall or other City facilities
- Tensions are also increasing due to national political changes. Social media also plays a huge factor in residential interactions with staff.
- Public information and employee relations with the community → There is a need to expand this area to improve City relations with the Community.
- Mental health issues and a need to improve prevention of any possible threats posed by mental health issues
- Staff deals with sexist comments from residents that pose a challenge in providing customer service and security on the job?
- This type of interaction affects daily operations and employee morale. There is a need to develop solutions and educate the public/community.
- City-wide lack of technology affects productivity and daily operations.
 - Updating the phone system, establishing a ticket system to serve community needs/take resident inquiries/requests for service
- Budget constraints (unfunded infrastructure)
- Staff—lack of funding to increase staff to meet needs.
- Caltrans landscaping—there is a need to explore grant options to meet landscaping needs
- Employee turnover may be impacted if budget cuts or changes include combining positions, pay cuts or decreasing staff overall

Threats – current or potential future external events that, if unmitigated, have the potential to seriously impair the City’s ability to realize its potential

- Prevailing wage
- PCH/2nd Development
- Legislation affecting homelessness/crime
- Employment regulations
- Hazard mitigation/natural disasters

- Perception that staff is overpaid and that budgets can be fixed by combining positions/cutting staff
- Staff turnover
- Discount rate for CalPERS/pension liability
- CalPERS restrictions for retirees

Opportunities – future focused and are conditions that can, if properly understood, be captured to obtain strategic advantage through capitalizing on strengths, overcoming weaknesses and mitigating threats

- Grant seeking
- BID for downtown
- Maddy Act – experts in community to provide knowledge/resources
- Community Paramedicine
- FAQ for the public that communicates service targets and baselines
- Collaborating with community non-profits
- Public Civility campaign
 - Reaching out to other cities as well

**Unfunded Mandates, Laws and Policies that the State has
put on the City that drain the City's Coffers
(note: this is not a complete list)**

Police

Homeless camp possessions retention

Jail Requirements

Letting out of Felons for us to police

Legal time spent keeping our officers compliant with changing laws

Patrol costs and danger to our police officers from Coastal requiring 24/7 First Street parking lot and Gum Grove Park to be available for public use.

Public Works & Planning

Covering Storm Drains AND the labor costs of keeping the covered drains from leaf debris and trash/flooding costs if not constantly attended

No oil based paint (require re-painting – labor/material costs)

No watering grass in parkways (requiring the tearing out of landscape and re-landscaping or leaving bare and needing expensive and toxic sprays and weed control)

No washing down of side walks requiring contracting out steam cleaning or as in the case of the pier where we are not allowed to wash down, the purchase of a very expensive piece of equipment and an operator.

Hiring of the Water Police to police residential water practices (one of many drought expenses incurred.) (Some of these requirements had different ways of handling the mandate and it was left to the city to determine which un-funded way of handling the mandate they chose to implement.)

Fish and Game requiring fishing on the pier with a requirement that fish waste can't be washed down.

Environmental Reviews of sand brought into the beach and duplicate reports causing hundreds of thousands of dollars of staff and consultant time.

Coastal not allowing us to construct during the summer causing delays in construction costs.

Permitting costs to do sand replenishment, storm drains, permits to change parking fees or reconstruct the pier or do anything within the Coastal Zone.

The new Gas Tax that requires we spend a certain amount from our operational general fund before we become eligible for any of our fair share of the gas tax.

Housing Plan requirements every 5 Years. Consultant and staff time.

Local Coastal Plan requirement. Consultant and staff time.

General Plan requirements. Consultant and staff time.

Water Department mandates?

OSHA requirements

State Lands Beach Lease requirements (greatly mitigated in negotiations.)

ADA requirements

Continual changes in ADA law requiring us to re-stripe

Requirements to alter buildings remove restrooms and add restrooms affecting every city building any time modifications are needed.

Swimming Pool requirements

Administrative

Reporting requirements for financials and the consultants required to complete them

PRA requests and the misunderstanding of what they are by both the public and the press causing the hiring of extra personnel at City Hall (PRA requests are supposed to be requests for existing public documents—not a work order to develop reports or put together a work product.)

Legal costs of providing PRA requests

Human Resources

All the laws surrounding employees, grievances, work plans and court requirements to have a minimum of two law firms (one for general counsel and another for human resources)

Law firms and legal time spent on mandated Harassment Seminars and FPPC and Brown Act Seminars—some required annually others biannually

**CITY OF SEAL BEACH
STRATEGIC OBJECTIVES
September 12, 2018 – March 13, 2019**

THREE-YEAR GOAL: <i>PROVIDE A QUALITY BEACH AND PIER ENVIRONMENT, INCLUDING POTENTIALLY A RESTAURANT</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By March 13, 2019	Public Works Director	Complete renovation of the City's 1 st Street restaurant building to meet building code requirements.		X		
2. By March 13, 2019	Public Works Director	Present to the City Council a sand replenishment program for East Beach to include education on process and funding need.		X		

*Contingent upon passage of Measure BB.

THREE-YEAR GOAL: <i>ACHIEVE SHORT- AND LONG-TERM FISCAL SUSTAINABILITY</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By March 13, 2019	Director of Public Works	Present results for water and sewer rate increases and make a recommendation to the City Council for action.		X		
2. By March 13, 2019	Finance Director	Recommend to the City Council for action the contracting of a qualified Project Manager to analyze the City's current fees for services and a realistic mechanism for cost recovery.		X		
3. By March 13, 2019	Executive Team	Determine a path forward if Measure BB does pass, and if it does not pass.		X		

*Contingent upon passage of Measure BB.

THREE-YEAR GOAL: <i>IMPROVE AND MAINTAIN THE INFRASTRUCTURE AND FACILITIES</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By March 13, 2019	Assistant City Manager	Present to the City Council for consideration a contract for managed IT services.		X		

*Contingent upon passage of Measure BB.

THREE-YEAR GOAL: <i>ATTRACT, DEVELOP, COMPENSATE AND RETAIN QUALITY STAFF</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DO NE	ON TARGET	REVISED	
1. By March 13, 2019	Executive Staff	Present to the City Council an analysis of necessary staffing levels to facilitate future budget planning.		X		
2. By March 13, 2019	Assistant City Manager	Present to the City Council the financial analysis of the Classification and Compensation study.		X		
3. By March 13, 2019	City Manager	Promote civility and decorum through an outreach campaign.		X		

*Contingent upon passage of Measure BB.

THREE-YEAR GOAL: <i>ENHANCE PUBLIC SAFETY</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By March 13, 2019	Police Chief	Continue COP (Community Policing Unit) Team year-round with officers assigned to Jack Haley substation.*		X		
2. By March 13, 2019	Marine Safety Chief	Conduct a professional evaluation on number of visitors per year in an effort to assist with determining public safety resources needed.		X		
3. By March 13, 2019	OCFA Division Chief	OCFA assess impact of calls for service related to homeless.		X		
4. By March 13, 2019	Police Chief	Assign Leisure World a police officer.*		X		
5. By March 13, 2019	Police Chief	Expand community policing teams to each of the 5 Seal Beach Council Districts.*		X		

*Contingent upon passage of Measure BB.