

**CITY OF SEAL BEACH
CITY COUNCIL-EXECUTIVE TEAM
STRATEGIC PLANNING REPORT
Meeting Date: March 13, 2019**

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 March 13, 2019 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. The strategic workshop was also open to members of the public and media.

Part One – Workshop Exercises

Before the workshop exercises commenced, the public had the opportunity to make comments to members of the Council and City staff. The first series of exercises included a recap of the Environmental Scan and Community Vision that was discussed at the previous workshop in September. These segments encouraged group discussions to better define the challenges and opportunities in Seal Beach. As part of these exercises, the Council and staff were invited to update these segments (see attachment A for updated version).

Environmental Scan

The aim of this opening exercise was to identify any significant factors that could potentially affect the City's ability to meet its goals and objectives. There were six elements that were reviewed, they were as follows:

- **Societal Trends**
- **Community Trends**
- **Legislation**
- **Economic Climate**
- **Citizen Expectations**
- **Uncertainties**

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

At this workshop, the Council and staff were asked to perform a SWOT Analysis which is a strategic planning technique used to help an organization identify strengths, weaknesses, opportunities, and threats (see attachment B).

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

Part Two – Three Year Goal Areas and Strategic Objectives Selection

During the second part of the strategic planning workshop, the City Council and executive staff re-evaluated the three year goal areas and prioritized a new batch of six month objectives.

Three Year Goal Areas

At the Strategic Workshop in 2016, the City's Three Year Goal Areas were crafted and designed to expire in 2019. As such, the City Council and staff reviewed the current Goal Areas to determine whether if any of the Goal Areas needed to be eliminated, revised or if any new Goal Area needed to be formed. Below are the new Three Year Goal Areas that are set to expire in 2022 (it should also be noted that the City Council could decide to revise any Three Year Goal Area as needed prior to 2022):

- *Improve Economic Development While Balancing Quality of Life*
- *Achieve Short and Long Term Fiscal Sustainability and Implementation and Monitoring of Measure BB*
- *Improve and Maintain the Infrastructure and Facilities*
- *Attract, Develop, Compensate and Retain Quality Staff*
- *Preserve Public Safety Services*

Six-Month Strategic Objectives Selection

The strategic objectives (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.

The six month objectives 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 objectives that were selected for the next six months are important enough to target with the understanding that heightened workloads and emerging issues could delay the completion of the assigned tasks.

Transparency

The last module of this year's strategic workshop explored the characterization of the omnipresent term – transparency. More specifically, this module focused on the Council's classification of this term, staff's actions towards transparency, and the public's view of these actions. The goal of this module was to locate "transparency gaps" which would make more visible the Council's and the public's philosophy on open government while also determining any shortfalls with the current system. Without a clear definition of what transparency means to the Council and the public, staff is incapable of accurately measuring success or failure in this area. Transparency is infinitely tied to the public's trust and by performing this exercise, staff will be better suited to evaluate progress and consider thoughtful ways in which to improve in this category.

Summary and Next Steps

The strategic planning workshop is but one tool that the Council and staff utilize to plan, implement and manage all facets of City government. The input provided by the public throughout the year is also an essential part of governance, and the strategic workshop is only one avenue available to our residents to be heard. Lastly, City staff remains committed to meeting the obligations set forth by the Council and takes seriously the desires of the community, and the strategic workshop is a small investment in time to ensure that Seal Beach has a plan to overcome inevitable challenges and take advantage of opportunities when they arise which will enhance the quality of life and fiscal outlook of Seal Beach.

The City Council and executive staff will reconvene on September 11, 2019 to evaluate and re-establish the six month objectives.

Strategic Planning Workshop
March , 13 2019 / 9am - 2pm
Fire Station 48

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
- Scooters
- Parking meter/payment methods
- LPRs
- Storm/weather impacts on beach
 - Trash on shore and in water; water quality; equipment

Community Trends

- 5G, Wireless Ordinance (Regulations, add antennas)
 - Health risks
- Payment methods (adding credit card option at City Hall)
- Homelessness 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)
- Organic waste (AB 1826, AB 939)
- Recycling market is down
- MPDES Permit
- Beach sand replenishment
 - Funding from Army Corps is down
 - Working group has been established to try to secure funding
 - Facilitate meetings with other local representatives on this issue
 - Discussions with federal representatives on this issue (i.e. Rouda)
- Microenterprise home kitchens
 - Lack of current regulations (i.e. parking in residential areas)
- Accessory Dwelling Units (ADUs)
 - Housing developments, especially affordable housing, are moving to mandates
 - In last census, SB population crossed into new category with different density regulations.
 - May affect SBI funding
- Dissolution of local control as relates to unfunded mandates
- OCTAP
- Homelessness increasing?
 - Reductions in homeless counts in College Park West (11 or 13 was last homeless count)
- Possible future mandates to build shelters.

- The City is having ongoing meetings with surrounding cities on this issue
- The City does contribute to Crystals.
- Fiscal health of surrounding cities
 - Los Alamitos (police department is affected)
- Coyotes
 - Uptick in Leisure World and near Animal Care Center
 - Perceptions regarding public safety and response time

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)
- 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
- Downtown Merchants' Association
 - A group that would promote downtown everywhere
 - City/Chamber collaboration (should not be a group separate from the Chamber)
- Marketing the City as a destination
 - The SB Pier was voted one of the best scenic spots
 - Develop a City brochure (4-6 pages) to advertise
 - Connect with media outlets to schedule interviews with City officials
 - Continue working with local businesses to increase foot traffic and add new events
 - Work with Chamber on this
 - Discuss ways to assure local businesses that new events will not hinder their business. Look for solutions to perceived potential threats (i.e. farmers market)
 - Farmers Market on PCH & 2nd will be closing; this may be an opportunity to start a SB Market
- 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

- Committed staff/staff abilities
 - Resiliency and adaptability to emerging issues
 - Depth of experience
 - Excellent customer service
 - Responsiveness (in a timely manner)
 - Passion for connecting with community and building relationships (and vice versa)
 - Town hall meetings/open communication
 - Improved flood management
 - Approachability/accessibility of staff to residents (including City Manager and department heads)
 - Respect/accessibility maintained by staff even during times of crisis
 - Institutional knowledge (locations, residents, projects)
 - Project Management (and with a limited staff)
- Small town feel
- Partnership with other agencies and cities (i.e. Los Alamitos Unified School District)
- Engaged council members
 - Enhances staff's ability to collaborate with Council on solutions
 - Accessibility of Council to residents
- Leadership strength (Council, residents, community)
- Communication (internal and external)
- Impact/outcomes on community

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

- Expectations from the community may be challenging in terms of finding a balance between the number of staff vs. the level of responsiveness the community expects (not being able to address all the issues at the same time)
- A need to educate the public on processes, upcoming changes, etc. (creating tools such as flyers and cheat sheets)
- Staff limitations
- Overreaction – level of concern of emerging issues and prioritization.
 - Staff feels the need to address the issue immediately (what priority should we be giving to this request vs. other emerging issues)
 - It would be helpful for council members to help staff prioritize their requests
 - There are full City expectations with the challenge of current staffing levels
 - It also impacts long-term projects being accomplished in a timely manner
- IT resources
 - Many departments face challenges with current resources; it also impacts staff being able to have more tools to assist residents
 - We have a current working group to implement/improve our IT resources
 - Working with external companies as well

- Software – lack of software available to the public to use.
- Adding ways to process applications online
- IT assessment (in house vs. contract)

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

- Legislation
 - Accessory Dwelling Units (ADUs)
 - Microenterprise home kitchens
 - Housing
 - Street vendors
 - Water bills
 - Late payments, shutoff notices
 - More notice required before shutoff
 - Impacts to billing
 - May want to move to monthly billing
 - Labor rules (especially for part-time)
- Long Beach Developments
 - PCH & 2nd Street
 - Land swap
 - AES plan
 - Increases to traffic
- Economy
- Beach Cleanliness (trash coming from riverbed)
- Weather/climate change
 - Flooding
- 1st Street Development
 - Unknown impacts
- AB 748, body cameras, auto-recordings
- SB 1421, accessibility of PD records
- PD training mandates which are unfunded
- Emergencies/Disasters
- Homelessness
- Managing Hazard Mitigation Plan
- State impacts on local control

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 funding
 - Beach cleanup
- Technology and policing to help reduce crime and help with staff (LPRs)
 - New community policing model
 - Improve overall technology with city infrastructure
- Ambassador Program

- Citizen Academy
- Meeting with local legislators
 - Build relationships
- Pier opening event
- Funding all staff vacancies
- Reserves
 - Pay debt and do pre-funding of retirement plans
 - Build our reserves more
- Build partnerships with external agencies to discuss projects and receive funding to improve our City

**CITY OF SEAL BEACH
STRATEGIC OBJECTIVES
March 13, 2019 – September 11, 2019**

THREE-YEAR GOAL: IMPROVE ECONOMIC DEVELOPMENT WHILE BALANCING QUALITY OF LIFE					
WHEN	WHO	WHAT	STATUS		COMMENTS
			DONE	ON TARGET	
1. By September 11, 2019	Public Works Director/ Assistant City Manager	Develop a grand opening event/promotion to advertise completion of pier repair project.		X	
2. By September 11, 2019	Public Works Director/Assistant City Manager	Bring to council for consideration a series of workshops focused on discussion over potential for pier restaurant in the 2nd quarter.		X	

THREE-YEAR GOAL: ACHIEVE SHORT- AND LONG-TERM FISCAL SUSTAINABILITY AND IMPLEMENTATION AND MONITORING OF MEASURE BB

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By September 11, 2019	Director of Public Works/ Finance Director	Present results for water and sewer rate increases and make a recommendation to the City Council for action (Prop 218 for street lighting, tree trimming, and street sweeping).		X		
2. By September 11, 2019	Finance Director	Establish periodic reporting to City Council of Measure BB expenditures.		X		
3. By September 11, 2019	Finance Director/Executive Team	Establish a metric for allocation of surplus to reserves, pension obligations and retiree health obligations.		X		

THREE-YEAR GOAL: IMPROVE AND MAINTAIN THE INFRASTRUCTURE AND FACILITIES

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By September 11, 2019	Director of Public Works	Analysis and replacement of HVAC systems that have reached their expected service life.		X		
2. By September 11, 2019	Director of Public Works	Determine a plan to implement the recommendations of the focused storm water studies.		X		
3. By September 11, 2019	Director of Public Works	Study to evaluate cost and scope of restoration of pier base.		X		
4. By September 11, 2019	Director of Public Works	Staff develop and present a recommended prioritization of city facility renovations.		X		
5. By September 11, 2019	IT Working Group	City-wide improvement to IT services.		X		

THREE-YEAR GOAL: ATTRACT, DEVELOP, COMPENSATE AND RETAIN QUALITY STAFF

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By September 11, 2019	Assistant City Manager	Present to the City Council the financial analysis of the Classification and Compensation study.		X		
2. By September 11, 2019	Assistant City Manager/ Employee Committee	Evaluate feasibility of 4-day work week and 4/10 schedule at City Hall (consider all staff having same Friday off).		X		

THREE-YEAR GOAL: PRESERVE PUBLIC SAFETY SERVICES

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By September 11, 2019	Police Chief	Provide implementation plan to install City-wide camera License Plate Reader (LPR) program.		X		
2. By September 11, 2019	OCFA Division Chief/Marine Safety Chief	Establish threshold of expected surf, tide and/or rainfall to alert response teams.		X		
3. By September 11, 2019	Police Chief/Marine Safety Chief	Study public safety staffing needs with the new 1 st St. Shea Homes development.		X		
4. By September 11, 2019	Police Chief	Develop a public awareness campaign for Leisure World traffic enforcement.		X		