

C I T Y O F M A N H A T T A N B E A C H

**STRATEGIC PLANNING RETREAT**

23 January 2013 • Police/Fire Conference Room

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MISSION STATEMENT

The City of Manhattan Beach is dedicated to providing exemplary municipal services,  
preserving our small beach town character and enhancing the quality of life  
for our residents, businesses and visitors.

CORE VALUES

not in priority order

The City of Manhattan Beach values . . .

- ♦ *Excellence*
- ♦ *Fiscal responsibility*
- ♦ *Ethical behavior*
- ♦ *Mutual respect*
- ♦ *Integrity*
- ♦ *Dedication to the community*
- ♦ *Professionalism*
- ♦ *Openness*

THREE-YEAR GOALS

2012-2015 \* not in priority order

- ▶ **Maintain and enhance financial stability**
- ▶ **Increase organizational effectiveness and efficiency**
- ▶ **Maintain and enhance city facilities, programs and infrastructure**
- ▶ **Encourage engagement and increase participation of residents and businesses**

## NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Thursday, January 24	Senior Management Analyst	Distribute the retreat record to attendees and invitees.
Thursday, January 24	Senior Management Analyst	Post the updated Strategic Plan to the city's website.
Within 48 hours of receipt	All recipients	Read the retreat record.
At the February 5, 2013 City Council meeting	City Council (Mayor - lead)	Present the Strategic Plan to the public.
January 30, 2013	Department Heads (City Manager - lead)	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
By February 15, 2013	Department Heads	Share and discuss the Strategic Plan with staff.
Monthly	City Council City Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Senior Management Analyst	Prepare and distribute the updated Strategic Plan Monitoring Matrix to City Council and city employees; place on the city's website.
July 10, 2013 (Wednesday) 8:00/8:30 am -- 4:00 pm	City Council City Manager Department Heads	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives. - develop Strategic Objectives for the next six months.

## **S.W.O.T. ANALYSIS**

Strengths – Weaknesses - Opportunities - Threats

### **STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF MANHATTAN BEACH SINCE THE JULY 11, 2012 STRATEGIC PLANNING RETREAT**

Brainstormed List of Perceptions

- Financial stability despite the storm
- Higher degree of open government and inclusiveness
- Settlement of the Geoff Dolan litigation
- Extension of the ban on smoking in the Greenbelt and Strand as part of the Vitality City/Blue Zone
- Initiation of the Mobility Plan
- Adoption of the Housing Element
- Approval of electric vehicle charging stations
- Implemented public WiFi
- Unqualified audit opinion
- \$3 million budget surplus in FY 2011-2012
- Implementation of the Mayor's Town Hall Meetings
- Increased public art opportunities
- Continued infrastructure improvements, e.g., sewer, water
- Standard and Poor's Triple A (AAA) rating reaffirmed
- Opportunities for long-deferred capital improvements
- Implementation of the Mayor's Walk and Talks to get more public participation
- Paid off RCC (Regional Communications Center -- 911 Call facility) debt of \$1.5 million
- Community collaboration to come up with solutions (e.g. Six-Man Volleyball)
- Scout/Senior House and AYSO Fields public-private partnerships
- Completion of Joslyn and Heights renovations
- Implementation of paperless agendas
- Partnership with the Chamber
- Granicus Voting System implemented
- Police Dept. Strategic Plan completed
- Selection of the Centennial art piece
- Completed the lease-purchase of a fire engine
- Very informative earthquake preparedness session
- Implemented electronic bill payment system
- 25 residents CERT-trained in the last 6 months, bringing our total number of CERT-trained residents to over 300 [CERT = Community Emergency Response Team]
- Held a modified disaster preparedness training for seniors
- Completed the website survey
- We are fully staffed in the Fire Dept. for the first time in four years
- Had a great historical symposium for the public in honor of the City's 100<sup>th</sup> anniversary; it may be an annual event
- We held the City's first Public Works Open House
- Labor negotiations details are being worked out; currently have conceptual agreements with all three bargaining units
- The Fire Dept. awarded a unit citation for a Pier rescue
- Initiated a website redesign
- Began work on a Technology Plan
- Fire Dept. received over \$175,000 in grants for communication and radios
- Shorter City Council meeting lengths; better meeting management

- Successful Centennial parade and celebration
- We're on the eve of new developments in building a new library
- Adoption of the South Bay Bicycle Master Plan
- Successful community events, e.g., Fire Muster, Six Man, Hometown Fair, Grand Prix
- Refinancing of municipal bonds and certificates of participation, saving \$4.5 million
- Keeping Broad Beach (Malibu) residents from taking 500,000 cubic yards of offshore Manhattan Beach sand

## **CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CITY OF MANHATTAN BEACH**

### Brainstormed List of Perceptions

- Report on laws regarding locations for cellular sites, obsolete utility wires and satellite dishes has not yet been presented
- Lack of resources and staff
- Labor agreements not finalized
- The election is overwhelming staff
- Slow computer network infrastructure
- Difficult maintaining a high level of customer service with existing resources
- Lack of 100% Council attendance at meetings and functions
- Funding challenges in maintaining and upgrading infrastructure and capital improvements
- Roll out of new technology is proving difficult
- Communication to the City Council, e.g., police calls, things happening in the community
- Community Improvement Plan (CIP) Projects: slow delivery, lack of supervision, volume, progress
- Lack of investment in technology and training
- Continued distrust by some residents
- Lack of customer service training
- Lack of resources in dealing with a high volume of public information requests
- Lack of resources to carry out City goals
- Not maintaining and updating website information, e.g., demographic information
- Undue tension created by the Centennial was not positive
- Problem with policy on PERS for part-time staff
- Six police officers now injured on duty
- Lack of communication to the public that is short and sweet; don't use social media
- Not eliminating misinformation by the public and media on community-wide issues
- Lack of recognition/support of city employees' accomplishments by departments, Council and community
- Challenge dealing with adverse effects of state-mandated realignment relating to public safety
- Facility maintenance is inadequate and underfunded

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF MANHATTAN BEACH IN THE NEXT THREE YEARS**

### Brainstormed List of Perceptions

- Pension reform
- Health care reform
- Improving economy
- Less short-term risk of Sacramento takeaways
- Cooperative school district
- Engaged and passionate community
- Outside funding for electric vehicle charging stations
- Motion picture productions in Manhattan Beach
- Impending/pending County Library project
- New congressman opened an office in Manhattan Beach
- Increased property values
- Sepulveda Corridor Vision
- Strong CERT Program

- New businesses coming to Manhattan Beach, e.g., Pit Fire, Fishing with Dynamite, Lemonade
- Demand for senior services
- Changing demographics
- Increased housing market
- Grants to address realignment
- Increase in revenues from property taxes (due to increased property values)
- Manhattan Village Mall Master Plan
- New leadership at the Chamber
- Development permits are up
- Greening of the environment
- Business expansions, e.g., Dealer.com
- Reduced complaints over Six Man
- Reinvestment in our downtown
- Greater comfort with government and city Internet platforms
- Supermajority of Democrats in the state legislature
- Availability of funds for public-private partnership projects
- Increased volunteerism by older adult residents

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF MANYHATTAN BEACH IN THE NEXT THREE YEARS**

### Brainstormed List of Perceptions

- Chevron refinery operational difficulties
- Moving of the Chevron cokers
- Municipal bankruptcies
- Deficient Edison infrastructure and impacts on the city
- Unfunded state and federal legislative mandates, especially environmental
- Increased Internet sales and their adverse impact on local businesses
- Health care reform
- Construction impacts of the Sepulveda Bridge Project
- Pension reform
- Pensions
- Traffic
- Increased construction and all of its impacts
- County financial instability
- Interest rate increases
- Construction of the new library
- Early release of prisoners
- Known and unknown natural disasters
- Burglary rates are up
- LAX expansion
- El Segundo Mall competition
- Pent-up competition for available dollars and grants
- Possible federal funding reductions
- Increased requests for school safety
- Impact of agreements with the school district
- Rosecrans Exit off the 405 causes traffic back-ups
- Adverse impact of development on maintaining our small town charm
- Public perception of public employees due to scandals (e.g., City of Bell)
- New residents have different expectations of city government – what it can do for them and how soon



# **STRATEGIC PLANNING ELEMENTS**

Marilyn Snider, Strategic Planning Facilitator \* Snider and Associates (510) 531-2904

## **"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

CITY OF MANHATTAN BEACH  
**SIX-MONTH STRATEGIC OBJECTIVES**  
 23 January 2013 through 15 July 2013

THREE-YEAR GOAL: MAINTAIN AND ENHANCE FINANCIAL STABILITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. May 1, 2013	Community Development Dir.– lead, Finance Dir., Public Works Dir.	Recommend to the City Council the parameters of a Sepulveda project and whether or not to proceed.		X		
2. At the March 6, 2013, City Council meeting	Public Works Director and Parks and Re Director	Present to the City Council for action plans and specs for the AYSO (youth soccer) synthetic field.			X	Report was presented to the City Council on the March 6, 2013, agenda. Pending City Council direction regarding project approval and funding, plans and specifications will be forthcoming.
3. March 1, 2013	City Manager	Request proposals from grant writing firms for development of a database and grant writing tracking system that will help the city access federal, state and foundation grant opportunities.	X			Staff has received proposals from several grant management firms and is currently evaluating the proposed services.
4. No later than the March 6, 2013, City Council meeting	City Manager	Present to the City Council for consideration, fiscally-responsible multi-year labor agreements with the Police Assn., Fire Assn. and Teamsters.	X			Report was presented to the City Council on the March 6, 2013, agenda.
5. April 16, 2013	City Manager	Present to the City Council for action terms and conditions for employment of management and confidential employees in connection with labor negotiations.		X		
6. At the May 7, 2013, City Council meeting	City Manager, working with the Department Heads	Present to the City Council for consideration a balanced operating budget with a focus on operational efficiencies, including additional CIP (Capital Improvement Program) allocations.		X		
7. By the July 2, 2013, City Council meeting	Finance Director –lead, City Mgr., and Public Works Dir.	Present to the City Council for action alternative funding for existing Street Lighting and Landscaping District, stormwater utility, and streets and sidewalks.		X		
8. At the July 16, 2013, City Council meeting	City Manager – lead, and Department Heads	Present a report to the City Council on the status of grant funding.		X		

CITY OF MANHATTAN BEACH  
**SIX-MONTH STRATEGIC OBJECTIVES**  
 23 January 2013 through 15 July 2013

THREE-YEAR GOAL: INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY						
GOAL DATE	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the April 2, 2013, City Council meeting	City Attorney	Present to the City Council for action procedures and policies for City Council-appointed committees, including oversight, direction and control.		X		
2. By the April 16, 2013, City Council meeting	HR Director, working with Dept. Heads	Present for City Council review the impact of reduced part-time hours for the performance of city programs (960 hour policy) as well as the financial impact of health care reform and benefits required by law.		X		
3. April 2, 2013, City Council meeting	Finance Dir., with input from a consultant, the public and department heads	Assess the city's technology needs and develop and present to the City Council for action an Information Technology Master Plan, including funding			X	Plan is in progress. Report is to be presented to the City Council at the April 16th meeting.
4. By the April 16, 2013, City Council meeting	Community Dev. Dir., with input from the Planning Commission	Provide a status report on the Mansionization Ordinance with recommended changes, if needed, to the City Council for consideration.		X		Planning Commission conducted hearings on January 23rd and February 27th.
5. By June 4, 2013	Fire Chief and City Manager	Present to the City Council a recommendation for action regarding potential Fire Dept. resource sharing and cost saving opportunities as provided in the Jan 15 White Paper.		X		
6. By the June 18, 2013, City Council meeting	Community Development Director	Present to the City Council for consideration residential construction rules and potential improvements regarding notices to workers and neighbors.		X		
7. July 15, 2013	Finance Director and City Manager	Present to the City Council a report comparing contract vs. in-house city attorney efficiencies and costs.		X		

CITY OF MANHATTAN BEACH  
**SIX-MONTH STRATEGIC OBJECTIVES**  
 23 January 2013 through 15 July 2013

THREE-YEAR GOAL: MAINTAIN AND ENHANCE CITY FACILITIES, PROGRAMS AND INFRASTRUCTURE						
GOAL DATE	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Feb. 5, 2013, City Council meeting	Parks and Rec Director	Present to the City Council for action a RFP for a Parks, Open Space and Landscape Master Plan.			X	Report to be presented to the City Council at the April 2nd meeting.
2. May 7, 2013	Public Works Dir.	Recommend to the City Council for action a revision to the CIP process to get City Council input earlier.		X		
3. May 7, 2013	Parks and Rec Dir.	Research the establishment of a Fab Lab, including components, budget and potential programs and present to the City Council as a part of the budget process.		X		
4. By May 7, 2013	City Manager	Propose to the City Council for action an MOU regarding replacing the Scout House with a new facility serving older adults and Scouts.		X		
5. At the May 7, 2013, City Council meeting	City Attorney and Public Works Director	Present to the City Council for action an ordinance banning polystyrene food packaging.		X		
6. At the May 7, 2013, City Council meeting	City Attorney and Public Works Director	Lead a discussion with the City Council regarding Tobacco Control and the National Pollutant Discharge Elimination System.		X		
7. At the April 2, 2013, City Council meeting	Public Works Dir.	Present to the City Council for action the Veterans Parkway Master Plan.			X	Three public meetings to discuss the project, gather input from the community, and receive comments on the planning documents are scheduled. Report to be presented to the City Council in June 2013.
8. April 2, 2013	City Attorney	Provide reports to the City Council on 1) laws and best practices regarding locations for cellular sites and 2) removal of abandoned utility wires and satellite dishes.		X		
9. At the May 7, 2013, City Council meeting	Public Works Dir. and a consultant	Having inventoried the trees, funding, and timeline needed, present to the City Council for action a Tree Master Plan.		X		
10. At the May 21, 2013, City Council meeting	Community Development Dir.	Clarify with the City Council the tree requirements for walk streets, including view obstruction and grandfathering issues.		X		Parking and Public Improvements Commission conducted a hearing on February 28th.
11. July 2, 2013	Public Works Dir.	Assess the City's facilities, including costs to maintain and improve current facilities, and report results to the City Council.		X		
12. FUTURE OBJECTIVE August 1, 2013	Public Works Dir.	At a City Council work session, review with the City Council the Facilities Strategic Plan and identify the next steps to update the Plan.		X		

CITY OF MANHATTAN BEACH  
**SIX-MONTH STRATEGIC OBJECTIVES**  
 23 January 2013 through 15 July 2013

THREE-YEAR GOAL: ENCOURAGE ENGAGEMENT AND INCREASE PARTICIPATION OF RESIDENTS AND BUSINESSES						
GOAL DATE	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the March 19, 2013, City Council meeting	City Manager and Council Member David Lessor	Recommend to the City Council for action a proposed collaboration with the Institute for Local Government on public engagement capacity building.		X		
2. On March 21, 2013	City Manager, working with a facilitator	Conduct a teambuilding and training workshop with the City Council and department heads to increase engagement with each other and the public and effective meeting management.		X		The teambuilding meeting is set for March 21st in the Police/Fire Conference Room from 8:30 a.m. to 4:00 p.m.
3. July 15, 2013	Each City Council member, working with their school(s)	Hold at least one community meeting.		X		
4. July 15, 2013	City Clerk – lead, Finance Dir., City Attorney	Implement E-Comment and CivicIdeas through Granicus software to allow electronic public comment on City Council issues.		X		
5. July 15, 2013	Finance Dir., working with Dept. Heads, the City Attorney, and Information System staff	Identify social media sources (e.g., local cable, Facebook, Twitter) for the city to use to increase communication and interaction with residents and businesses and recommend to the City Council for action a Social Media Policy.		X		
6. FUTURE OBJECTIVE	Parks and Rec Dir., working with the City Clerk and Finance Dir.	Hold at least three classes for the community on Navigating the City of Manhattan Beach’s Website, including City Council agenda review.		X		