CITY OF MANHATTAN BEACH
STRATEGIC PLANNING RETREAT
11 July 2012 • Police/Fire Conference Room

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

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

What the organization values, recognizes and rewards — strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

CORE VALUES

The City of Manhattan Beach values*

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

***not in priority order**

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

THREE-YEAR GOALS*

2012-2015

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

*** not in priority order**

STRATEGIC PLANNING ELEMENTS

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"SWOT" ANALYSIS

Assess the organization's:

- Internal **S**trengths
- Internal **W**eaknesses
- External **O**pportunities
- External **T**hreats

S.W.O.T. ANALYSIS

Strengths — Weaknesses - Opportunities - Threats

STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF MANHATTAN BEACH SINCE THE JANUARY 20, 2012 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- We refinanced our COP and saved a net $2.8 million
- Our Standard and Poor's AAA rating was affirmed
- We're one of 136 cities in the state that had its Safe Routes to School grant approved
- Continued upgrading our utilities infrastructure
- Implemented our Plastic Bag Ordinance
- Five Centennial events held throughout the city
- Approved emergency policy for short-term rentals during Six Man
- Awarded a contract to renovate three city buildings

- City Council approved purchase of a new pumper engine and two new ambulances for the Fire Dept.
- Reduced our response time to emergency calls to under 2 minutes
- Restored three positions within the Police Dept.
- The Wellness Program was reinstituted
- In process of addressing several issues, e.g., better video capability in the Police-Fire Conference Room
- Outstanding customer service
- Defined our Labor Negotiating Team
- Identified and presented to the City Manager areas of standardized training for the City Council, city employees and city commissions
- Budgeted $75,000 for economic development

- Presented to the City Council a review of environmental programs and a plan for going forward
- Some Councilmembers have met with their schools
- Developed a CIP (Community Improvement Plan)
- We have worked with the Chamber of Commerce
- Within 2 weeks, we'll complete renovation of the 100 year old pier
- Balanced the budget to maintain the financial stability of the city
- Removed the total time limit for all speakers to get more time for public participation at City Council meetings
- Won a national honorable mention for our environmental programs
- Received an environmental award for water conservation from the Wayland Foundation
- We had a wonderful Centennial parade

- Received CalTrans approval for a signal at 8th and Sepulveda where there was a fatality; we were creative in moving it through quickly and got funding to do it
- We have a planning process for the County Library project
- Passed a ban on smoking on the Strand and the Greenbelt
- We resolved two very highly visible workers comp claims favorable to the city
- City Council appointed a new city attorney
- Food Truck Ordinance was adopted
- Adopted the Bike Plan
- We implemented part of the Bike Plan
- Prevailed in several personnel issues
- Executive Team completed a teambuilding workshop

CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CITY OF MANHATTAN BEACH

Brainstormed List of Perceptions

- We didn't accomplish all we set forward for the Centennial
- Morale is low
- Have not accomplished pension reform
- Timelines and content of public information, including the website
- Lack clear communication
- Overreaction by Councilmembers
- Micromanagement by Councilmembers
- City Council sometimes gets sidetracked from the most important issues

- Lack of more timely noticing of public meetings
- Staff sometimes changes direction on a project and doesn't notify the City Council
- Not using the City Council agenda properly and efficiently
- City Council expectations not clear to staff on how to follow up
- City Council role and responsibility ambiguity leading to operational distractions
- Lack of Public Records Act protocols and training
- Too much paper
- City Council meetings sometimes long and a problem with attendance of some Councilmembers
- Sometimes focus on individual needs rather than a global perspective or the community as a whole

- Staff not always getting back to City Council on status of projects
- Ceremonial calendar is too long
- Scheduling difficulties of Councilmembers
- Lack of boards and commissions protocols and communications with City Council
- Councilmembers over—influenced by a few emails about an issue
- City's communication to the public is not clear, e.g., via website
- Employees feel they are not communicated with enough
- The Centennial calendar is too long

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

- City volunteers
- Involvement by the community bringing forward great suggestions and public comment
- New Chamber president
- Favorable bidding climate (e.g., hungry contractors)
- Increase in sales tax revenue
- Increase in business development

- RREEF's desire to remodel the Manhattan Village Shopping Center
- Engaged environmental groups
- National election
- City Council election in March
- Increased property tax revenue
- Great schools
- Stability of property values
- Downtown Business Association

EXTERNAL FACTORS/FRENDS THAT Will/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF MANYHATTAN BEACH IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- Uncertainty about what Sacramento is going to do
- Realignment
- Uncertainty about how long economic recovery is going to take
- Recruitment problems
- Social media
- Threats to national security and is impact locally
- Additional accounting standards
- Global warming
- March City Council election
- State takeaways

- Unfunded mandates
- Rising pension costs
- European Union
- Natural disasters
- Aging population
- Changes in PERS and the impact on current employees (could be several retirements)
- Technology advances
- Community's technological expectations of the city; upgrading the city's Internet platform
- Age of our workforce; in some departments, 60% of the employees are eligible to retire now or in the next 5 years

IDENTIFY CORE VALUES

Brainstormed list of potential values from which the Core Values were developed

- Communication
- Excellence
- Authenticity
- Empathetic
- Teamwork
- Relevancy
- Nimbleness
- Consistency
- Competency
- Fiscal responsibility
- Honesty

- Openness
- Attentiveness
- Quality
- Being Supportive
- Transparency
- Flexibility
- Ethical
- Respect
- Being proactive
- Integrity
- Community focused

- Optimism
- Responsiveness
- Dedication
- Empowerment
- Professionalism
- Contemporary
- Mutual respect between community, staff and city officials
- Passion
- Decency
- Civility

WORK PLAN PRIORITIES
(previously selected)

Group #1
- Open Government
- Budget Process
- City Strategic Plan
- Food Trucks
- Trolley

Group #2
- Neighborhood Council
- Visitors Bureau
- Bike Coalition
- Lighting ($2M in free lights available)
- Cell Site/Obsolete Satellites

Group #3
- Video Capability in the Public Safety Conference Rm
- Valley/Ardmore Realignment
- Sepulveda Corridor
- Manhattan Beach Unified School Dist.
- Wellness Program

Group #4
- Pedestrian Study
- Parking
- Emergency Preparation
- Electronic Billing
- Sidewalk Outreach

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

CITY OF MANHATTAN BEACH

SIX-MONTH STRATEGIC OBJECTIVES

11 July 2012 through 01 December 2012

THREE-YEAR GOAL: MAINTAIN AND ENHANCE FINANCIAL STABILITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Oct. 1, 2012	Comm. Dev. Director working with the MB Chamber of Commerce	Recommend to the City Council an MOU regarding economic development opportunities citywide	X			City Council approved agreement with the Chamber of Commerce on 9/18/2012.
2. Nov. 15, 2012	City Council	Determine what would be the parameters of a Sepulveda project and whether or not to proceed.				
3. By the Dec. 18, 2012, 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 and recommendation regarding management/confidential employees.		X		Negotiations are underway. An additional group has organized; the Police Management Association. They have not yet made a demand to bargain.
4. Jan. 1, 2013	City Manager and City Attorney	Present to the City Coucnil for consideration a DDA (Disposition Development Agreement) with the owners of the Manhattan Village Mall defining communitywide benefits as a result of mall expansion.		X		Hired Kosmont Associates to assist with negotiations. Consideration of a DDA on short term horizon.
5. Jan. 1, 2013	Finance Director-lead, City Manager, and Public Works Director	Present to the City Council for action on alternative funding of existing Street Lighting and Landscaping District, storm water utility, and streets and sidewalks.		X		Staff is reviewing the options and methods for enhancing revenue in these underfunded areas. Staff met with representatives of Cerrell Associates to discuss ways to research what the community might support and, if so, how strongly they support it.
6. Feb. 1, 2013		Begin working on criteria to evaluate future non-motorized public improvements.			X	Added by City Council on 9/18/2012.

THREE-YEAR GOAL: INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Oct. 1, 2012	City Clerk and City Manager in consultation with a consultant and all department heads	Implement revisions to the process for approving and posting City Council agenda items.	X			Granicus system implemented on 9/4/2012. Still working through some start-up issues.
2. Dec. 1, 2012	Fire Chief	Prepare and present to the City Council for direction a white paper regarding options for improving fire services, efficiencies and cost-savings.		X		Fire Chief Espinosa has contacted CityGate Associates to discuss creating a report to analyze response profiles, response time data, and incident response workloads for area cities. CityGate has provided a proposal and the area Fire Chiefs are reviewing the document and have formed a working group whose goal is to develop South Bay Training Manual. This will be used to achieve better operational efficiencies and provide potential opportunities to share resources.
3. Jan. 1, 2013	HR Director, working with a consultant	Complete the Succession Plan by identifying successors and creating development plans, training and development opportunities for first-time supervisors and above.		X		Workforce Analysis and Talent Challenges meeting have been completed. Next step is to shcedule the Management Workshop. Consultant hired, plan preparation underway.
4. Jan. 1, 2013	An Employee Team (HR Director-lead)	Determine the initial program components of a Wellness Program		X		HR staff met w/ two consultants regarding options for citywide Wellness Program. One consultant was chosen to assist in the process. Next step is to schedule a meeting with a consultant and the executive management team and request employee representation on a Wellness Development Team. To commence January 1st
5. Jan. 1, 2013	City Manager and City Clerk	Schedule joint meetings with city commissions and hold at least two of them.		X		Need dates.
6. Jan. 1, 2013	Comm. Dev. Director 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		
7. Future, March 1, 2013	Finance Dir. With input from a consultant, the public and department heads	Asses the City's technology needs and develop and present to the City Council for action an Information Technology Master Plan, including funding		X		Staff has issued an RFP and proposals are due 10/10/12. This item will be presented to the City Council for funding and contract award at the November 6, 2012, City Council meeting.

THREE-YEAR GOAL: MAINTAIN AND ENHANCE CITY FACILITIES, PROGRAMS AND INFRASTRUCTURE						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Nov. 6, 2012	Public Works Dir. & Parks Dir.	Create a new MOU with AYSO (American Youth Soccer Org.) for Marine Park synthetic turf and present to the City Council for direction			X	Revised MOU submitted to the City Council for action.
2. Oct. 15, 2012	Parks Dir.	Propose to the City Council for direction the hiring of a consultant to advise the City on trolley routes, including costs and funding.			X	Staff has issued an RFP. This item will be presented to the City Council for funding and contract award by the end of Dec. 2012.
3. Jan. 1, 2013	Public Works Dir., Parks Dir., Comm. Dev. Dir., working with a consultant	Complete the Veterans Parkway and Parks Master Plan, to be included in the General Plan, and presented to the City Council for action.		X		RFPs for Veterans Parkway and Parks Master Plans were issued. Contract award recommendations will be coming back to the City Council for action on Nov. 20 and Dec. 4.
4. Jan. 1, 2013	Public Works Dir.	Review and present a status report to the City Council on City projects (i.e. solar, HVAC, electrical).		X		Not started
5. Jan. 1, 2013	Public Works Dir. Working with a consultant	Inventory the trees needed, funding, and timeline and present a Tree Master Plan to the City Council for action.		X		Developing contract for City Council consideration.
6. Future consideration	Comm. Dev. Dir.	Clarify to the City Council, tree requirements for walk streets, including view obstruction and grandfathering issues.		X		
7. Future consideration	City Attorney	Recommend to the City Council for action, locations for cellular sites and removal of obsolete utility wires and satellite dishes upon installation of a new satellite dish.		X		
8. Jan. 1, 2013	Public Works Dir.	Install electric vehicle charging stations.		X		City Council to discuss options at the Dec. 11th study session.
9. Jan. 1, 2013	City Attorney	Ordinance banning polystyrene food packaging.		X		
10. Jan. 1, 2013	City Attorney	Tobacco Control Ordinance.		X		

THREE-YEAR GOAL: ENCOURAGE ENGAGEMENT AND INCREASE PARTICIPATION OF RESIDENTS AND BUSINESSES						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Sept. 1, 2012	City Manager	Identify and recommend to the City Council a date and facilitator for a City Council and department head workshop on conductng effective meetings.		X		Facilitator is selected, City Council workshop is tentatively scheduled for Friday, Dec. 7th
2. Sept. 1, 2012	City Manager with input from City Council	Select a trainer, schedule and hold a City Coucnil and department head training/teambuilding workshop on increasing engagement with each other and the public		X		Faciliator selected, need dates for workshop
3. Oct. 1, 2012	Police Chief and Fire Chief	Develop and present to the City Council a list of current emergency preparedness programs.	X			The list of disaster preparedness programs is complete and Chief Chiella is formatting it for submittal to the City Manager by November 1. Chief Chiella is checking with the Emergency Management Institute and Texas A&M for replacement disaster management training for department heads, to be completed by Nov. 9th.
4. Oct. 31, 2012	City Manager-lead, Finance Dir., City Attorney, City Clerk, working with the Ad Hoc Open Government Subcommittee	Create, distribute, analyze and present the results to the City Council of a community survey regarding website content, presentation and effectiveness			X	A website survey is underway – comments accepted through November 30th. http://www.citymb.info/?page=35&recordid=21082&returnURL=%2Findex.aspx In order to promote participation, the survey has been prominently positioned on the website, with e-notifications being sent to all subscribers. A note will also be put on the utility bill, and the survey is being announced at public meetings. Results will be used to enhance the City's website, which is currently being reviewed for improvements.
5. Jan. 1, 2012	Each City Council Member	Have a meeting in his/her school area.				

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months

NEXT STEPS/FOLLOW-UP PROCESS

When	Who	What
Thursday, July 12	Admin. Assistant to the City Manager	Distribute the retreat record to attendees.
Thursday, July 12	Executive Assistant	Post the updated Strategic Plan to the city's website.
Within 48 hours of All receipt	All recipients	Read the retreat record.
At the July 17, 2012 City Council meeting	City Council (Mayor-lead)	Present the Strategic Plan to the public.
July 18, 2012 (Wednesday)	Department Heads (City Manager-lead)	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
By July 25, 2012 (Wednesday)	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	City Manager	Prepare and distribute the updated Strategic Plan Monitoring Matrix to City Council and city employees.
January 23, 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.

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

VISION STATEMENT

A vivid, descriptive image of the future

what the organization will BECOME

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