

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

STRATEGIC PLANNING RETREAT

20 January 2012 • 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**

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 the infrastructure**
- ▶ **Encourage engagement and increase participation of residents and businesses**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Monday, January 23	Admin. Assistant to the City Manager	Distribute the retreat record to those unable to attend.
Within 48 hours of receipt	All recipients	Read the retreat record.
January 25, 2012	Department Heads (City Manager – lead)	<ul style="list-style-type: none"> - Review the “Current Internal Weaknesses/Challenges” list for possible action items. - Review the 2011-2012 Work Plan to recommend to the City Council what items need to go forward in the Strategic Plan
January 31, 2012	City Council City Manager	Review the 2011-2012 Work Plan to determine what goes forward as part of the Strategic Plan.
By February 3, 2012	Department Heads	Share and discuss the Strategic Plan with staff.
At the February 7, 2012 City Council meeting	City Council (Mayor – lead)	Present the Strategic Plan to the public.
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
July 11, 2012 8:00/8:30 am -- 4:00 pm	City Council City Manager Department Heads	Strategic Planning Retreat to: <ul style="list-style-type: none"> - more thoroughly assess progress on the Goals and Strategic Objectives. - identify Core Values for the city - develop objectives for the next six months.

CITY OF MANHATTAN BEACH
SIX-MONTH STRATEGIC OBJECTIVES

20 January 2012 through 1 July 2012

THREE-YEAR GOAL: MAINTAIN AND ENHANCE FINANCIAL STABILITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. March 31, 2012	City Council (Mayor Nick Tell – lead)	Define who is on the Labor Negotiating Team with each of the three labor groups and develop the objectives for moving forward to manage and/or stabilize labor costs				
2. April 1, 2012	City Manager and Director of Finance	Identify additional sources for financing ongoing and future capital projects and present a report to the City Council Finance Subcommittee for direction.				
3. May 1, 2012	City Manager and Director of Finance, with input from the City Council	Review operating departments for potential economies and efficiencies and make recommendations to the City Council for action to enable a balanced budget.				
4. July 1, 2012	Director of Finance, working with the City Council Finance Subcommittee	Evaluate the cost savings that could be achieved by refinancing outstanding debt and present the results to the City Council.				

THREE-YEAR GOAL: INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. April 1, 2012	HR Director and City Attorney	Identify and present to the City Manager for direction subject areas requiring standardized training for city employees, commissioners and Council members (e.g., "AB 123" training for commissioners, "How to draft an RFP" for staff) that could be presented internally.				
2. May 1 2012	City Clerk and City Manager, in consultation with all Department Heads	Propose to the City Manager for action revisions to the process for preparing approving and posting City Council agenda items.				
3. July 1, 2012	HR Director	Poll all Department Heads regarding potential successors and provide the information to the City Manager for inclusion in the succession planning process.				
4. FUTURE OBJECTIVE	Finance Director	Develop and present to the City Council for consideration a Three-Year Information Services/Technology Master Plan for inclusion in the FY 2012-2013 budget.				
5. FUTURE OBJECTIVE	Finance Dir., in consultation with all Department Heads	Survey comparable cities regarding available software to reduce the amount of paperwork needed and improve the delivery of services and present the results to the City Council.				

THREE-YEAR GOAL: MAINTAIN AND ENHANCE CITY FACILITIES, PROGRAMS AND THE INFRASTRUCTURE

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. March 1, 2012	Parks and Recreation Director	Present to the City Council a process for obtaining positive and negative feedback from the community regarding current programs.				
2. April 1, 2012	Public Works Director	Present to the City Manager recommendations for the budget process for the percentage of infrastructure value (based on replacement) to be reserved for annual budget purposes in the areas of buildings, storm drains roads, water/sewer and non-motorized.				
3. May 1, 2012	Public Works Director and Community Development Director	Present to the City Council for action an RFP for a transportation consultant to be included in the FY 2012-2013 budget to prepare a Multi-Modal Transportation Plan as a part of updating the Circulation Element of the General Plan.				

**THREE-YEAR GOAL: ENCOURAGE ENGAGEMENT AND INCREASE PARTICIPATION
OF RESIDENTS AND BUSINESSES**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. April 1, 2012	City Manager – lead, City Clerk, Finance Director, and the ad hoc City Council Open Government Subcommittee, with feedback from users	Analyze the current city website, research models of effective city websites and make a report, with recommendations, to the Dept. Heads for feedback.				
2. April 15, 2012	City Manager, with input from the City Council	Select a trainer and schedule and hold a City Council training/team building workshop on increasing engagement with each other and the public.				
3. June 1, 2012	Each City Council Member	Hold one meeting in his/her elementary school area to get feedback and encourage public participation.				

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF MANHATTAN BEACH IN 2011

Brainstormed List of Perceptions

- Continued financial strength
- Multi-year solid waste contract
- Finalized library plans
- Strong new hires
- New leadership: a new city manager, police chief, fire chief and city attorney all in one year
- Kicked off our City Centennial
- Tackling less glamorous infrastructure needs, e.g., water, sewer
- Surf Festival
- Pier-to-Pier Walk
- Chevron Bike Race
- Focus on and dedication to the environment
- We secured a national conference to be held here which will bring us national recognition
- Joslyn Facility renovation
- Vibrant downtown
- Partnership with the schools, e.g., we fund crossing guards
- Oversize Vehicle Ordinance
- Tradition of excellent customer service
- Well-maintained fleet of emergency vehicles
- Good Police and Fire response
- First Class Plus Police and Fire Departments
- Successfully activated the Emergency Operations Center for a full scale exercise as well as for a real event
- Parking meters are bagged during the holidays
- Continued clean audit
- Accessibility to inform
- Well prepared for disasters (i.e., disaster preparedness, community emergency response team)
- Completed the Sand Dune Park regulations
- Employees here are uniquely solution oriented
- Dedicated employees
- We have engaged, educated community members who are interested in the community
- Initiated a number of open government initiatives
- First class community events
- Fireworks in December
- Pumpkin Races in October
- Hometown Fair in October for the last 35 years
- Summer concerts
- 2011 was our 33rd year of concerts in the park
- Manhattan Marathon 10K for 35 years
- Located by the beach
- Bike Plan
- Vitality Cities Program (e.g. walking and biking more)
- We passed ordinances, e.g., plastic bags, no smoking, tattoo parlors, leaf blowers
- Our fiscal policies will move us forward in the next three years
- We're able to buy equipment, e.g., police motorcycles

- Our resources enable us to attract and retain good employees
- Were an attractive employer – we didn't furlough or cut benefits
- An active and caring City Council
- We have a Work Plan
- We have a Facilities Strategic Plan

CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE CITY OF MANHATTAN BEACH

Brainstormed List of Perceptions

- Lack maintenance of an aging infrastructure
- Too much paper
- Unfunded infrastructure
- Lack cooperation with labor groups
- Responding to the few, instead of the many
- Staff transition
- Perception that the city is hiding things
- Council micromanagement
- Perception of misinformation
- Lack of funds and political will to replace facilities and infrastructure
- Culture of fiscal prudence at the expense of quality of life
- Leadership – the Council is out of touch, focusing on extraneous expenses at a time of financial challenges
- Lack of Council courage to take a position and move forward
- Unclear roles and responsibilities
- Always in crisis mode
- Unrealistic Work Plan expectations
- Lack formal processes
- Resistance to change
- Extremely challenging and stressful agenda process; too last minute
- Being reactive, not proactive
- Lack a Strategic Plan
- Council passes too many “nanny laws”
- Council meetings take too long
- Don't have long-term labor contracts
- Lack institutional memory due to changes in personnel
- Low employee morale
- Focus on the short term
- Inexperienced risk management
- Not enough internal communication
- Inability to engage more people in the process
- Lack of succession planning
- Perception that we go overboard to validate decisions
- Perception that we're not accomplishing anything
- Council-commission relationship is confusing
- Communication breakdowns between Council and commissions
- Have not actually engaged the population in long-term planning
- Have not defined 'quality of life
- Residents are concerned about traffic, parking, affordable housing
- Perception that we are not looking at what we can do for the residents
- Not looking far enough out, beyond three years
- Lack of fluency with technology
- Challenge keeping up with new technology

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

- Engaged, educated community members
- Remarkable education system
- County participation in building the new library
- Location on the beach
- Resilient local economy
- Resilient local businesses
- Real pension reform
- Proximity to large cities, business centers, economy
- Increased movie production
- Community volunteers
- Good employees available to recruit because other cities are laying them off or cutting benefits, furloughing
- Resurgence in new home construction
- Stability in property values
- Manhattan Beach perceived as a desirable place to live, work and play
- Because of the national political climate, people will look locally for solutions
- Obama being reelected
- Governor Brown leaving
- Wealthy, educated population
- Our position of strength in the face of others' negative positions
- Increase in our property values
- We're a very safe community
- Due to the recent economy, the public's expectations are lowered

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

- Aging infrastructure
- Governor Brown's state raids on local government funds
- Uncertainty of not knowing the extent of the raids on local funds by the state
- Redevelopment Agency demise; there will be a trickle down effect
- Increasing medical costs
- Increasing labor costs
- Increasing pension costs
- Risk that the economy gets worse
- Legislation that will impact how we run our city
- Improved economy (city may not have enough staff to deal with increased demand)
- Global warming
- New residents desiring changes that long term residents don't want
- Unfunded mandates
- Earthquakes and other natural disasters
- External lawsuits
- Aging population
- A number of new regulations that are imposed on us
- Loss of major businesses
- Unknowns regarding stability and relocation in the aerospace industry
- Loss of the Air Force base
- Sea level rise
- Environmental change
- New residents have higher service expectations

- Demographic divide: old vs. new
- Long term residents not wanting change
- Cyclical drought



IDENTIFY THREE-YEAR GOALS

Brainstormed list of possible goals from which the 2012-2015 Three-Year Goals were developed

- Enhance financial stability
- Promote our accomplishments
- Address unfunded infrastructure needs
- Provide effective and efficient internal processes
- Prepare residents for inevitable natural disasters
- Promote open and transparent city government
- Attract more sales tax-generating businesses
- Promote informed and constructive community engagement
- Integrate environmental priorities in day-to-day municipal activities
- Enhance the quality of life through active programs
- Do not overreact to public criticism
- Promote voter participation and engagement
- Improve inter-governmental relations
- Provide for/create effective community engagement
- Open the new city library
- Address the needs of our employees while ensuring long-term financial stability
- Streamline the agenda process
- Address quality of life issues for internal stakeholders
- Address needs of senior citizens
- Increase the education of Council members
- Maintain and increase regional participation and attract more conferences and meetings
- Reduce City Council meeting length
- Emphasize Commission Handbook
- Reinstate the annual commission dinner
- Provide internal training on local government fundamentals
- Upgrade facilities to current needs and standards
- Reduce the number of Work Plan items
- Update the Work Plan semiannually
- Prepare and implement a Master Plan for Parks and Trees
- Finalize labor contracts
- Improve communication
- Dedicate dollars to new community buildings
- Develop and implement a comprehensive, integrated transportation plan
- Provide cost-effective delivery of all services
- Reduce the amount of paper
- Promote e-government
- Improve risk management
- Develop and implement a Succession Plan
- Provide exemplary municipal services
- Preserve our small beach town character
- Enhance the quality of life in Manhattan Beach

STRATEGIC PLANNING ELEMENTS

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"SWOT" ANALYSIS

Assess the organization's:

- Internal Strengths - Internal Weaknesses
- External Opportunities - External Threats

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