



Agenda Item #: \_\_\_\_\_

# Staff Report

## City of Manhattan Beach

**TO:** Honorable Mayor Powell and Members of the City Council

**FROM:** David N. Carmany, City Manager

**DATE:** June 5, 2012

**SUBJECT:** Update of Strategic Plan Goals and Objectives

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**RECOMMENDATION:**

Staff respectfully recommends that the City Council discuss and provided direction.

**FISCAL IMPLICATION:**

There is no fiscal impact associated with this recommendation.

**BACKGROUND:**

The City Council and Department Heads participated in an all-day retreat held on Friday, January 20, 2012. The goal of this retreat was the development of a unified City of Manhattan Beach Strategic Plan, and part of that being the identification of three-year strategic goals. On January 31, 2012, the City Council met to review items from the previously approved work plan, evaluate which items align to the identified strategic goals, and resolve to incorporate those items into the Strategic Plan.

The result of these two meetings, the mission statement, and the three-year strategic goals are included in this report. The City Council will receive monthly updates to the Strategic Plan Monitoring Matrix in order to measure progress on the goals and objectives, and to allow for the revision of those objectives (add, amend, and/or delete), as needed.

The City Council also scheduled the next strategic planning retreat to follow in six months. It is to evaluate progress on the goals and strategic objectives, identify core values for the City, and to develop objectives for the following six-month period. This meeting is scheduled for Wednesday, July 11, 2012, 8:00 am to 4:00 pm.

**DISCUSSION:**

All Departments have reviewed the Strategic Plan and updated progress where appropriate. The changes from the last update are highlighted in yellow for your convenience.

There are differences between a work plan and a strategic plan. A work plan is task focused. A strategic plan is focused on clarifying the overall purpose and priorities of the organization.

Ideally, a work plan outlines all tasks necessary to complete an entire venture. This involves identifying, planning, and executing the steps necessary to achieve a particular result. It serves as

an operational tool that could ultimately include management's layout for each team member and the tasks assigned to that individual towards overall project achievement.

A strategic plan focuses more on critical issues and defines an organization's strategies, decisions, or guiding direction in allocating resources to position the organization for success. This larger view allows the organization to focus on issues of change, adaptation, and innovation. The City engaged Marilyn Snider, of Snider and Associates, to facilitate the new strategic planning process.

### Strategic Planning

"Strategic Planning: A Guide for Public Managers" published by the International City/County Management Association in August 2002 has been used as a resource to identify elements and processes associated with development of the Strategic Plan and much of the following comes from that document.

The purpose of public sector strategic planning is to establish long-term goals, annual objectives and detailed actions/strategies that address issues related to performance, productivity, community and personal well-being and required statutory services. The focus must be on identifying the most critical issues affecting the community and on seeking the most effective and efficient means to address them.

Care must be taken to differentiate between a true planning issue and action or task. The tendency is to state issues as solutions rather than true issue statements. An example of the former is "The department needs more police cars to meet community needs." An example of the latter is "Crime has increased 12% since 2009." A natural tendency is to focus on activities or solutions and not on ultimate outcomes or achievements related to an organization mission or to focus on solutions when writing issues/challenges or problem statements or to write goals and objectives as action statements. Participants should be cognizant of this tendency and avoid it.

There are particular elements in the framework of a strategic plan. A properly crafted strategic plan offers a clear road map for continuous improvement; presents the organization's mission, vision, and operating philosophy, and; provides quantified goals and objectives against which to measure personal and program progress, performance and success.

The elements of a strategic plan include:

- Mission – Why do you exist? What do you do?
- Vision – A practical statement about the future and the organization's role in it
- Operational Philosophy or Values – Describes a group of employees and the organization in the employees' own words; it is often based on a set of adjectives that the team feels best describes them and their group.
- Significant issues and challenges – Internal issues are problems or challenges within the organization that affect efficiency, productivity, harmony or overall effectiveness and thus affect performance. External issues are the problems or negative situations in the community that relate to a particular mission. Tangible issues concern people, facilities, equipment, funding and anything that can be counted, inventoried, bought, sold, procured or repaired. Intangible issues are those related to morale, attitude, trust, loyalty, public opinion, image, communication cooperation, collaboration, leadership, commitment, initiative, creativity and overall culture.

- Long Term Goals – A goal is generally measurable and you will know if have achieved it if asked in the future. You must be able to quantify its success or failure. A goal is not an action or activity but an outcome that relates to the mission and to at least one issue. An objective is very quantifiable and includes numbers or percentages to help evaluate its success in the next fiscal year. It represents incremental progress toward a goal.

The strategic plan and the annual budget are linked. Fiscal resources must be allocated to accomplish the goals developed in the strategic plan. The strategic plan is the blueprint for change and performance; the budget is the engine that drives and energizes that change and performance. Requests for funding must always relate to actions, which in turn relate back to both goals and objectives. This is what ties the plan to the budget. Budgets should be based on strategic plans, not the other way around. The idea is to plan first, then develop the budget to gain the greatest value.

**CONCLUSION:**

Understanding the terms, process, and goals of successful strategic plan development will facilitate the development of a functional strategic plan for the City of Manhattan Beach.

Attachments: City of Manhattan Beach Strategic Plan Matrix

CITY OF MANHATTAN BEACH  
**SIX-MONTH STRATEGIC OBJECTIVES**  
 20 January 2012 through 1 July 2012

<b>GOAL A</b>						
<b>MAINTAIN AND ENHANCE FINANCIAL STABILITY</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
A1. March 31, 2012	City Council (Mayor – 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.		X		Peter Brown from Liebert, Cassidy, Whitmore has been designated the lead negotiator for the City
A2. April 1, 2012	City Manager and Director of Finance	Identify additional sources for financing ongoing and future capital projects, including a general fund & storm water/street lighting revenue enhancement study, and present a report to the City Council Finance Subcommittee for direction.			X	To be identified through the fiscal year 2012-2013 budget process. Target date moved to July 1, 2012 to accommodate expected budget proceedings
A3. 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.	X			Review of departmental budgets taking place in April through which any recommended efficiencies will be determined. City Council budget review to take place in May. Completion by June 1, 2012
A4. 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.		X		City Council will consider City's debt refinancing plan at the June 19, 2012 meeting. The plan includes refunding of the Metlox and Water/Wastewater issues. Expected savings of \$1.06 million. Refunding to be completed by mid July, 2012
FUTURE OBJECTIVE	Director of Community Development	Update Sepulveda Corridor development guidelines, Zoning Code standards, and prepare Sepulveda economic development plan				

**GOAL B**

**INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
B1. April 1, 2012	HR Director, City Clerk 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 1234" training for commissioners, "How to draft an RFP" for staff) that could be presented internally.			X	In process. Revised due date is May 8
B2. 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 item		X		Revised implementation Date September 18, 2012
B3. 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.		X		In process of obtaining sample programs
B4.	City Council	Hold Joint Meetings with all City Boards and Commissions				
B5.	Director of Human Resources	Wellness Program				

B6.	Fire Chief	Study consolidation of South Bay Fire Departments				<p>Have met with Fire Chiefs from Redondo Beach, El Segundo, and Hermosa Beach. We are developing new auto-aid and resource sharing agreements. There have been numerous studies for Fire consolidation in the South Bay. Further internal discussions are needed to determine goal. 3/26/2012 We have a draft automatic aid agreement with Hermosa Beach. Working on a final to present staff report to council.</p> <p>Chief met with Chiefs from Redondo Beach, Hermosa Beach, and El Segundo. Redondo and Hermosa are interested in a three city comprehensive automatic aid agreement. El Segundo's Fire Chief will propose the same plan to his city for possible acceptance. Chief Espinosa is drafting the operational proposal for the area. He will work with the City Attorney for the legal language required.</p>
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.				
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.				

**GOAL C**

**MAINTAIN AND ENHANCE CITY FACILITIES, PROGRAMS  
AND THE INFRASTRUCTURE**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
C1. 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.	X			At the end of every class, registered activity, bus trip, playground program, and teen center program (approximately 16,000 annually), each participant is given a five question survey on their experience with the parks and recreation program. Beginning with the Spring Program, Staff added two additional questions regarding possible new programs. <i>COMPLETED</i>
C2. 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, sidewalks, water/sewer and non-motorized.	X			Discussed at the CIP Workshop on February 28, 2012
C3. May 1, 2012	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.			X	Included in FY 12-13 budget for Council consideration. RFP will be prepared if approved
C4.	Director of Public Works	Prepare Tree Master Plan for Public Property		X		In current budget and in adopted CIP for 2012-13
C5.	Director of Community Development	Analyze No Parking/Red Zone on Sepulveda Boulevard				

**GOAL D**

**ENCOURAGE ENGAGEMENT AND INCREASE PARTICIPATION OF RESIDENTS AND BUSINESSES\*\***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
D1. 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 including social media and make a report, with recommendations, to the Dept. Heads for feedback.			X	Two meetings have been held with the Ad Hoc Committee and staff. Topics discussed include website modifications to make it more user friendly, search engine enhancements, and introduction of social media. Ad Hoc Committee reviewed other websites and provided feedback to staff on preferences. Staff is working with the City's provider, Vision Internet, to produce samples for the Committee to review with a target of the end of June 2012. Samples will ultimately be presented for City Council/public comment which is expected in July 2012. Due to increased scope and staff workload this item date has been extended to July 17, 2012 (Council review of website redesigns).
D2. 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.				
D3. June 1, 2012	Each City Council Member	Hold one meeting in his/her elementary school area to get feedback and encourage public participation.				



D4.	Mayor	Define objectives of Mayor's Wellness Initiative				
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\*\* This goal includes the advancement of the Open Government Initiatives (#1-18) as adopted by the City Council.

### ADDITIONAL COUNCIL PRIORITIES

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	City Attorney	Provide Overview of Telecommunications Issues (Cell Towers) and Information Regarding Removal of Obsolete Satellite Dishes				
6 Months	City Attorney and Director of Community Development	Return to City Council with Best Practices from Other Cities on Dispute Resolution Strategies between Contractors and Residents, including Contractor bonds				
	City Council School District Subcommittee	School Partnership-Hold Joint Meeting with School District to define goals				
6 Months	Fire Chief	Emergency Planning-Provide City Council with more detail on increasing public engagement, partnering with schools and increasing outreach and information, enhance website		X		Developing priorities for emergency planning program. Will schedule time with City Manager to get parameters and direction. Fire is working on a community outreach and various public education programs for disaster preparedness. The Fire Department will implement plans in FY 12-13.
	Director of Public Works	Provide Report to Council Regarding Review of Environmental Programs				
FUTURE OBJECTIVE	Director of Community Development and City Attorney	Prepare Zoning Ordinance Text Amendment defining Open Space				

