City of Signal Hill, California
Five-Year Strategic Plan

May 19, 2015

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Prepared for the City of Signal Hill by
# City of Signal Hill
## Five-Year Strategic Plan

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The City of Signal Hill has embarked on a comprehensive process for reviewing previously adopted strategic priorities and exploring new, proactive measures aimed at sustaining long-term growth and maintenance of quality City services. The purpose of the Five-Year Signal Hill Strategic Plan is to afford the City Council and its staff the ability to:

- Review the City’s status relative to current service levels
- Evaluate progress towards achieving previously-established goals and objectives
- Identify local and regional trends
- Assess those dynamics at work in both the organization and community that can affect service delivery (SWOT: Strengths, Weakness, Opportunities, Threats)
- Establish new service priorities
- Develop new goals, objectives and strategies for addressing priorities

In July 2013, the City Council retained Kelly Associates Management Group LLC (KAMG) to assist the Council and staff in the preparation of the Five-Year Strategic Plan. Since then, the process that the City has followed involved broad community outreach as well as an extensive assessment by the City Council and executive staff of the City’s current service environment.

**Recent Strategic Planning Efforts**

The City has traditionally utilized community strategic planning to assess trends and public perceptions, identify needs and program priorities, and establish a vision for the future. The City developed its most recent Strategic Plan in 2005 which focused extensively on public outreach and citizen input. From this input, the City Council developed a series of mid- and long-term goals and objectives. The Plan was significant in that its five-year timeframe ended up coinciding with the 2008 global recession and the subsequent state-mandated dissolution of redevelopment. Both of these unforeseen events have had either direct or indirect impacts on the City’s ability to address many of the Plan’s goals and objectives

The 2005 Strategic Plan contained 12 goals that were ranked by priority. Notwithstanding the challenges imposed by the economy and loss of redevelopment, the City was still able to implement 11 of these goals.
Fiscal Issues

Although many communities have come to depend on Property Taxes to fund their municipal operations, Signal Hill continues to rely on Sales and Use Taxes as its major source of revenue (for fiscal year 2014-15, these taxes make up 64.2% of all General Fund revenue). During the last several years, the City’s Redevelopment Agency focused its economic development efforts on diversifying its revenue base by encouraging development that enhances property value (and therefore property taxes) while at the same time seeking opportunities for increased retail commercial uses. However, the State’s decision to eliminate redevelopment has created difficulties for the City in pursuing many of these initiatives since there is no longer funding available to acquire land, perform oil well abandonment, environmental clean-up and financing of public utilities needed to serve the new development.

Because public safety constitutes such a large portion of the City’s annual budget (42.6% for fiscal year 2014-15), the ability to fund other important City programs and services is made more challenging by scarce and unpredictable fiscal resources. It is therefore critical to engage the community to help identify and prioritize current and future needs and to begin the process of crafting programs, projects and services in response to those needs.

Outreach and Engagement

In order to establish a vision for the future, as well as specific goals for achieving that vision, the City engaged in a two-step process for assessing the community’s perceptions of Signal Hill’s strengths, weaknesses, opportunities and threats (SWOT). First, KAMG facilitated three community meetings that were specifically designed to afford the public an opportunity to contribute to the new Five-Year Strategic Plan. Second, a series of one-on-one interviews were held with selected community stakeholders including the City Council, City Manager, Department Heads and Managers, City Commissioners, major property owners, representatives of major businesses, and certain citizens.

As a result of this outreach, a broad spectrum of residents and stakeholders helped to identify the following:

- The community’s strengths from which to build the new Five-Year Strategic Plan
- Weaknesses that could serve as potential impediments to maximizing opportunities in the future
- Policies, programs, activities, improvements and initiatives that are currently available to the community or may become available in the future
- Factors in the community that could serve to inhibit the crafting of effective strategies.
The complete compendium of SWOT input, along with a listing of stakeholder interviewees, may be found in the Appendices of this Strategic Plan.

Community Survey

Between November 18, 2013 and December 8, 2013, the City commissioned a Community Satisfaction Survey which served as yet another mechanism for gauging public perceptions of current City services and programs. In general, the survey found that residents tended to be happy with the level of service provided, believed that Signal Hill is moving in the right direction, viewed public safety as the community’s highest priority, and did not identify any pressing City needs or problems.

Goals and Objectives

Based on the community outreach efforts, SWOT analysis, and examination of the current environment, the following Goals for the community’s Five-Year Strategic Plan are suggested:

- Goal #1 – Ensure Long-Term Fiscal Stability
- Goal #2 – Ensure Public Safety is High Priority
- Goal #3 – Promote a Strong Local Economic Base
- Goal # 4 – Maintain the Public Infrastructure
- Goal # 5 – Ensure an Enhanced Quality of Life for the Residents
- Goal # 6 – Promote a Transparent and Open Government

From these goals, the City Council and City staff have developed a series of objectives that are intended to provide measurable standards for implementation including Departmental responsibility and completion timeframes. Together, these Goals and Objectives reflect the City’s commitment to achieving a sustainable framework of environmentally sound and financially practical public policies that strike a balance between economic growth, social responsibility, and environmental well-being. These goals and objectives may be found in Section VI of the Strategic Plan.
Section I - Introduction

With the elimination of redevelopment in California, cities throughout the state have lost a key component for addressing both short-term and long-term community issues through the use of economic development and infrastructure improvement. Elected officials across the political spectrum are now confronting these realities by challenging long-held assumptions and setting new priorities. The City of Signal Hill has embarked on a comprehensive process for reviewing previously adopted strategic priorities and exploring new, proactive measures aimed at sustaining long-term growth and maintenance of quality City services.

The purpose of the Five-Year Signal Hill Strategic Plan is to afford the City Council and its staff the ability to:

- Review the City’s status relative to current service levels
- Evaluate progress towards achieving previously-established goals and objectives
- Identify local and regional trends
- Assess those dynamics at work in both the organization and community that can affect service delivery (SWOT: Strengths, Weakness, Opportunities, Threats)
- Establish new service priorities
- Develop new goals, objectives and strategies for addressing priorities

Overview of Strategic Plan Development Process

The strategic planning method that typically works best in the public sector is one that identifies the alignment of community and organizational values within the context of historic experience and the changing, evolving environment. In many organizations, this process can be exacerbated by frequent political shifts and changes in public perceptions and expectations. While a strategic plan is intended to lay out a definitive organizational direction over a prescribed period of time, it must nonetheless have the ability and flexibility to adapt to changing conditions.

There are several approaches available to public and private-sector organizations for engaging in a strategic planning process:

1. Vision/Goal-Based: Working towards consensus on the organization’s mission and vision for the future (three to five years) and developing various goals for realizing that vision.
2. **Issue Oriented:** A more narrowly focused effort which involves the identification of specific, major issues facing the community and the evaluation of alternatives to deal with those issues in the short- and long-term.

3. **Organizational Alignment:** A top-to-bottom assessment of the organization’s goals and how resources are allocated to achieve them.

4. **Situational Planning:** A series of “what-if” exercises that examine how an organization can best react and adapt to potential or anticipated changes in its environment.

In July 2013, the City Council retained Kelly Associates Management Group LLC (KAMG) to assist the Council and staff in the preparation of the Five-Year Strategic Plan. Since then, the process that the City has followed involved broad community outreach as well as an extensive assessment by the City Council and executive staff of the City’s current service environment.

Exhibit 1 below illustrates the six-step plan development process:

![Exhibit 1: 2014 Strategic Plan Development Process](chart)

Following an orientation and scoping meeting, KAMG began its data collection efforts, conducted individual interviews with City staff, and facilitated SWOT exercises at three Community Meetings, and conducted a SWOT analysis with the City Council. KAMG and City
staff then began the process of crafting new goals and objectives for presentation to the City Council.

## Status of Recent Strategic Planning Efforts

The City has traditionally utilized community strategic planning to assess trends and public perceptions, identify needs and program priorities, and establish a vision for the future. This has allowed the City to make an orderly transition from its historic roots as an oil producing town to a more balanced residential, commercial, and industrial community. Long-range strategic planning has been proven to be an integral tool for adapting vacant and underutilized properties and defining public service levels. The City developed its most recent Strategic Plan in 2005 which covered the timeframe from 2006 to 2011. Prior to 2005, a Strategic Plan was completed in the 1990's.

The development of the 2005 Strategic Plan focused on public outreach and depended on citizen input which was solicited through two public workshops. During these workshops, residents were asked to identify the strengths and areas for change in the community. From this input, the City Council developed a series of mid- and long-term goals and objectives. The Plan was significant in that its five-year timeframe ended up coinciding with the 2008 global recession and the subsequent state-mandated dissolution of redevelopment. Both of these unforeseen events have had either direct or indirect impacts on the City’s ability to address many of the Plan’s goals and objectives.

The Strategic Plan contained 12 goals that were ranked by priority. Notwithstanding the challenges imposed by the economy and loss of redevelopment, the City was still able to implement 11 of these goals. The goals in this planning period included the following:

### Table 1

**Status of 2006-2011 Strategic Plan**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Police Station</td>
<td>The City Council’s goal established an ambitious goal of completing the project by 2009 despite the fact that the Proposition H funding initiative had just been defeated and the City did not have a final site for the police station. After conducting a series of workshops aimed at identifying potential locations, the City Council selected a 4-acre site on Walnut Avenue. The project encountered further delays associated with the acquisition and assemblage of the site as well as the insolvency of the contractor. The facility was opened in January of 2013.</td>
</tr>
</tbody>
</table>
Table 1
Status of 2006-2011 Strategic Plan

| Pay-As-You-Go Police Staffing Plan | Acting in response to a 2005 Blue Ribbon Committee recommendation to allocate $600,000 for six additional Police Officers, the City Council established a "pay as you go" plan to phase-in the enhancement contingent on the availability of budget resources. The goal of adding the six new positions was achieved in the fiscal year 2008-09 Police Department budget. |
| Marketing and Promotion | The goal of proactively marketing and promoting the community has resulted in the attraction of several new entities such as Boulevard Cadillac, Fresh and Easy Market, the EDCO Transfer Station and Los Angeles County Tax Assessor's Office. The City also participated in marketing the Signal Hill Gateway Center (Ross, Petco, Dollar Tree Store and In-N-Out restaurant). |
| Meeting Community Infrastructure Needs | During the five-year timeframe of the previous Strategic Plan, 45 Capital Improvement Projects were either completed or started at a total cost of $33.21 million (funded largely by grants). The elimination of Redevelopment has delayed the construction of the new Library facility. |
| Attract Hotel Near Memorial Hospital | The elimination of Redevelopment has frozen all funding for environmental site assessment. Also, it is uncertain whether the proposed hotel could go forward now given the current economic conditions. |
| Involvement in State and Regional Issues | The City Council and staff participate in several regional and statewide organizations, including the Gateway Cities Council of Governments, the Gateway Water Management Authority, SCAG, the Rivers and Mountains Conservancy, the 1-710 Project Committee, the League of California Cities Los Angeles Division Board of Directors, the League of California Cities Revenue and Taxation Committee, etc. |
| Maintain Six-Month (50%) General Fund Reserve | The 2008 recession resulted in revenue losses for cities throughout the state. While Signal Hill’s reserve level stood at 50.3% in 2008, portions of this reserve were required to balance the General Fund for two years resulting in a 36% level. These funds have now been rebuilt and the reserve currently stands at 63%. |
In addition to adopting the goals contained in the 2006-2011 Strategic Plan, the City Council formed the Sustainable City Committee in 2008. This Committee is made up of residents and is committed to developing and recommending a sustainable framework that promotes environmentally sound and financially practical objectives. The City will continue with this framework, to strike a balance between economic growth, social responsibility, and environmental well-being. Consideration will be given to develop public buildings with sustainability in mind, aiming towards energy savings and LEED principles.
While the goal of a strategic plan is to carefully examine the environment and address emerging needs, much of the City’s ability to influence the course of events depends upon its own fiscal health and stability. Whether it’s providing desired services, facilities or infrastructure, the City plays a key role in defining the overall quality of life. This Section will provide an overview of Signal Hill’s fiscal status including key indicators of the challenges facing the City Council and staff.

**General Fund Structural Issues**

The economic downturn that began in 2008 has had a significant impact on the City of Signal Hill’s General Fund revenues. Two of the City’s most critical revenue sources, Property Taxes and Sales and Use Taxes, are most susceptible to local, regional and national economic fluctuations. For example, because Property Taxes are based on the assessed value of residential and commercial property, and because the City does not have the ability to levy its own tax rate, the annual production of revenue is heavily influenced by annual property sales (turnover) and real estate prices for those parcels on the market. Sales Taxes, on the other hand, are a direct indicator of economic instability. Together, these two sources represent 67% of all General Fund revenue.

The City’s reliance on Sales and Use Taxes is fundamentally misunderstood by many in the community who continue to labor under the notion that local government in California is largely paid for by property taxes. When Signal Hill incorporated as a city in 1924, the County of Los Angeles required that the City not rely on property taxes. The City’s original Board of Directors agreed to this demand and Signal Hill adopted an oil barrel tax to fund municipal services. Signal Hill was one of the first “no-low” property tax communities in California. Other “no-low” property tax communities would incorporate in the 1950’s, such as the nearby City of Lakewood, as the County reserved the majority of property taxes collected for County services and to fund public schools.

The full property tax cities in Los Angeles County receive between 18 cents to 24 cents of the property tax dollar paid by their property owners. Signal Hill and other “no-low” property tax communities receive only about 6 cents on the property tax dollar. Property tax revenues comprised less than 4% of the total property tax revenues in 2013-2014. Exhibit 1 shows how property taxes are allocated among local governmental entities:
### Exhibit 1
Allocation of Property Tax Revenue

<table>
<thead>
<tr>
<th>Source: City of Signal Hill Finance Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Los Angeles County - $0.2805</td>
</tr>
<tr>
<td>Long Beach Unified School District - $0.1929</td>
</tr>
<tr>
<td>Los Angeles County Fire - $0.1852</td>
</tr>
<tr>
<td>Educational Augmentation Fund - $0.1335</td>
</tr>
<tr>
<td>City of Signal Hill Augmentation Fund - $0.0578</td>
</tr>
<tr>
<td>Educational Revenue Long Beach Community College District - $0.0616</td>
</tr>
<tr>
<td>Other Flood Control, Sanitation, Vector Control, Etc. - $0.0482</td>
</tr>
</tbody>
</table>

In the 1970’s oil production began to decline and the City adopted an aggressive redevelopment policy of converting the former oil fields to commercial land uses that produce Sales and Use Tax revenues. The Signal Hill Redevelopment Agency generated significant new property tax revenues from the growth in the community. However, State law prohibited redevelopment agencies from spending these revenues on operational costs, such as funding for police, fire and public works.

Prior City Strategic Plans have recognized the importance of diversifying the City’s revenue base away from its dependence on Sales and Use Taxes through economic development. These strategies included broadening out the sales tax generators and encouraging new revenues sources such as the “host fees” from the EDCO transfer station and bed taxes from new hotels. Signal Hill also does not have utility tax, which is very common in surrounding communities, nor does it rely on community facilities districts to finance operational costs.

During the Great Recession (2009-2012) the State dissolved all redevelopment agencies statewide. All redevelopment agencies are prohibited from entering into new development agreements, which were used to encourage growth in the community. The Signal Hill
Redevelopment Agency is currently in the third year of closing down its activities and will start a process of selling what land assets it acquired prior to 2011.

The dissolution of redevelopment has created difficulties for the City in pursuing its prior economic development strategy of promoting retail development, since there is a lack of funding to acquire land, perform oil well abandonment, environmental clean-up and financing of public utilities needed to serve the new development.

Exhibit 2 depicts the makeup of all the various General Fund revenue sources for fiscal year 2014-15.

![Exhibit 2
2014-15 General Fund Revenue Sources](image)

Source: City of Signal Hill Finance Department

The budget problem for Signal Hill is complicated by the fact that a large portion of the General Fund budget is allocated to public safety. Exhibit 3 shows the percentage allocation among the major General Fund cost centers for fiscal year 2014-15.
As previously noted, one of the primary reasons for engaging in a Strategic Planning effort is to reach out to the community to help identify current and future needs and begin the process of crafting programs, projects and services in response to those needs. While the public has now contributed a wealth of insights and ideas about the direction they’d like to see the City move in, the City Council’s challenge continues to involve matching these expectations with scarce and unpredictable fiscal resources.
This section summarizes the SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) conducted during three Strategic Planning Community Meetings and individual interviews in Signal Hill. The goal was to solicit input from residents, businesses and other community stakeholders in order to identify their perceptions of current conditions and their visions for the future.

The SWOT Analysis Process

The SWOT Analysis is a useful technique for understanding an organization’s strengths and weaknesses, and for identifying the opportunities that are available as well as the threats that are faced. Understanding these factors can help to specify organization or project goals, identify internal and external factors that can help or hinder goal achievement, match strengths and opportunities, and convert weaknesses and threats to strengths and opportunities.

The following questions are frequently posed to participants during a SWOT Analysis process to help assess strengths, opportunities, weaknesses, and threats:

**Strengths**
- What advantages does the organization have?
- What does the organization do that is better than anyone else?
- What unique resources can we draw upon that others can’t?
- What do other people see as our strengths?
- How do we know when we are being successful?
- What is it that we offer that other people need or want?

**Weaknesses**
- What does the organization need to improve on?
- What things should the organization avoid...but doesn’t?
- What would other people see as our weaknesses?
- What factors keep creating harmful problems and conflicts?

**Opportunities**
- What are some good opportunities available now or in the future?
- What interesting and/or influencing trends are present? (i.e., changes in social patterns, population profiles, lifestyle changes, etc.)
• What technological resources are available to help convey the organization’s message?
• What initiatives should be pursued in order to capitalize on the organization’s strengths and mitigate its weaknesses?

**Threats**
• What obstacles do we face?
• What are other organizations doing that we are not?
• Are outside perceptions of the organization’s mission and effectiveness changing?
• Could any of our weaknesses seriously threaten the organization?

### Overview of Community Meetings

City staff requested KAMG to facilitate a series of community meetings in order to afford the public an opportunity to contribute to the new Five-Year Strategic Plan. The following summarizes these meetings:

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Location</th>
<th>No. of Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday, March 19, 2014</td>
<td>Community Center</td>
<td>18</td>
</tr>
<tr>
<td>Wednesday, April 2, 2014</td>
<td>Community Center</td>
<td>22</td>
</tr>
<tr>
<td>Monday, September 29, 2014</td>
<td>Community Center</td>
<td>35</td>
</tr>
</tbody>
</table>

Appendix A contains copies of the meeting notices that were distributed.

Each of the meetings lasted between two and three hours. KAMG staff made an introductory presentation and then facilitated an open discussion of the various strengths, weaknesses, opportunities and threats that the participants saw in their community. These comments were recorded on flip charts during the meetings and subsequently transposed. It should be noted that all of the comments were recorded as accurately as possible without filtering, editing, discussion or debate. Refer to following Appendices for the complete compendium of SWOT input:

- **Appendix B – Community Meeting Participant Input**: Detailed input from each of the three community meetings, sorted by SWOT categories.
- **Appendix C – Consolidated SWOT Input**: Summary of participant input from all three community meetings, sorted by SWOT categories and topics.

The following highlights many of the key points and common themes heard during the community meetings.
**Key Strengths**

- Iconic Signal Hill (the “Hill”)
- Location (Proximity to PCH and freeways, beach, airport, Long Beach resources)
- Police Department (sense of safe community, new Police facility)
- Park & Recreation facilities and programs
- Cohesive City staff (Planning and Management)
- City Hall customer service (accessible, responsive)
- Elected and appointed government leadership (Council and Commissions)
- Government transparency and inclusiveness (public outreach)
- Feeling of “Community”
- Business friendly
- Stable and diverse businesses
- Chamber of Commerce
- Available/developable land
- City-owned Water Department
- Corporate support of City (EDCO, SHP, car dealers)

**Key Weaknesses**

- North/South geographical divide (405 Freeway)
- Contentious elections, political controversy, low voter turnout
- Lack of civic engagement (suspicion of government)
- No replacement for lost Redevelopment resources
- Lack of technology at City Hall
- Inadequate public library
- Lack of programs/facilities for seniors, veterans, disabled
- Schools (too many, lack of access to Signal Hill Elementary)
- Lack of funding for environmental protection/enforcement
- Cost of infrastructure maintenance
- Traffic issues (signal timing, noise, Long Beach problems)
- Surrounded by Long Beach (“invisible”)
- Blight (rundown/unattractive buildings not updated, deterioration of Lemon/Burnett area, westside sidewalks)
- Lack of downtown/Town Center focal point
- Stark retail experience (commercial development, architectural design)
- Dependence on sales tax
- Emergency preparedness
- No major grocery store, drug store, fine dining restaurant, hotel
- Not bicycle friendly (lack of enforcement of bicycle laws)

**Key Opportunities**

- Make greater use of technology to communicate with the community (website, information kiosks, etc.)
- Greater effort to market/brand the City (ads in buses, public attitude survey, street banners)
- New public library and community meeting facility
- New public recreation facilities (baseball/soccer fields, dog park, community pool, north slope open space with trees, art museum, planetarium, expansion of trail system)
- More Community Events (focus on “the Hill” and oil industry)
- Create a vision for business development (Economic Development strategy)
- Farmer’s Market
- Hotels (especially around Long Beach Memorial Hospital)
- Upper-scale restaurants
- Drug store
- Recycle unused oil fields
- Auto Center expansion
- New emphasis on volunteerism
- More diverse housing types
- Create a “Town Center” and Historic District
- Establish a wayfinding signage program

### Key Threats

- Voter apathy and general apathy
- Lack of political stability
- Long-term financial stability
- Right to know voter initiative (Measure U)
- State of California (mandates, meeting requirements, etc.)
- Competition with Long Beach
- Cost of public safety
- Lack of undeveloped land
- Employee costs
- Potential loss of sales tax due to online buying.
Section IV – Stakeholder Input

The City Council, City Manager, Department Heads and Managers were interviewed utilizing the SWOT process. In addition, a few City Commissioners, major property owners, representatives of major businesses, and certain citizens were also interviewed for this Plan (see Appendix D for a complete stakeholder list). The comments as conveyed are presented below.

The City Council received a PowerPoint presentation on May 6, 2014 describing the input received to date. This was an informational presentation and discussion; no Council action was taken.

### Strengths

- Fiscally independent
- In-tune with the community
- Politically stable
- Good at community outreach
- Excellent staff top to bottom
- Great Police Department
- Excellent City Manager
- Leaders in water quality/control issues
- Great people in the city, the city staff and business/industrial community
- Good succession planning for the city staff
- Being small is good- friendly community
- Excellent City Attorney
- Great fiscal planning
- Leadership in the County and the Region
- Location/location/location
- Infrastructure in relatively good shape
- Having large big box stores and auto dealers
City Council and staff stability
• Good customer service responses- direct connections
• Well maintained infrastructure
• Planning ahead and not being reactionary
• Close to Long Beach Airport
• Close to the beaches
• City owned water utility
• Active and engaged city commissioners

Weaknesses

• Reduction of reserve funds
• State mandates
• Small Police Department and therefore hard to keep officers
• Need for more senior services
• Small makes it difficult to be noticed
• Surrounded by Long Beach
• Limited land for development not related to oil property
• Contaminated oil property
• Small Park and Recreation Department
• Lack of succession planning for the city council and city commissioners
• Dependence on sales tax
• Loss of redevelopment
• Lack of funding for low/mod housing
• Community trails being overused
• Being part of Long Beach school system
• Anti-Government element in the community
• Concern about transition from home ownership to rentals
• Ability to fund capital projects and infrastructure maintenance
• Potential for increases in water costs
• City newsletter is biased
• Disconnect between the City Council and the community.

Opportunities

• Development of unused oil property
• Modernize the Finance Department with technology
• New Library
• More sponsors for community events
• Review how to clean up oil properties appearances (landscaping/fences, etc.).
• Need for meeting/education rooms
• Work more closely with Federal and State representatives
• Market the City better
• Define the City Image
• Hotel adjacent to Long Beach Memorial Hospital
• Nature preserve on the north slope of the 405 freeway
• More emergency preparedness
• Need for a “town center”
• Create historical district
• Need for quality “white tablecloth-type” restaurants
• Public Art program
• Programs for youth and high school students
• Work with the City of Long Beach more
• Continual growth of the auto center
• Reach out to community Foundations and Groups
• Work with Long Beach on Willow Springs Park
• Reuse of Spud Field
• Update the General Plan and Zoning Code
- Focus on westside developments
- Reconnect with neighborhoods north of the 405 freeway

## Threats

- State interference
- Retirement and medical liability costs
- Economic recession
- Voter apathy
- Resting on “status quo”
- Resistance to change
- Recruitment of city employees in the future
- Deteriorating neighborhoods at the perimeter of the City
- NPDES and water quality implementation and costs
- Competition with Long Beach
- Internet sales
Between November 18, 2013 and December 8, 2013, the City commissioned Fairbank, Maslin, Maulin, Metz & Associates (“FM3”) to conduct a Community Satisfaction Survey of 249 Signal Hill residents. The survey found that in general, residents are happy with the level of service provided. Other notable survey results include:

- Three out of four residents believe that Signal Hill is moving in the right direction.
- Residents view the direction that Signal Hill is moving in more favorably than they view other cities.
- One in three residents could not think of a problem with the City.
- Public safety remains a high priority for residents who believe it is “extremely important” that Public Safety be afforded the funding it needs. Over 70% of residents indicated that they would like to see the current law enforcement service level maintained while only 14% indicated some level of comfort with service reductions.
- Four out of ten residents expressed satisfaction with the City’s job performance and could not articulate any needs that must be addressed. Residents view government positively, especially for Police (84% favorable) and Parks and Recreation (45% favorable).
KAMG met with the City Manager and Executive Staff to review the comments, observations and insight resulting from the SWOT Analysis. After considering the material, a series of Goals were established as the basis for specific, measurable five-year objectives. These include the following:

**Goal #1 – Ensure Long-Term Fiscal Stability**

**Goal #2 – Ensure Public Safety is High Priority**

**Goal #3 – Promote a Strong Local Economic Base**

**Goal #4 – Maintain and Improve the Public Infrastructure**

**Goal #5 – Ensure an Enhanced Quality of Life for the Residents**

**Goal #6 – Promote a Transparent and Open Government**

The City Manager then held two meetings with City Departments to distribute the draft Strategic Plan (including all comments received during the SWOT analysis) and to solicit comments and feedback on the Plan along with draft Goals and Objectives for implementation.

- Meeting #1 – Focus on defining organizational goals
- Meeting #2 – Focus on reviewing objectives, assigning Departmental responsibility, and defining timeframes for completion.

In order to maximize accountability and responsibility, completion timeframes for all objectives were defined as Short-Term (less than one year), Medium-Term (one to three years), Long-Term (three to five years) or On-Going.

The following Goal and Objective Tracking Worksheets reflect the six goals listed above along with measurable objectives.
## Goal 1: Ensure Long-Term Fiscal Stability

<table>
<thead>
<tr>
<th>Obj. No.</th>
<th>Dept. Assigned</th>
<th>Objective Description</th>
<th>Completion Timeframe</th>
<th>Status</th>
</tr>
</thead>
</table>
| 1.1      | Admin.         | Continue efforts to diversify revenue sources.  
- Evaluation of electronic billboard opportunities | Short-Term            |        |
| 1.2      | Admin. and Public Works | In order to offset project and program costs, continue efforts to obtain new sources of state and federal grants such as:  
- Proposition 1 – Water Bonds  
- Cap and Trade Program | On-Going               |        |
| 1.3      | Admin.         | Monitor and respond to proposed legislation affecting City revenues such as:  
- Modifications to Bradley-Burns sales tax distribution  
- Modifications to county pool sales tax distribution  
- Legislation relating to sales tax on E-commerce  
- Legislation establishing sales tax on services  
- Changes to sources of transportation taxes | On-Going               |        |
| 1.4      | Admin.         | Develop funding strategy to address PERS rate increases  
- Convene subcommittee to analyze options | Short-Term            |        |
| 1.5      | Public Works   | Pursue measures that result in cost savings such as:  
- Create Energy Master Plan that will reduce costs through the use of efficient technologies such as LED street lights and cost-effective photovoltaic systems | Mid-Term              |        |
| 1.6      | Community Serv. and Admin. | Seek individual and/or corporate sponsorship for naming rights | Mid-Term              |        |
| 1.7      | Finance        | Consider modification of oil field taxes and fees | Mid-Term              |        |
| 1.8      | Finance        | Adequately fund replacement reserves for equipment, furniture, computers, Insurance Reserves, Capital Improvements, facilities replacement, and economic uncertainties.  
- Develop a policy of what items are included in each Fund | Short-Term            |        |
| 1.9      | Finance        | Prepare a Fee Study/Cost Allocation Review | Mid-Term              |        |
### Goal 2: Ensure that Public Safety is a High Priority

<table>
<thead>
<tr>
<th>Obj. No.</th>
<th>Dept. Assigned</th>
<th>Objective Description</th>
<th>Completion Timeframe</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Police</td>
<td>Improve emergency preparedness programs/CERT</td>
<td>Mid-Term</td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Community Dev.</td>
<td>Upgrade Safety Element to reflect Oil Code Amendment regarding development of properties with abandoned oil wells and revise methane and mitigation standards</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>Police</td>
<td>Develop better management tools (CAD/RMS)</td>
<td>Mid-Term</td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>Police</td>
<td>Revise the Police Department Strategic Plan for 2015-2017</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>2.5</td>
<td>Police</td>
<td>Develop Police Foundation</td>
<td>Short-Term</td>
<td></td>
</tr>
</tbody>
</table>
Goal 3: Promote a Strong Local Economic Base

<table>
<thead>
<tr>
<th>Obj. No.</th>
<th>Dept. Assigned</th>
<th>Objective Description</th>
<th>Completion Timeframe</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Admin.</td>
<td>Revise the Economic Development Strategy</td>
<td>Mid-Term</td>
<td></td>
</tr>
<tr>
<td>3.1.1</td>
<td>Admin.</td>
<td>Implement actions outlined in Long Range Property Management Plan</td>
<td>Mid-Term</td>
<td></td>
</tr>
<tr>
<td>3.1.2</td>
<td>Admin.</td>
<td>Attract new sales tax-producing businesses to the City</td>
<td>Mid-Term</td>
<td></td>
</tr>
<tr>
<td>3.1.3</td>
<td>Admin.</td>
<td>Help to retain existing businesses in the City</td>
<td>On-Going</td>
<td></td>
</tr>
<tr>
<td>3.1.4</td>
<td>Admin.</td>
<td>Provide Ombudsman Services to assist applicants in the development process (residential, commercial and industrial).</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>3.1.5</td>
<td>Admin.</td>
<td>Monitor sales taxes generated</td>
<td>On-Going</td>
<td></td>
</tr>
<tr>
<td>3.1.6</td>
<td>Admin.</td>
<td>Help to attract new auto dealerships to Signal Hill and find storage options.</td>
<td>On-Going</td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>Community Dev. and Admin.</td>
<td>Develop comprehensive strategy for Signal Hill Petroleum’s continued legacy oil field activity and operations throughout the City while making use of underutilized properties for economic development to expand the City’s revenue base.</td>
<td>On-Going</td>
<td></td>
</tr>
<tr>
<td>3.2.1</td>
<td>Community Dev.</td>
<td>Complete Oil Code amendment</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>3.2.2</td>
<td>Community Dev.</td>
<td>Replace Conditional Use Permit for drill sites with Development Agreements</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td></td>
<td>Complete General Plan Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3.1</td>
<td>Community Dev.</td>
<td>Environmental Resources Element</td>
<td>Mid-Term</td>
<td></td>
</tr>
<tr>
<td>3.3.2</td>
<td>Community Dev.</td>
<td>Land Use Element</td>
<td>Long-Term</td>
<td></td>
</tr>
<tr>
<td>3.4</td>
<td>Community Serv.</td>
<td>Update the Community Services Needs Assessment</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>3.5</td>
<td>Community Serv. and Community Dev.</td>
<td>Update the Parks &amp; Recreation Master Plan</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>3.6</td>
<td>Finance and Admin.</td>
<td>Create a Legacy Reserve Fund to continue economic development efforts</td>
<td>Mid-Term</td>
<td></td>
</tr>
</tbody>
</table>
### Goal 4: Maintain and Improve the Public Infrastructure

<table>
<thead>
<tr>
<th>Obj. No.</th>
<th>Dept. Assigned</th>
<th>Objective Description</th>
<th>Completion Timeframe</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Park and Facility Maintenance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1.1</td>
<td>Public Works</td>
<td>Facility Assessment Study and Master Plan</td>
<td>Mid-Term</td>
<td></td>
</tr>
<tr>
<td>4.1.2</td>
<td>Public Works</td>
<td>Budget funds to keep buildings well maintained</td>
<td>On-Going</td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Streets and Transportation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2.1</td>
<td>Public Works</td>
<td>Ensure adequate funding for Pavement Management Program</td>
<td>On-Going</td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>Water Systems</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3.1</td>
<td>Public Works</td>
<td>Invest in infrastructure as it ages</td>
<td>On-Going</td>
<td></td>
</tr>
<tr>
<td>4.3.2</td>
<td>Public Works</td>
<td>Replace Well 8</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>4.3.3</td>
<td>Public Works</td>
<td>Complete Well 9</td>
<td>Long-Term</td>
<td></td>
</tr>
<tr>
<td>4.3.4</td>
<td>Public Works</td>
<td>Create Water Master Plan</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>4.3.5</td>
<td>Public Works</td>
<td>Continue to implement pipeline distribution replacement program</td>
<td>On-Going</td>
<td></td>
</tr>
<tr>
<td>4.3.6</td>
<td>Public Works</td>
<td>Complete well transmission pipeline assessment</td>
<td>Long-Term</td>
<td></td>
</tr>
<tr>
<td>4.4</td>
<td>Storm Water Actions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4.1</td>
<td>Public Works</td>
<td>Construct future storm water treatment systems to meet mandated storm water (MS-4) quality standards</td>
<td>Long-Term</td>
<td></td>
</tr>
<tr>
<td>4.4.2</td>
<td>Public Works</td>
<td>Support regional storm water funding solutions</td>
<td>On-Going</td>
<td></td>
</tr>
</tbody>
</table>
## Goal 5: Ensure an Enhanced Quality of Life for Residents of the City

<table>
<thead>
<tr>
<th>Obj. No.</th>
<th>Dept. Assigned</th>
<th>Objective Description</th>
<th>Completion Timeframe</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Admin.</td>
<td>Explore alternatives to fund and construct a new City library</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>5.2</td>
<td>Admin.</td>
<td>Assist with development of properties owned by the Signal Hill Housing Authority (Meta Housing Project and Gaviota Avenue property)</td>
<td>Mid-Term</td>
<td></td>
</tr>
<tr>
<td>5.3</td>
<td>Community Serv., Community Dev., Public Works and Admin.</td>
<td>Construct the dog park</td>
<td>On-Going</td>
<td></td>
</tr>
<tr>
<td>5.4</td>
<td>Community Serv., Public Works</td>
<td>Construct the View Park with electronic sign</td>
<td>Short-Term</td>
<td></td>
</tr>
<tr>
<td>5.5</td>
<td>Community Dev., Admin.</td>
<td>Improve community feelings of inclusiveness through the naming of the north-end, south-end and west-end neighborhoods.</td>
<td>Mid-Term</td>
<td></td>
</tr>
<tr>
<td>5.6</td>
<td>Community Serv., Admin.</td>
<td>Celebrate Signal Hill’s unique history</td>
<td>On-Going</td>
<td></td>
</tr>
<tr>
<td>5.7</td>
<td>Develop an Employee Recruitment and Retention Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.7.1</td>
<td>Admin.</td>
<td>Evaluate the attractiveness of employee compensation, work environment and employee appreciation programs.</td>
<td>Mid-Term</td>
<td></td>
</tr>
<tr>
<td>5.7.2</td>
<td>Admin.</td>
<td>Create career opportunities/ladder (succession planning) for talent employees</td>
<td>Admin.</td>
<td></td>
</tr>
<tr>
<td>5.7.3</td>
<td>Admin.</td>
<td>Provide career training opportunities through JPIA, League of California Cities, various professional organizations, or City-initiated training.</td>
<td>Mid-Term</td>
<td></td>
</tr>
<tr>
<td>5.8</td>
<td>Admin, Community Dev., Public Works</td>
<td>Continue to work making Signal Hill more sustainable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.8.1</td>
<td>Public Works</td>
<td>Recycled water system</td>
<td>Long-Term</td>
<td></td>
</tr>
<tr>
<td>5.8.2</td>
<td>Public Works</td>
<td>Water quality (NPDES) improvements</td>
<td>On-Going</td>
<td></td>
</tr>
<tr>
<td>5.8.3</td>
<td>Public Works</td>
<td>Water conservation</td>
<td>On-Going</td>
<td></td>
</tr>
<tr>
<td>5.8.4</td>
<td>Public Works</td>
<td>Energy efficiency study</td>
<td>Long-Term</td>
<td></td>
</tr>
<tr>
<td>5.8.5</td>
<td>Admin.</td>
<td>Prepare feasibility study for homeowners’ rehabilitation grant/loan program</td>
<td>Mid-Term</td>
<td></td>
</tr>
</tbody>
</table>
Goal 5: Ensure an Enhanced Quality of Life for Residents of the City

<table>
<thead>
<tr>
<th>Obj. No.</th>
<th>Dept. Assigned</th>
<th>Objective Description</th>
<th>Completion Timeframe</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.8.6</td>
<td>Admin.</td>
<td>Prepare a feasibility study for senior citizens center</td>
<td>Mid-Term</td>
<td></td>
</tr>
</tbody>
</table>
## Goal 6: Promote a Transparent and Open Government

<table>
<thead>
<tr>
<th>Obj. No.</th>
<th>Dept. Assigned</th>
<th>Objective Description</th>
<th>Completion Timeframe</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
<td>Admin.</td>
<td>Continue to advance the use of technology to improve internal and external service and communication with the community</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.1.1</td>
<td>Admin.</td>
<td>Move towards electronic agenda management system a paperless agendas for the City Council and Commission meetings</td>
<td></td>
<td>Mid-Term</td>
</tr>
<tr>
<td>6.1.2</td>
<td>Admin.</td>
<td>Automation and/or improvement of employee recruiting/processing / information systems</td>
<td></td>
<td>Mid-term</td>
</tr>
<tr>
<td>6.1.3</td>
<td>Admin.</td>
<td>Improve outreach to the community through more effective use of City media sources such as SHTV, websites and social media</td>
<td></td>
<td>Mid-Term</td>
</tr>
<tr>
<td>6.1.4</td>
<td>Admin.</td>
<td>Develop cell phone application</td>
<td></td>
<td>Mid-term</td>
</tr>
<tr>
<td>6.2</td>
<td>Admin.</td>
<td>Provide internship to assist staff develop and implement outreach efforts</td>
<td></td>
<td>Mid-Term</td>
</tr>
<tr>
<td>6.4</td>
<td>Admin.</td>
<td>Prepare a report addressing measures to increase voter turnout</td>
<td></td>
<td>Short-Term</td>
</tr>
<tr>
<td>6.5</td>
<td>Admin.</td>
<td>Enhance communications with Long Beach Unified School District, Long Beach City College, California State University, Long Beach and other governmental entities</td>
<td></td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Appendix A

Community Meeting Notices
Setting the Course for the Future......

City of Signal Hill Strategic Plan Visioning Workshop

Please come. Your input is important!

<table>
<thead>
<tr>
<th>Workshop #1</th>
<th>Workshop #2</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 19, 2014</td>
<td>April 2, 2014</td>
</tr>
<tr>
<td>Topics:</td>
<td>Topics:</td>
</tr>
<tr>
<td>Police Department</td>
<td>Community Services</td>
</tr>
<tr>
<td>Public Works</td>
<td>Community Development</td>
</tr>
<tr>
<td></td>
<td>Economic Development</td>
</tr>
<tr>
<td></td>
<td>Finance</td>
</tr>
</tbody>
</table>

7:00 pm
Signal Hill Community Center
1780 E. Hill Street, Signal Hill

Questions: (562) 989-7379
Setting the Course for the Future...

City of Signal Hill
Strategic Plan
Visioning Workshop
Please come—Your input is important

Monday
September 29, 2014
7:00 pm
Residents and local business operators are encouraged to attend and help develop the City’s next 5 year Strategic Plan. Attendees will participate in a S.W.O.T analysis; looking at the City’s strengths, weaknesses, opportunities, and threats.

Signal Hill Community Center
1780 E. Hill Street, Signal Hill
Questions: (562) 989-7379
### STRENGTHS

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Police</td>
<td>Forward thinking</td>
</tr>
<tr>
<td>Parks</td>
<td>Community input</td>
</tr>
<tr>
<td>Financial Management</td>
<td>Good community outreach</td>
</tr>
<tr>
<td>Cohesive (Department coordination)</td>
<td>City Views</td>
</tr>
<tr>
<td>Good customer service</td>
<td></td>
</tr>
<tr>
<td>Accessibility</td>
<td></td>
</tr>
<tr>
<td>Responsiveness</td>
<td></td>
</tr>
<tr>
<td>Transparency (&quot;we know what's going on&quot;)</td>
<td>New library in the works</td>
</tr>
<tr>
<td>Good staff, management</td>
<td>Used RDA wisely</td>
</tr>
<tr>
<td></td>
<td>Sales tax generating</td>
</tr>
<tr>
<td>Staff longevity</td>
<td>Business friendly</td>
</tr>
<tr>
<td>Council tenure</td>
<td>Concerts in the park</td>
</tr>
<tr>
<td>No bad press</td>
<td>Police Academy</td>
</tr>
<tr>
<td>Feeling of “Community”</td>
<td>City logo</td>
</tr>
<tr>
<td>Local media – SH Tribune</td>
<td></td>
</tr>
</tbody>
</table>

### WEAKNESSES

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Need term limits</td>
<td>Costco gas</td>
</tr>
<tr>
<td>Council districts</td>
<td>Inadequate library</td>
</tr>
<tr>
<td>Charter vs. General Law</td>
<td>Too many schools</td>
</tr>
<tr>
<td>Low voter turnout</td>
<td>Town Center “focal point/downtown” feeling/Old Town</td>
</tr>
<tr>
<td>Cost of land development</td>
<td>Lack of privacy/License plate reader/PD</td>
</tr>
<tr>
<td>No major grocery store</td>
<td>City should appreciate volunteers more/cost savings</td>
</tr>
<tr>
<td>No drugstore, restaurants</td>
<td></td>
</tr>
</tbody>
</table>
### OPPORTUNITIES

<table>
<thead>
<tr>
<th>• More community engagement</th>
<th>• Expand Halloween Carnival because of popularity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• New library</td>
<td>• Bring back Soapbox Derby (Signal Hill Grand Prix)</td>
</tr>
<tr>
<td>• Create Town Center</td>
<td>• Resurrect “Roughneck Roundup”</td>
</tr>
<tr>
<td>o Small business relationships</td>
<td></td>
</tr>
<tr>
<td>• Market/Pharmacy</td>
<td>• Better programming on local access TV</td>
</tr>
<tr>
<td>• More retail</td>
<td>• Go-kart track</td>
</tr>
<tr>
<td>• More entertainment/community recreation</td>
<td>• Festival, parade, carnival</td>
</tr>
<tr>
<td>o Bowling alley</td>
<td></td>
</tr>
<tr>
<td>• More civic engagement</td>
<td>• Take history and grow it forward</td>
</tr>
<tr>
<td>• State of the art PD (offer to other cities for a fee)</td>
<td>• Police academy</td>
</tr>
<tr>
<td>• Volunteerism (re-emphasis)</td>
<td>• Citizen’s academy</td>
</tr>
<tr>
<td>• Baseball/soccer field</td>
<td>• Recycle and reclaim water</td>
</tr>
<tr>
<td>• Community Celebration/Festival/Civic Events</td>
<td>• Civic ID/signature event/downtown</td>
</tr>
<tr>
<td>o Focus on “The Hill” and oil industry</td>
<td></td>
</tr>
<tr>
<td>o Signature events (i.e., 90th Anniversary)</td>
<td></td>
</tr>
<tr>
<td>o Athletic Events (i.e., 5K run)</td>
<td></td>
</tr>
<tr>
<td>• Regional magnet</td>
<td>• Way finding signage</td>
</tr>
<tr>
<td></td>
<td>o Highlight oil, public art museum, hilltop</td>
</tr>
<tr>
<td>• Advertisements</td>
<td>• Hills – Public park</td>
</tr>
<tr>
<td>• Marketing/Banners across street</td>
<td>• Communications</td>
</tr>
<tr>
<td></td>
<td>o Multi-lingual</td>
</tr>
<tr>
<td></td>
<td>o Media</td>
</tr>
<tr>
<td></td>
<td>o Generational</td>
</tr>
<tr>
<td></td>
<td>o Signal Hill Chamber</td>
</tr>
<tr>
<td>• Look at ideas with a fresh set of eyes</td>
<td>• Survey perceptions from people outside of City</td>
</tr>
</tbody>
</table>

### THREATS

<table>
<thead>
<tr>
<th>• Too successful</th>
<th>• Not celebrating success</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Old grudges</td>
<td>• People’s reliance on the Internet</td>
</tr>
<tr>
<td>• Civil unrest</td>
<td>• Voter apathy and general apathy</td>
</tr>
<tr>
<td>• Lank of undeveloped land</td>
<td>• Lack of government participation</td>
</tr>
<tr>
<td>• Parking</td>
<td>• State of California</td>
</tr>
<tr>
<td>• Too much traffic</td>
<td>• Lack of money</td>
</tr>
</tbody>
</table>
## Signal Hill Community Meeting #2
### Wednesday, April 2, 2014
### SWOT Input

### STRENGTHS

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small size – nimble – “Small is good”</td>
<td>Views</td>
</tr>
<tr>
<td>Location (ride to beach, proximity to PCH and freeways)</td>
<td>Parks &amp; Recreation programming</td>
</tr>
<tr>
<td>Air Quality</td>
<td>Trails</td>
</tr>
<tr>
<td>Reasonable business license fees</td>
<td>Good staff, management</td>
</tr>
<tr>
<td>Business friendly</td>
<td>Vision of city – Planning</td>
</tr>
<tr>
<td>Diverse businesses</td>
<td>Beautiful homes on hilltop</td>
</tr>
<tr>
<td>Local media – SH Tribune</td>
<td>Number of parks</td>
</tr>
<tr>
<td>Available land</td>
<td>Hill is a resource</td>
</tr>
<tr>
<td>Financial Planning &amp; Management</td>
<td>Great government</td>
</tr>
<tr>
<td>Oil Wells – Pristine</td>
<td>Good leadership</td>
</tr>
<tr>
<td>Sense of “Community”</td>
<td>Growth in retail/restaurants</td>
</tr>
<tr>
<td>Strong tax base</td>
<td>Own Water Department</td>
</tr>
<tr>
<td>Police</td>
<td>Open to development</td>
</tr>
<tr>
<td>Safe</td>
<td>Corporate support of City (EDCO, SHP, car dealers)</td>
</tr>
</tbody>
</table>

### WEAKNESSES

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of technology at City Hall</td>
<td>Shopping that reflects people who live here</td>
</tr>
<tr>
<td>Size - surrounded by Long Beach – invisible</td>
<td>Restaurants/fine dining</td>
</tr>
<tr>
<td>Lack of funding mechanism for environmental protection/enforcement</td>
<td>Council districts – need new city council</td>
</tr>
<tr>
<td>Blight – rundown buildings/not cool – unattractive buildings not updated</td>
<td>Cliques</td>
</tr>
<tr>
<td>Measure U</td>
<td>Abandoned hills (Hill Street)</td>
</tr>
<tr>
<td>Lack of civic engagement – suspicion of gov’t participation</td>
<td>Over-use of technology</td>
</tr>
<tr>
<td>Contentious elections/Political controversy</td>
<td>No hotel</td>
</tr>
<tr>
<td>Low voter turnout</td>
<td>Understaffed/overworked Planning Dept.</td>
</tr>
<tr>
<td>Low voter registration</td>
<td>Lack of fresh/creative ideas</td>
</tr>
<tr>
<td>No Town Center “focal point/downtown” feeling</td>
<td>Not enough public/private relationships</td>
</tr>
</tbody>
</table>
### OPPORTUNITIES

- Museum (i.e., Smithsonian art)
- Give people a reason to visit Signal Hill
- Capitalize on view
- Monorail/people mover
- Community Celebration/Festival/Civic Events
  - Focus on “The Hill” and oil industry
  - Use Hill for fundraising
- New library
  - State of the art
  - Like “Starbucks”
  - Rooftop garden
  - Like Cerritos and San Diego
- Signature events (i.e., 90th Anniversary, Soapbox Derby, 5K run)
- Nightlife
- Art events
- Promote identity/Signal Hill PR
- Hotels, restaurants, Retailers, bike shop
- Spaces for teenagers and adults to study together
- Downtown “Lifestyle Center”
  - “Signal Hill” sign (like the “Hollywood” sign)
- “Hang out”
  - Higher-end shops
- Farmer’s Market
  - Contest – video to promote Signal Hill
- Recreational biking
  - Signal Hill film festival
- Connectivity between different mix of land uses
  - Planetarium
- Emergency/earthquake fair

### THREATS

- Lack of money
- Cost of public safety
- Right to know voter initiative
  - Competition with Long Beach
- Political climate – instability
  - Cooperation with Long Beach
- Aging population
  - Potential loss of sales tax due to online buying
- Amusement for kids
  - Drought
- State mandates – meeting requirements
  - Lack of public participation
- Earthquakes
  - Ineffective use of water on public land – sustainability
- Overcrowding – Complete buildout
# SWOT Input

## STRENGTHS

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>Local Chamber of Commerce</td>
</tr>
<tr>
<td>Financially responsible</td>
<td>Relatively safe</td>
</tr>
<tr>
<td>Business friendly</td>
<td>Active Parks &amp; Rec activities for all ages</td>
</tr>
<tr>
<td>Responsive police department</td>
<td>Continuity of government (political stability)</td>
</tr>
<tr>
<td>Unique location on “Hill”</td>
<td>Stable businesses (both big boxes and small businesses)</td>
</tr>
<tr>
<td>Accessibility to City Council</td>
<td>Business friendly</td>
</tr>
<tr>
<td>Small size (geography/population)</td>
<td>Lots of oil!</td>
</tr>
<tr>
<td>Close to freeways/transportation</td>
<td>Responsible corporate citizens/sponsors (EDCO, SHP)</td>
</tr>
<tr>
<td>City-owned water</td>
<td>Great historical society</td>
</tr>
<tr>
<td>Proximity to airport</td>
<td>Responsive and dedicated City Council</td>
</tr>
<tr>
<td>Involved community</td>
<td>Traffic signals are “timed”</td>
</tr>
<tr>
<td>Land</td>
<td>Great little library</td>
</tr>
<tr>
<td>Open space</td>
<td>New police station</td>
</tr>
<tr>
<td>Sense of community (electeds, residents, businesses)</td>
<td>Mobile police station/EOC</td>
</tr>
<tr>
<td>Proximity to L.B. activities and resources</td>
<td>EDCO Recycling</td>
</tr>
<tr>
<td>Growing</td>
<td>Church – Calvary Chapel</td>
</tr>
<tr>
<td>Community newspaper</td>
<td>Trail system</td>
</tr>
</tbody>
</table>

## WEAKNESSES

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Not enough senior activities</td>
<td>Traffic issues with L.B.</td>
</tr>
<tr>
<td>Seniors need a hang-out</td>
<td>Sirens/noise</td>
</tr>
<tr>
<td>Lack of districts/term limits</td>
<td>Traffic flow (signal cycle)</td>
</tr>
<tr>
<td>North &amp; South (no Council members)</td>
<td>Helicopter abuse</td>
</tr>
<tr>
<td>Cost of recreation programs vs. income</td>
<td>Stark retail experience (Commercial development, architectural design)</td>
</tr>
<tr>
<td>No drugstore</td>
<td>Branding</td>
</tr>
<tr>
<td>No grocery store (Food for Less)</td>
<td>Sidewalks westside</td>
</tr>
<tr>
<td>SH Elementary not accessible to north SH or walkable (low performing – negative impact on property values)</td>
<td>Enforcement of bicycle laws</td>
</tr>
<tr>
<td>City is invisible</td>
<td>Lemon/Burnett area deteriorating</td>
</tr>
<tr>
<td>No veterans programs</td>
<td>Water quality</td>
</tr>
<tr>
<td>Limited low income housing with disabilities</td>
<td>North/south geographical divide at 405 fwy</td>
</tr>
<tr>
<td>Business assistance</td>
<td>Restaurants</td>
</tr>
<tr>
<td>No organized activities at Discovery Well Park</td>
<td>Library</td>
</tr>
<tr>
<td>Communications (effective)</td>
<td>Not bicycle friendly</td>
</tr>
<tr>
<td>No community core</td>
<td></td>
</tr>
</tbody>
</table>
## SWOT Input

### OPPORTUNITIES

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Using technology to communicate effectively with the community (City, Chamber of Commerce, newspaper, Facebook/social media, website, etc.)</td>
<td>• Legislation that would impact sales taxes (State of California)</td>
</tr>
<tr>
<td>• Undeveloped land – lots of opportunity</td>
<td>• Public schools are bad</td>
</tr>
<tr>
<td>• New library</td>
<td>• Earthquakes – lack of preparation</td>
</tr>
<tr>
<td>• Municipal art (paint oil pumps like animals)</td>
<td>• Struggles that L.B. is having that spill over to Signal Hill</td>
</tr>
<tr>
<td>• Historical district (Preserve/promote/develop)</td>
<td>• Proposition – November – Gaming</td>
</tr>
<tr>
<td>• Dog park in the City</td>
<td>• Lack of branding</td>
</tr>
<tr>
<td>• “The Hill” signature event</td>
<td>• Not attractive to families</td>
</tr>
<tr>
<td>• Chamber office and staff (business outreach/attraction)</td>
<td>• Technology – need to move forward</td>
</tr>
<tr>
<td>• Involve students at schools (sharing/connect)</td>
<td>• Legislation that would impact sales taxes (State of California)</td>
</tr>
<tr>
<td>• Survey resident of services &amp; activities</td>
<td>• Public schools are bad</td>
</tr>
<tr>
<td>• Business development – vision (Economic development strategy)</td>
<td>• Earthquakes – lack of preparation</td>
</tr>
<tr>
<td>• Unemployed residents with community businesses</td>
<td>• Struggles that L.B. is having that spill over to Signal Hill</td>
</tr>
<tr>
<td>• Branding/I.D./Image (e.g. Long Beach is “Queen Mary City”) – Bike City, open space, Fresh &amp; Easy, community center</td>
<td>• Proposition – November – Gaming</td>
</tr>
<tr>
<td>• City of Signal Hill website – lots of information (email distribution list, reverse 9-1-1)</td>
<td>• Lack of branding</td>
</tr>
<tr>
<td>• Get info on Signal Hill Tribune</td>
<td>• Not attractive to families</td>
</tr>
</tbody>
</table>

### THREATS

<table>
<thead>
<tr>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Technology – need to move forward</td>
</tr>
<tr>
<td>• Public schools are bad</td>
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<tr>
<td>• Earthquakes – lack of preparation</td>
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<td>• Struggles that L.B. is having that spill over to Signal Hill</td>
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<td>• Proposition – November – Gaming</td>
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<tr>
<td>• Lack of branding</td>
</tr>
<tr>
<td>• Not attractive to families</td>
</tr>
</tbody>
</table>
Appendix C

Consolidated SWOT Input
STRENGTHS

1. Public Safety
   a. Safe community
   b. Good Police Department
   c. New police station (plus mobile station/EOC)
2. Parks and Recreation
   a. Number of parks
   b. Programming
   c. Concerts in the Park
   d. Activities for all ages
3. City staff and management
   a. Longevity
   b. Cohesive
   c. Responsible financial planning and management
4. City organization
   a. Department coordination
   b. Good customer service (Accessibility, Responsiveness)
   c. Own Water Department
   d. New library in the works
   e. Website
   f. City Logo
   g. Used RDA wisely (Sales tax generating)
   h. Traffic signals are timed
5. Council and Leadership
   a. Continuity/stability
   b. Vision of City - Planning
   c. Great government
   d. Good leadership
   e. Transparency (“we know what’s going on”)
   f. Good community outreach and community input (accessible)
   g. Forward thinking
   h. Open to development
6. Media
Signal Hill Community Meetings 1, 2 and 3
Consolidated SWOT Input

a. No bad press
b. Signal Hill Tribune

7. Community Amenities
a. Feeling of “Community” among elected officials, residents and businesses
b. Involved community
c. Location (proximity to beach, PCH, freeways, airport, Long Beach resources)
d. Small size – nimble – “Small is good”
e. Hill is a resource
f. Great Historical Society
g. City views
h. Open space
i. Churches (i.e., Calvary Chapel)
j. Trails
k. Air Quality
l. Beautiful homes on hilltop

8. Commercial
a. Business friendly
b. Reasonable business license fees
c. Stable and diverse businesses (small businesses and big boxes)
d. Available land
e. Oil Wells – Pristine
f. Strong tax base
g. Growth in retail/restaurants
h. Corporate support of City (EDCO, SHP, car dealers)
i. Local Chamber of Commerce
Signal Hill Community Meetings 1, 2 and 3
Consolidated SWOT Input

WEAKNESSES

1. Social and Political
   a. Need new City Council
   b. Need term limits
   c. Need Council districts
   d. 405 Freeway North/South geographical divide (Council representation)
   e. Contentious elections/Political controversy
   f. Lack of civic engagement – suspicion of gov’t – participation
   g. Charter vs. General Law
   h. Low voter registration
   i. Low voter turnout
   j. Measure U
   k. Cliques
   l. Lack of fresh/creative ideas

2. City Organization and Programs
   a. Lack of effective communication from City to residents
   b. Lack of technology at City Hall
   c. City does not have a branding/image program
   d. Understaffed/overworked Planning Dept.
   e. Inadequate library
   f. City should appreciate volunteers more/cost savings
   g. Lack of funding mechanism for environmental protection/enforcement
   h. Not enough senior citizen activities (seniors need a place to hang out)
   i. Cost of recreation programs vs. income
   j. No veterans programs
   k. No organized activities at Discovery Well Park
   l. Poor water quality

3. Public Safety/Traffic/Invasion of privacy
   a. Not bicycle friendly (enforce bicycle laws)
   b. Sirens/noise
   c. Helicopter abuse
   d. Traffic flow (signal cycle)
   e. Traffic issues with Long Beach
f. License plate reader/PD

g. Over-use of technology

4. Community

a. Size - surrounded by Long Beach – invisible
b. Blight – rundown buildings/not cool – unattractive buildings not updated
c. Limited affordable housing for people with disabilities
d. Abandoned hills (Hill Street)
e. No Town Center “focal point/downtown” feeling (community core)
f. Status of westside sidewalks
g. Lemon/Burnett area deteriorating

5. Education

a. Too many schools
b. SH Elementary not accessible to north SH residents or walkable (low performing, negative impact on property values)

6. Commercial

a. Cost of land development
b. Not enough public/private relationships (business assistance)
c. Stark retail experience (commercial development, architectural design)
d. Shopping that reflects people who live here
e. No major grocery store
f. No drugstore
g. No hotel
h. Restaurants/fine dining
i. Costco gas
Signal Hill Community Meetings 1, 2 and 3
Consolidated SWOT Input

OPPORTUNITIES

1. Social and Political
   a. More community/civic engagement
   b. Volunteerism (re-emphasis)
   c. Look at ideas with a fresh set of eyes
   d. Involve students at schools (sharing/connect)

2. Public Programs and Facilities
   a. New library (State of the art, like “Starbucks”, rooftop garden, like Cerritos and San Diego)
   b. Baseball/soccer field
   c. Community meeting facility
   d. City pool
   e. Dog park
   f. City-specific youth sports teams/leagues
   g. Hills – Public park
   h. Expand Halloween Carnival because of popularity
   i. Recycle and reclaim water
   j. State of the art PD (offer to other cities for a fee)
   k. Police academy
   l. Citizen’s police academy
   m. Emergency/earthquake fair
   n. Better programming on local access TV
   o. Contest – video to promote Signal Hill

3. Community Celebration/Festival/Civic Events
   a. Focus on “The Hill” and oil industry
   b. Use Hill for fundraising
   c. Signature events (i.e., 90th Anniversary, festival, parade, carnival)
   d. Athletic Events (i.e., 5K run)
   e. Resurrect “Roughneck Roundup
   f. Bring back Soapbox Derby (Signal Hill Grand Prix)
   g. Signal Hill film festival
   h. Art events
   i. Farmer’s Market
Signal Hill Community Meetings 1, 2 and 3
Consolidated SWOT Input

4. Communications
   a. Use technology to communicate with the community (City, Chamber of Commerce, newspaper, Facebook/social media, website, etc.)
   b. Multi-lingual
   c. City information kiosks around town
   d. Better organization of City Views (major events page)
   e. Add “current developments” to City’s website
   f. Media (get info into Signal Hill Tribune)
   g. Generational
   h. Survey residents about City services and activities

5. Promotion
   a. Branding/I.D./Image (like L.B. promotes itself as “Queen Mary City”) – Bike City, open space
   b. Give people a reason to visit Signal Hill (Promote identity)
   c. Take history and grow it forward
   d. “Signal Hill” sign (like the “Hollywood” sign)
   e. Capitalize on view
   f. Highlight oil, public art museum, hilltop
   g. Advertisements
   h. Marketing/Banners across street
   i. Survey perceptions from people outside of City
   j. Utilize information/ads on buses

6. Commercial
   a. Lots of undeveloped land available
   b. Signal Hill Chamber of Commerce office and staff (Communication and business outreach/attraction)
   c. Business development vision (Economic Development Plan)
   d. Match unemployed residents to local businesses
   e. Regional magnet
   f. Connectivity between different mix of land uses
   g. Market/Pharmacy
   h. More retail
   i. Higher-end shops
Signal Hill Community Meetings 1, 2 and 3  
Consolidated SWOT Input

j. Hotels, restaurants, bike shop

7. Create Town Center
   a. Small business relationships
   b. Downtown “Lifestyle Center”

8. Community Amenities
   a. Way finding signage
   b. Historical District (Preserve/promote/develop)
   c. More entertainment/community recreation
   d. Bowling alley
   e. Go-kart track
   f. Monorail/people mover
   g. Promote electric car use
   h. Nightlife
   i. Spaces for teenagers and adults to study together
   j. Planetarium
   k. Museum (i.e., Smithsonian art)
   l. Municipal art (paint oil pumps like animals)
   m. Promote recreational biking
   n. Establish accessible paths between people that use the Hill and commercial centers
   o. Trail system connection to Cherry Avenue
   p. More open space on north side of Hill preserved with trees
Signal Hill Community Meetings 1, 2 and 3
Consolidated SWOT Input

THREATS

1. Social and Political
   a. Voter apathy and general apathy
   b. Lack of government participation
   c. Lack of public participation
   d. Right to know voter initiative
   e. Crime
   f. Civil unrest
   g. Political climate – instability
   h. Old grudges
   i. State of California (Mandates, meeting requirements, sales tax changes, November gaming initiative)
   j. Lack of money
   k. City not attractive to families
   l. Public schools are bad
   m. Aging population
   n. Potential for more absentee landlords

2. City and Environment
   a. Too successful
   b. Not celebrating success
   c. Long Beach (Competition, no cooperation, problems spill over to Signal Hill)
   d. Failure to address image (branding)
   e. Misinformation
   f. Overcrowding – Complete build out
   g. Cost of public safety
   h. Lack of parking
   i. Lack of undeveloped land
   j. Lack of amusement for kids
   k. Too much traffic
   l. Earthquakes hazard
   m. Drought
   n. Trees dying – Why?
   o. Ineffective use of water on public land – sustainability
Signal Hill Community Meetings 1, 2 and 3
Consolidated SWOT Input

p. Elimination of Redevelopment (inability to address Brownfields)

3. Technology
   a. Need to move forward
   b. People’s reliance on the Internet
   c. Potential loss of sales tax due to online buying
Appendix D

List of Stakeholder Interviews
# City of Signal Hill, California
## Five-Year Strategic Plan

### List of Stakeholder Interviews

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mike Noll</td>
<td>City Council</td>
</tr>
<tr>
<td>Larry Forester</td>
<td>City Council</td>
</tr>
<tr>
<td>Ed Wilson</td>
<td>City Council</td>
</tr>
<tr>
<td>Lori Woods</td>
<td>City Council</td>
</tr>
<tr>
<td>Tina Hansen</td>
<td>City Council</td>
</tr>
<tr>
<td>Dave Aleshire</td>
<td>City Council</td>
</tr>
<tr>
<td>Ken Farfsing</td>
<td>City Manager</td>
</tr>
<tr>
<td>Charlie Honeycutt</td>
<td>Deputy City Manager</td>
</tr>
<tr>
<td>Elise McCaleb</td>
<td>Economic Development Manager</td>
</tr>
<tr>
<td>Michael Langston</td>
<td>Police Chief</td>
</tr>
<tr>
<td>Chris Nunley</td>
<td>Police Captain</td>
</tr>
<tr>
<td>Pilar Alcivar-McCoy</td>
<td>Community Services Director</td>
</tr>
<tr>
<td>Aly Mancini</td>
<td>Community Services Manager</td>
</tr>
<tr>
<td>Steve Myrter</td>
<td>Public Works Director</td>
</tr>
<tr>
<td>Rick Olsen</td>
<td>Deputy Public Works Director</td>
</tr>
<tr>
<td>Terri Marsh</td>
<td>Administrative Services Director</td>
</tr>
<tr>
<td>Scott Charney</td>
<td>Community Development Director</td>
</tr>
<tr>
<td>Gary Dudley</td>
<td>Parks and Recreation Commissioner</td>
</tr>
<tr>
<td>Terry Rogers</td>
<td>President, Signal Hill Area Chamber of Commerce</td>
</tr>
<tr>
<td>Dave Slater</td>
<td>COO/Executive Vice President - Signal Hill Petroleum</td>
</tr>
<tr>
<td>Sean McDaniel</td>
<td>Vice President - Signal Hill Petroleum</td>
</tr>
<tr>
<td>Neena Strichart</td>
<td>Publisher/Editor in Chief - Signal Tribune</td>
</tr>
<tr>
<td>Al Warot</td>
<td>Oversight Board</td>
</tr>
<tr>
<td>Brad Willingham</td>
<td>Auto dealer</td>
</tr>
<tr>
<td>Carol Churchill</td>
<td>Citizen</td>
</tr>
<tr>
<td>Matt Simons</td>
<td>Citizen</td>
</tr>
<tr>
<td>Maria Harris</td>
<td>Citizen</td>
</tr>
</tbody>
</table>