

# CITY OF FOUNTAIN VALLEY STRATEGIC PLANNING RETREAT

November 19, 2019 \* Recreation Center

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## MISSION STATEMENT

*The City of Fountain Valley delivers cost-effective quality public services to provide a safe and desirable community that enriches its residents and businesses.*

## CORE VALUES

(not in priority order)

The City of Fountain Valley values . . .

- Fiscal stability*
- Honesty, Integrity and Ethical behavior*
- Teamwork*
- Excellent customer service*
- Innovation*
- Quality of life*

## THREE-YEAR GOALS

(2017-2020 not in priority order)

*Enhance economic development*

*Achieve and maintain financial stability*

*Enhance City infrastructure and facilities*

*Attract, develop and retain quality staff*

*Enhance community outreach and engagement*

## SWOT ANALYSIS

### Strengths – Weaknesses - Opportunities - Threats

#### **WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF FOUNTAIN VALLEY SINCE THE MAY 2019 STRATEGIC PLANNING RETREAT?**

Brainstormed List of Perception

- Dedication of Veterans Park
- Hired talented staff
- Had an experienced Fountain Valley restaurant event
- Disaster Prep Expo
- Expanding our Home Improvement Program
- Repaved New Hope Street from Talbert to Warner
- Hosted our 11<sup>th</sup> Annual Summer Fest event
- Streamlined temporary CUP process for restaurants
- Demolition of Talbert and Bushard Street bridges
- Resurfaced all outdoor sports courts citywide
- Constructed a new basketball court at Cordata Park
- Converted updated OPX phone lines to city fiber
- Rehabilitation of Allen Park
- Updated Hotel Incentive Program
- Hosted 500 kids for Youth in Governance Day
- Completed EMS Study
- Presented balanced City Budget and Capital Improvement Budget
- Brought in three food trucks for employees
- Made additional payments to CalPERS
- Conducted an anonymous Citywide Staff Survey
- Issued a RFP for a Bus Shelter and Bus Bench Program
- Secured \$500,000 from the County for resurfacing of SCE easement roads
- Completed six Digital Newsletters
- City Hall hosted children on Halloween
- Successfully completed a RFP for employee medical services
- Fire Department offered an Open House event
- Held National Night Out
- Held several General Plan update meetings and events
- Completed upgrade of Walnut Stormwater Pump System
- Provided public safety stress management training
- Attracted more restaurant options in town
- Hosted an American Red Cross Summer Aquatics Program
- Hosted the Southern California Special Olympics Fall Games
- Attracted Planet Granite to the Crossings Specific Plan area
- Retaining consultants for retrofitting the Recreation Center building
- Had a BBQ event
- Fire Station Butler Building out to bid
- New Slater Bridge
- Acquired needed equipment for the Police Department
- Held the Western Regional Pickle Ball Tournament
- Installed free community Wifi at the Recreation Center
- Promoted capable leaders for the Police Department and Fire Department

- Held a Staff Appreciation Lunch at City Hall
- Hosted a fundraiser for Havens fire victims at the Summer Concerts and raised approximately \$4000
- Fire Department EVP opticom/signal preemption
- Expanded capabilities of electronic permit system
- Upgraded traffic light at Bushard and Ellis
- Presented to Council options for outdoor display for commercial businesses
- Followed the Responsible Spending Pledge
- Presented Measure HH results to the HH Committee
- Raised \$10,000 for the Fire Department's Prep Program
- Adopted a Memorial Tree and Park Bench Program
- Hosted two Arbor Day events
- Developed a design concept for renovation of the Police Locker Room
- Completed conceptual Fire Station Redesign Plan
- Installed EV charging stations around the city
- Received a \$20,000 community grant from Orange Coast Memorial Medical Center to support our hop-on Senior Transportation Program

**WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF FOUNTAIN VALLEY IN THE COMING YEAR?**

Brainstormed List of Perceptions

- Public support of safety services
- Positive community engagement
- Strong restaurant growth
- Community pride
- Community volunteers
- Strong partnership with non-profit organizations
- Strong demand to open businesses in town
- Employee groups active in community projects
- Upgrading of local commercial properties
- Prop 68 park bond—access to funds
- Well-managed groundwater basin
- Private and federal funding for homeless challenges
- Addition to wastewater treatment to provide 130 million gallons of water per day
- Strong consumer
- Strong market for industrial uses
- Excellent schools
- Strong housing market
- National and local elections
- The weather
- Strong partnership with school district
- Well-maintained city
- The bridges reopening
- Good relationship with County leadership
- Strong regional hospitals
- Good community support from businesses for events

**WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF FOUNTAIN VALLEY IN THE COMING YEAR?**

Brainstormed List of Perceptions

- State housing laws and unrealistic housing allotment
- Homelessness
- Freeway expansion
- Gun violence
- National and local elections
- Challenge of changing technology
- Unrealistic commercial property owners' price tags
- Low unemployment rates
- Traffic volume
- State Governor
- Increase in aging population
- High gas prices
- Possible recession
- Unfunded legal mandates
- Federal telecommunication preemption
- Wildfires
- Earthquake
- Climate change
- Health care costs
- High housing costs
- National discord on police
- Cyber threats
- Loss of local control
- Social media
- Recruiting challenges
- Active shooters
- California minimum wage
- Coyotes

**NEXT STEPS/FOLLOW-UP PROCESS**

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
November 19, 2019	Lee	Post the “Strengths and Accomplishments” list on the City’s website.
By November 21, 2019	All recipients	Read the retreat record.
By December 3, 2019	Management Team	Share and discuss the updated Strategic Plan with staff face to face.
By December 15, 2019	Management Team (City Manager-lead)	Review the “Current Internal Weaknesses/ Challenges” list for possible action items.
At the December 17, 2019 City Council meeting	City Council (Mayor – lead)	Present the updated Strategic Plan to the public.
December 18, 2019	Lee	Post the Strategic Objectives on the website.
Monthly	City Council & Management Team (City Manager – lead)	Monitor progress on the goals and objectives. Revise objectives (add, amend and/or delete), as needed.
Monthly	City Manager	Prepare and distribute the updated Strategic Plan Objectives Monitoring Matrix.
April 23, 2020 (Thursday) 8/8:30-3:30	City Council & Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives. - identify a Vision Statement for the City. - identify new Three-Year Goals (2020-2023). - develop Strategic Objectives for the first six months of the new Strategic Plan.

## **STRATEGIC PLAN ELEMENTS**

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### **“SWOT” ANALYSIS**

Assess the organization's:

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

### **MISSION/PURPOSE STATEMENT**

States WHY the organization exists and WHOM it serves

### **VISION STATEMENT**

A vivid, descriptive image of the future—what the organization will BECOME

### **CORE VALUES**

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

### **THREE YEAR GOALS**

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

### **KEY PERFORMANCE MEASURES**

What success will look like upon achievement of the goal

### **SIX MONTH STRATEGIC OBJECTIVES**

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

### **FOLLOW-UP PROCESS**

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