

CITY OF FOUNTAIN VALLEY STRATEGIC PLANNING RETREAT

December 12, 2017 * 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 IN THE PAST THREE YEARS AND PROGRESS ON THE GOALS AND OBJECTIVES SINCE THE MAY 2017 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Measure HH Plan was adopted
- New businesses
- Celebrated the 60th anniversary
- New fire apparatus
- Amended the wireless ordinance
- Awarded a contract for exterior improvements to the Rec Center
- Police Department initiated a Narcam Program
- Improved coordination between departments to accomplish some tough things we've been working on for awhile
- Completed residential paving in the neighborhood in RD27
- Held the most successful (financially) annual City SummerFest event
- Repaired and restored a damaged historical building in Heritage Park
- Conducted assessment of website and social media
- Recirculated the EIR for the Crossings Plan
- Upgraded the email system to Exchange 2016
- Built stronger relationships with commercial property owners and real estate brokers
- Well-maintained parks
- Good roads
- Began discussions with the Sanitation District and Orange County Transportation Authority on projects that are coming our way
- City participated in the International Council of Shopping Centers to promote Fountain Valley as a destination
- HVAC for the Recreation Center/gymnasium and City Hall
- Resolved homeless encampment in River Trail
- Both fire stations are connected to fiberoptics
- Stopped commercial marijuana coming into the city
- Held multiple multicultural events
- Tree lighting ceremony
- New Police Captain
- Promoted a Police Lieutenant
- Successful Open House at the Fire Station
- Continued to emphasize and do a Strategic Plan
- Annual Summer Movie Series at community park
- Emergency repairs to two water wells
- Improved customer satisfaction with planning and building services
- Longevity of our City staff—we hold onto our staff longer than other cities
- Raised over \$30,000 from the community to offset the 60th anniversary costs
- Maintained our status as a Tree City USA
- Produced Fountain Valley newsletter to engage the community on programs and services

- Conducted community focus group on our website usability
- Hired a new Finance Director
- Begun the process of resurrecting the OC
- Held a homeless Town Hall meeting and regularly update on homelessness on the City website
- Improvements at Fountain Plaza
- Improvements at Seaside Terrace
- Hosted a City Hall Open House
- Improved relationships with the development community
- Held our 26th Annual Summer Concert Series, wholly funded with community sponsorships
- Provided twice weekly low-cost meals to seniors
- Management staff are well-educated in their area of expertise
- Fire Department successfully piloted a plan check process for tentative improvements and building
- Fire Department achieved hazardous materials disclosure compliance with Orange County Health Department
- MOU with all bargaining units
- New City Manager
- New police officers—five in the past six months
- Conducted three HH oversight meetings
- 50th anniversary for the Police Department
- Upgraded Sandalwood Stormwater Pump Station
- Fire Department successfully responded to multiple master mutual aid incidents (wildland fires)
- Completed and presented to the City Council a Comprehensive Master Plan for Sewer and Water Enterprises
- Retained a consultant for design of median landscaping
- Maintained a good relationship with community nonprofits
- Updated the 20-Year Financial Plan
- Held a 60th Anniversary Parade
- Provided the community with an American Red Cross Water Safety Program
- Passed a balanced budget in June 2017
- Restored the Fire Department Shift Battalion Chief
- Hosted the Special Olympics
- Obtained co-compliance with Prehistoric Pets

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF FOUNTAIN VALLEY IN THE NEXT THREE YEARS?

Brainstormed List of Perceptions

- Volunteer pool
- Increase in Asian spending
- Low unemployment
- New transportation funding from gas tax
- Increasing median income
- Collaboration with Orange County Parks staff for special events within Mile Square Parks
- Potential legislation providing funding mechanism for emergency response

- Our AAA credit rating
- Well-managed groundwater basin
- Lower financing costs of development
- Local tech firms are doing well
- Positive impressions of the City of Fountain Valley government by the public
- Measure HH
- Positive community voices
- Strong housing market
- Good schools
- California Master Mutual Aid Program
- Strong commercial property market
- New trendy restaurants in the community
- Technology/cloud hosting
- Fountain Valley financial strength compared to surrounding communities
- Community support and willingness to pass HH
- Wireless licensing
- Good weather
- Potential online business license system
- Body-worn cameras for the Police Department
- Marijuana is illegal at the federal level
- Stronger trust with local businesses
- Sales tax is stable

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF FOUNTAIN VALLEY IN THE NEXT THREE YEARS?

Brainstormed List of Perceptions

- Natural disasters
- 405 expansion project
- Legalized marijuana
- State-mandated housing taking away local control
- Expansion of the Orange County Sanitation Facility
- Drought
- Recession
- Earthquake
- Coyotes
- National shortage of specific drugs for emergency response
- CalPERS (retirement fund decisions)
- Continued reduction in federal funding and grants
- Increased traffic congestion
- Social media
- State of California
- Millennials' philosophy about work loyalty—culture shift regarding staff turnover
- Homelessness
- Wireless deployment
- Rain
- Terrorist attack

- California minimum wage increases
- Proposed federal tax plan
- Exploding opioid prescription drug problem
- Non-participative property owners in the community
- Lack of regional transportation solutions
- Continued sales tax reduction due to online purchasing
- Impact of online sales on commercial vacancies
- Instability in the federal government and leadership
- Increased regulations with fewer resources
- Increased distrust in government
- Neighboring cities' decisions that impact us

BRAINSTORMED THREE-YEAR GOALS

- Enhance economic development
- Staff fully the Police Department
- Achieve and maintain financial stability
- Work the 20-Year Financial Plan
- Maintain and promote a culture of opportunities for employees
- Provide a community gathering place
- Increase community education regarding HH allocation
- Fill vacancies within financial constraints
- Improve City computer software programs
- Maintain HH accountability to the community
- Maximize development opportunities of vacant lands within Fountain Valley scale
- Enhance collaboration with outside agencies
- Expand online presence in social media
- Increase availability of public records online
- Develop talent for succession
- Maintain proactive plan to enhance City infrastructure and facilities
- Enhance community outreach, including more social media education
- Provide positive work environment for City staff and the City Council
- Develop and implement traffic flow options for Fountain Valley during 405 construction

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
December 13, 2017	City Manager	Distribute the Strategic Planning Retreat record to invitees.
December 13, 2017	IS/IT Manager	Post the “Strengths”, new Three Year Goals & Six Month Objectives on the city’s website.
Within 48 hours of receipt	All recipients	Read the retreat record.
By December 21, 2017	Management Team	Share and discuss the updated Strategic Plan with staff face-to-face.
By December 19, 2017	Management Team (City Manager-lead)	Review the “Current Internal Weaknesses/ Challenges” list for possible action items.
At the December 19, 2017 City Council meeting	City Council (Mayor – lead)	Present the updated City of Fountain Valley Strategic Plan to the public.
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 Grid.
June 20, 2018 8:00-2:30	City Council & Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives. - develop Objectives for the next six months of the 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