

C I T Y O F F O U N T A I N V A L L E Y

STRATEGIC PLANNING RETREAT

20 June 2018 • Recreation Center, 16400 Brookhurst

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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

2018-2021 * 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**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Thursday, June 21	City Manager	Distribute the retreat record to all invitees.
Within 48 hours of receipt	All recipients	Read the retreat record.
June 21, 2018	Asst. to the City Manager	Post the City of Fountain Valley's Strengths and Accomplishments on the city's website.
By July 15, 2018	Management Team	Share and discuss the Strategic Plan with staff face-to-face.
At the July 17, 2018 City Council meeting	City Council (Mayor – lead)	Present the Strategic Plan to the public.
By August 1, 2018	Management Team	Review the “Current Internal Weaknesses/Challenges” list for possible action items.
Monthly	City Council City Manager	Monitor progress on the goals and objectives. Revise objectives (add, amend and/or delete), as needed.
Monthly	Kathy	Prepare and distribute the updated Strategic Plan Monitoring Matrix to the City Council and all staff.
December 11, 2018 (Tuesday) 8:00/8:30 am – 2:30 pm	City Council City Manager Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives. - develop Strategic Objectives for the next six months.

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF FOUNTAIN VALLEY SINCE THE DECEMBER 12, 2017 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- Exterior rehab of the Rec Center
- Approval of the Fountain Valley Crossing Specific Plan
- Starting to apply Measure HH revenue that is coming in
- Change the city's insurance carrier resulting in a savings of \$640,000 per year
- Removed hundreds of illegal signs
- Passed the annual budget with a \$6.5 million surplus
- Groundbreaking on a 'long-time problem' shopping center
- Hired an additional seven police officers
- Roll out of experienced Fountain Valley mobile app
- There's a lot of opportunity in Fountain Valley – it's spring!
- Complete the audit of Measure HH
- Replaced over 40 outdated PC work stations
- The City Council approved a labor agreement
- An active community foundation
- The city has \$50,000 in funding for the purchase of electric vehicles
- Completed a citywide reorganization
- Achieved building and safety code compliance with Seaside Terrace Senior Home
- Held the city's annual Easter Egg Hunt
- Kicked off the General Plan update process
- Raised over \$35,000 for the annual Summer Fest through sponsorships and donations
- Grand opening of the Shoppes of Fountain Valley
- We create a new recruitment video
- Coordinated with the county to have Top Golf as a potential business in Mile Square Park
- We awarded a new tennis concessionaire contract, expanding programs and services
- Processed 19 promotions
- Updated a 20-year Financial Plan to provide for long-term financial stability
- We transitioned to a cloud-hosted recreation system
- An enthusiastic staff
- We were awarded grant money to revise the Hazardous Mitigation Plan
- Appointed a new City Council member
- Installed solar panels at three city sites
- Measure HH Oversight Committee concluded that HH funds have been spent according to the Responsible Spending Pledge
- Coordinated 19 employee trainings
- Created marketing materials to promote conventions in Fountain Valley
- Created a new drone video to promote Fountain Valley to businesses
- Updated purchasing policies
- Reviewed possible locations for a hotel in the city
- Successful coordination for the Tet (lunar new year) Festival within the county
- Adopted new water and sewer rates to ensure financial stability of Enterprise Funds
- Awarded a contract for the City Hall water fountain
- Served thousands of low cost senior meals in coordination with Senior Serv
- Adopted a new General Fund Reserve Policy
- Successfully encouraged redevelopment of Brookhurst-Garfield Center
- Considered vehicle preemption of traffic signals for the Fire Dept.
- Held a focus group on navigation of the city's website

- Our Fire Dept. sent many many fire fighters to help with the fires in Ventura, Laguna, and other Southern California locations
- Working on a Master Lease Agreement for small cell infrastructure
- Worked closely with our local school district and continuing collaborations with them
- Reevaluated part-time employee wages and increased them to comply with California state minimum wage
- Mayor met monthly with large employers to build stronger working relationships
- Began producing an online community newsletter
- Online mapping information portal scheduled to launch in late June (2018)
- Implemented recommendations to improve the use of social media
- Hosted an annual Youth in Government Day
- Awarded \$9,000 in funds from EMPG (Emergency Management Performance Grant) to support the EOC
- Awarded a contract to install 14 electric vehicle charging stations
- Completed residential median turf conversion throughout the entire city
- Completed our first round of negotiated contract increases
- One Fire and one Police employee returned to Fountain Valley
- Successfully completed an EOC drill (Emergency Operations Center)
- Upgraded 800 MHz P25 compliance for Police, Fire, and Public Works
- Security system replacement for the Police Dept. and City Hall
- Hired 34 paid and 27 unpaid/volunteer employees
- Hired a new HR Director who is fabulous
- Participated in ICSC (International Council of Shopping Centers)
- The Police Dept. successfully coordinated with the OC Sheriff's Dept. in addressing homelessness on the Santa Ana River Trail
- Beginning work on the online business portal
- The Police Dept. held a bicycle licensing and safety fair
- Conducted the first City Hall Open House
- Awarded a contract for paving Euclid St. using Measure M and SB 1 funds

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

Brainstormed List of Perceptions

- Strong housing market
- Engaged community
- Low unemployment
- Local support of public safety
- Excellent school district
- Layout of the city
- The Fountain Valley Community Foundation
- Strong local business support
- Expanded wireless capacity
- FEMA grant funds
- Strong retail sales
- Multiple restaurants in the city
- Development investment interest
- Active non-profits
- Increased grant funding for housing and homelessness
- Surrounding cities' poorer fiscal health could help us with recruitment
- Availability of First Net Communication System for emergency response
- Community partners and support for special events and programs
- The county's vacant land at Mile Square Park
- Community volunteers

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

- Earthquake

- Drought
- Criminal activity
- 405 construction
- State vs. federal political instability
- Sacramento (the government)
- Negative public perception
- Potential bankruptcy of CalPERS
- Aging housing stock
- Opiate epidemic
- Fire
- Homelessness
- Bridges down
- Hazardous loads transported through Fountain Valley on the 405
- Legalized marijuana
- Increased number of criminals on the street
- Unfunded local, state, and federal mandates
- Economic downturn
- Uncooperative property owners
- Cyberattacks
- Our infrastructure's vulnerability, e.g., electrical grid
- Some group homes
- Lack of affordable housing
- Generational differences
- Lack of viable candidates for employment

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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