

# CITY OF FOUNTAIN VALLEY STRATEGIC PLANNING RETREAT

December 11, 2018 \* Recreation Center

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904  
Michelle Snider Luna, Graphic Recorder – Snider Education & Communication (510) 610-8242

## 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

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 JUNE 2018 STRATEGIC PLANNING RETREAT?**

Brainstormed List of Perception

- Exterior rehab of the Recreation Center
- Filled police vacancies
- Revised the City's Hazard Mitigation Plan and submitted it to FEMA for approval
- Remodeled the Police Dispatch Center
- Repaved Euclid Street from Slater to Warner
- Completed new economic development website
- Transitioned to a new weapons system in the Police Department
- Purchased and changed out to LED over 3000 SCE streetlights
- Received approval from the County for Butler Building at Fire Station 2
- Redevelopment of Fountain Square Shopping Center
- Completed market analysis within the Crossing project area
- Hired a consultant to perform a financial system analysis
- Successful transition to a 3-12 schedule for Patrol
- Police Department 50<sup>th</sup> anniversary
- Completed an audit of administrative positions
- Fire Department implemented RMS Transition Plan
- Developed a Recreation Center Advisory Committee to develop the scope for the interior upgrade
- Successful completion of Hazard Mitigation Compliance Grant
- Negotiated the relocation of four City water lines into new 405 bridges
- Submitted the annual HCD Annual Housing Report to the State
- Reviewed the City's pension funding policy
- Received \$75,000 grant from Fountain Valley Regional Hospital for paramedic equipment (cardiac monitors)
- Well-maintained streets
- Proactive code enforcement
- Deployed 29 iPads for Fire Department patient care reports
- Completed design and bidding for a new signal at Talbert and Mount Washington
- Participated in Kingston Technologies Health Fair to educate employees on City services
- Expanded tuition benefits to all staff
- Replaced playground equipment at Harper Park
- Refurbished the fountain in front of City Hall
- Expanded vision benefits to all staff
- Rolled out Shop Local holiday banners
- Participated in ICSC International Conference
- Got a good review from the HH Oversight Committee

- Completed annual residential paving in Quadrant H2
- Fire Department developed an Emergency Deployment Plan to the 405 freeway while under construction
- Revised Administrative Officer evaluation process
- Successfully replaced all 800 MHz equipment for P25 compliance—end of a three-year project
- Successfully negotiated with OCTA for the 405 construction project
- Police Department replaced all of our front line Narcam through Orange Coast Memorial Hospital funding
- Hired a new Planning Director
- Hired a new Community Services Supervisor
- Hired a new Emergency Management Services Manager
- Hosted the annual tree lighting event
- Fire Department improved response times from 50% compliance to 80% in turn out time (out of stations)
- Investigated Top Golf opportunities and presented them to the City Council
- Attended three job fairs
- Held dozens of meetings with potential developers who are interested in Fountain Valley
- Awarded a contract for the rehab of Reservoir 2 and Walnut Pump Station
- Completed the computer network structure upgrade
- Started the installation of electric vehicle charging stations
- Improved our hiring process
- Hired contractor for General Plan update
- Two new City Council members
- Abated a marijuana grow house
- Instituted a Pickle Ball program at the Tennis Center
- Arterial turf medians
- Held the Pho Festival
- Formed the General Plan Advisory Committee (GPAC)
- We have an online GIS portal for the public
- Awarded a Certificate of Achievement in Financial Reporting
- Completed a successful Experience Fountain Valley event
- Grew our Senior Transportation Program by over 160% over the previous fiscal year
- Met with five major businesses to build a stronger relationship
- Completed preparation of General Plan kickoff for December 2018
- Provided mutual aid to wildfires throughout the state
- Secured a new traffic signal at Warner/Greenleaf from the 405 project
- Secured a third WB through lane at Talbot/Brookhurst from the 405 project
- Secured additional left turn capacity for WB Slater/Brookhurst from the 405 project

**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

- Failure of Prop 6 (gas tax repeal)
- Rising home values
- Strong community and non-profits' participation
- Supportive community
- Positive performance of the HH sales tax
- Fountain Valley is a place people want to work, which helps staff recruitment
- Attractive neighborhoods
- Pride of home ownership
- Strong community reputation
- Strong City Council
- Public perception that Fountain Valley is a safe place to live
- Good weather
- Good schools
- Positive public perception
- Strong income spending money
- Public and law enforcement accepting body-worn cameras
- Strong developer interest
- 405 improvement project
- 405 project bringing in extra revenue and infrastructure improvements
- Positive relationship with the County of Orange and Orange County Parks
- Mile Square Park
- Good groundwater basin management

**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

- Fire
- Flood
- Earthquake
- Garden Grove accepting a contract from Orange County Fire Authority for emergency services
- Poor CalPERS and investment returns
- Drought
- New Federal and State laws
- ACLU blanket Public Records Act (PRA) requests
- Invasive species
- Unrealistic property owners
- Ongoing homeless problem
- AB 109, 56 and 47—early prison release and non-violent offender release

- FCC ruling on wireless facilities
- Sidewalk vending law
- Cyber attacks
- Disaster on the 405
- Climate change
- Recession
- Minimum wage
- 405 improvements
- Solid waste regulations
- Unstable Federal government
- Potential economic downturn
- Private ambulance challenging local government's ability to provide emergency services
- Inflation
- Competition for human resources and materials for construction

**NEXT STEPS/FOLLOW-UP PROCESS**

WHEN	WHO	WHAT
December 11, 2018	IS/IT Manager	Post the City of Fountain Valley’s “Strengths” list, Mission, Core Values, Goals & Objectives on the city’s website.
By December 13, 2018	All recipients	Read the retreat record.
At the December 18, 2018 City Council meeting	City Council (Mayor – lead)	Present the updated City of Fountain Valley Strategic Plan to the public.
By December 20, 2018	Management Team	Share and discuss the updated Strategic Plan with staff face to face.
December 20, 2018	Management Team (City Manager-lead)	Review the “Current Internal Weaknesses/ Challenges” list for possible action items.
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.
May 29, 2019 8:00/8:30-3:30	City Council & Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives. - develop Objectives for the first six months of the new plan.

## **STRATEGIC PLAN ELEMENTS**

Marilyn Snider, Strategic Planning Facilitator \* Snider and Associates (510) 531-2904

### **“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