

CITY OF FOUNTAIN VALLEY STRATEGIC PLANNING RETREAT

May 29, 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

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 DECEMBER 2018 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perception

- Fire Department implemented RMS
- Approved the Affordable Housing Agreement for the Affordable Housing Project
- Secured \$1.9 million for improvements to traffic signals
- Award of Merit for mobile app Shop, Dine and Play
- 5K Fun Run
- Increased Fire Station security
- Emergency vehicle preemption was approved by Council
- Abated illegal marijuana dispensary
- Filled vacant specialty assignments at the Police Department
- Increased part-time wages
- Received an Award of Excellence for video production of Special Olympics Bowling Championships
- Measure HH signage
- Tree City USA for our fifth year
- Presentation to Council on the updated Tree Inventory and Arbor Day
- Attracted one recreation use in the Crossing Project Area
- Circulated market analysis to builders and developers
- Realized efficiencies in water billing that has improved customer service
- Ribbon cutting of EcoTown at Fountain Valley Square Center
- Presented to Council options for a Memorial Tree and Park Bench Program
- Reviewed the Pho Festival results and are planning for future festival
- Upcoming General Plan update to Council
- Had three successful employee events—Christmas Luncheon, Super Bowl Luncheon and Spring Fling Luncheon
- Construction began on Reservoir 2
- Activated EV charging stations
- Improvements to City Hall Lobby
- Two dances for persons with disabilities
- SCE rebate of \$430,000
- Created a Mobile Police Command Center
- Participated in two International Council of Shopping Centers events
- Fire Department hosted a successful Fire Ops 101
- Sold portions of City property to OCTA for in excess of \$4 million for the I-405 project
- Amended the municipal code to reflect FEMA requirements and maintain reduced insurance rates
- Promoted new economic development website to builders, developers and ICSC
- Completed the ERP system needs assessment
- Made an additional \$2 million payment to CalPERS
- Extended our contract with the Attorney for the City
- Secured additional \$2 million from OCTA for I-405 support services
- Community events were extremely successful (e.g., Tree Lighting and Egg Hunt)
- Secured \$7 million of infrastructure improvements for only \$750,000

- Negotiated \$1 million contribution from Orange County for improving Edison maintenance roads
- Oversight Committee concluded that the spending of Measure HH is consistent with the Responsible Spending Plan
- Continued to investigate a new soccer facility
- Deposited \$4.5 million into the City's Pension Trust
- Presented to the Council alternatives for Bus Shelter and Bus Bench Program
- Completed a review of City Hall administrative positions
- Completed procurement of hardware for public information portal
- We have a balanced budget
- Secured new Fire Engine
- Upgrade of the City phone system
- Live operator answering of incoming calls and enhanced called ID on outgoing calls
- Implemented employee cyber security awareness training program
- Awarded a contract to upgrade playground equipment at Allen Park
- Service improvements at City Hall
- 12 health seminars given at the Senior Center
- License Plate Reader System acquired
- Replacement of a SWAT truck
- Approved a new traffic signal at Warner and Greenleaf
- Successfully amended the Crossings Specific Plan to allow more flexible parking standards
- Reconnected with Crossings Specific Plan property owners
- GPAC (General Plan Advisory Committee) conducted a tour of the opportunity sites
- Awarded a contract for new traffic signal at Mt Talbert and Mt Washington, began construction and negotiated \$116,000 with Costco for the construction
- Implemented a ride along program for employees across departments

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

- Strong property values
- Strong economy
- Positive relationship with community partners, businesses and developers
- Investment in City retail centers and renovations
- New funding for roads (e.g., SB1)
- Western Region Pickleball Tournament here in September 2019
- Great schools
- Free Veteran Banner Program
- Rollback on the Obama-era funding for police agency equipment
- Strong community support
- SB438 passed—leaves emergency response dispatching with municipalities instead of the private sector
- Above average rainfall
- New housing development
- Local school district's committee on public safety response
- Reopening of Slater Bridge
- New businesses
- Experience Fountain Valley food and wine event
- Two elections next year

- Social media expansion
- I-405
- Successful litigation by Cal Chiefs to support cities' 201 rights (ability to provide EMS services)

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

- Increases to minimum wage
- I-405 construction
- Pension costs due to poor PERS returns
- State laws eroding local control
- Invasive species
- Technology
- Recession/downturn in the economy
- Sacramento getting into our business
- Increased mental health issues
- State overriding City housing rules
- Federal and State standoff on taxes
- Lack of qualified employees
- Natural disasters
- Slowdown in housing market
- High housing costs
- Fake news
- Social media
- Homelessness
- Coyotes
- Mosquitos
- FCC rules
- Amazon
- Increased trade tariffs
- Increased employer requirements for training
- Decriminalization of drugs

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
May 30, 2019	Lee	Post the “Strengths” list on the City’s website.
By May 31, 2019	All recipients	Read the retreat record.
By June 10, 2019	Management Team	Share and discuss the updated Strategic Plan with staff face to face.
By June 10, 2019	Management Team (City Manager-lead)	Review the “Current Internal Weaknesses/ Challenges” list for possible action items.
At the June 11, 2019 City Council meeting	City Council (Mayor – lead)	Present the updated Strategic Plan to the public.
June 12, 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.
November 19, 2019 (Tuesday) 8/8:30-2:00	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 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