

# CITY OF FOUNTAIN VALLEY STRATEGIC PLANNING RETREAT

November 18, 2020 \* Via Zoom

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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

(2020–2023 \* not in priority order)

*Maintain the culture and environment of “A Nice Place to Live”*

*Attract and retain revenue producing businesses*

*Achieve fiscal stability in accordance with the 20-Year Financial Plan*

*Attract and retain quality staff*

## SWOT ANALYSIS

### Strengths – Weaknesses - Opportunities - Threats

#### **What are the City of Fountain Valley’s Strengths and Accomplishments Since the November 19, 2019 Strategic Planning Retreat?**

Brainstormed Individual Perceptions (bracketed number shows number of times item mentioned):

- Management of Covid (6)
- Offering and administering flu shots
- Completion of labor group negotiations with signed contracts (4)
- Adjusted contributions to PERS
- Put Senior Meals drive thru program in place
- Created virtual recreation activities
- Hosted 2 drive in movie events (2)
- Retention of current staff (avoiding furloughs/layoffs) (2)
- Fiscal sustainability (3)
- Health and safety of employees and residents
- Amended programs and services provided to serve residents
- Continued enhancement facilities and infrastructure (5)
- In response to Covid, allowed outdoor commercial use with administrative permit (2)
- In response to Covid, waived banner permit fees (3)
- In response to Covid, allowed RV’s to be used as temporary shelter for emergency responders
- Amended FVMC to facilitate small restaurants with administrative permit
- Amended FVMC to reduce appeal period from 20 to 10 days
- Amended FVCSP to expand options/opportunities, streamline the application review process, and clarify standards to help entice economic development
- In response to new CEQA requirements and in concert with public works department, adopted new Vehicle Miles Traveled standards and traffic study guidelines
- Amended FVMC to ban self-storage facilities
- Completion of election cycle
- Department Director vacancies filled (2)
- 2 new City Council Members elected by the FV residents (2)
- New Planning Commission members
- Advisory Committee for Persons with Disabilities Meetings and Dances (in person & Zoom)
- The Valentine’s Day Luncheon for Seniors on 2/13/2020 (before Covid)
- The 10<sup>th</sup> Annual Fit n Fabulous Fashion Show on 2/24/2020 (before Covid)
- New Police Chief sworn in on 3/5/2020
- The Annual Arbor Day event at Northcutt Elementary on 3/12/2020
- Fire Station 2 Butler Building (both the ground-breaking on 3/16/2020 & ribbon cutting on 7/30/2020) (2)
- St. Patrick’s Day Luncheon for Seniors on 3/17/2020 (before Covid)

- Senior Meals distribution at the Senior Center has increased
- Memorial Day Ceremony – with limited attendance on 5/25/2020
- The 15<sup>th</sup> Anniversary of the Senior Center celebrated on Zoom 9/8/2020
- Cordata Park Pump and Walnut Booster Station Project grand opening 9/22/2020 (2)
- Bushard Bridge ribbon cutting on 10/8/2020
- Annual Fire Department Open House – drive thru this year on 10/10/2020
- Hosted a Car Wash at the Senior Center 10/16/2020
- Cordata Park grand opening with new playground equipment and a relocated basketball court on 10/27/2020
- Veterans Day Ceremony with limited attendance and on Facebook Live 11/11/2020
- Revamped Ambulance Program (2)
- Business funding assistance via CARES Act fund (2)
- Further fine-tuning of FV Crossings Specific Plan
- Social Service Outreach Program for Seniors
- Emergency Vehicle Preemptive Program (EVP) (2)
- Body worn cameras for police
- Utility Art Box Program (2)
- Successful Restaurant Week
- Modified City Hall lobby due to COVID
- \$160,000 SB2 Grant from Housing & Community Development (Sacramento).
- New Recreation & Community Services Manager
- Approved ADUs (Accessory Dwelling Units) for more housing
- Teamwork through rapidly changing situations (4)
- Diverse business based
- New restaurant options
- CARES Act funding for businesses
- Community support for public safety
- Negotiated \$2.9 million dollar deal for OCSD Headquarters Building
- Selected and negotiated a contract for a new ERP system
- Implemented Planet Bids—an electronic bidding platform for procurement
- Implementing Filemaker in Public Works to be collaborative with the Building Department to keep track of private building development plan checks
- City provided funding support to the Fountain Valley Chamber of Commerce and the Fountain Valley Restaurant Association
- Public Works and Police Department are collaborating on trash issues (e.g., illegal dumping)
- Public Works and Police Department collaborating on homeless issues (e.g., pick up of discarded items)
- Groundbreaking for the Related Housing Project (PRADO) for 50 units of low income housing
- Fire Department command vehicle reorganization—saving the City \$90,000

- During the last year, we've been able to successfully maintain a high level of recruitment practices to fill the vacancies in all City positions
- Community Services created a Park Patrol Program to engage and educate our community on COVID-19 and outdoor spaces
- Community Services created a Business Engagement Team to educate and support our businesses in relation to COVID-19 and updated emergency orders
- Created a Weekly Update from the Mayor video
- Approved a development agreement with Orange County Sanitation District that we've been working on for the past year

## What are the City of Fountain Valley's Current Internal Weaknesses/Challenges?

Brainstormed Individual Perceptions (bracketed number shows number of times item mentioned):

- Budget compromise due to Covid
- Moral/opinion variance with ongoing covid directives
- Need to restore previous staffing levels
- Budget shortfall
- Succession planning (specifically difficult in smaller departments)
- Synergy in approach to addressing homelessness
- Technology
- Competitive pay impacting employee recruitment and retention
- All labor contracts expiring in June 2021
- City financial losses due to Covid
- Senior citizens and others at high risk for COVID remain at home – isolating.
- Term limits need to be revisited
- The loophole of a Council Member sitting out for 2 years, then running again for City Council in the next election cycle. This affects Council Members who have already served 12 years.
- Lack of recruiting uniformity (i.e., online, in person, offering both)
- Desire to “return to normal” – some innovations should stay
- Uncertain path forward for 2021 – internal plans can be set outside of pandemic
- Overwhelming staff exhaustion with work/life balance
- Retirements and employees leaving
- Lower revenue projections
- No increases for employees on healthcare and Cola
- COVID-19
- Handling budget pressures from COVID economy slump
- Continuing to adapt to changing COVID Rules
- Rebuilding staff energy after long COVID working impacts
- Lack of Council leadership experience—80% of our Council after December 1<sup>st</sup> will have zero to two years of experience
- Departments have become silos and are trying to protect our folks—leads to siloing our staff
- Have not yet created gender diversity living accommodations in fire stations

**What are the External Factors/Trends (e.g., economic, political, technological, health and environmental) that Will/Might Have a Positive Impact on the City of Fountain Valley in the Next Three Years?**

Brainstormed Individual Perceptions (bracketed number shows number of times item mentioned):

- New City Council
- Reopening of local businesses
- Staff has created innovative ways to reach the public
- Staff has worked on protocols to lessen the spread of a virus
- Lessons learned regarding emergency preparedness for any disaster
- Anticipated economic growth post pandemic
- Global Health Pandemic
- Virtual opportunities
- Continued support and investment in Capital infrastructure
- V type economic recovery
- Vaccine for Covid-19 that is reliable and supported by health experts
- COVID vaccine approved and administered
- Stronger economy to help businesses
- Unknown at this time
- New development
- Transition of new President and Administration
- Fry's Electronic and Curacao sites—opportunity for another use for those large sites to create more resources for a greater variety of services for the city as well as revenue opportunities
- Former Boomer's site
- High Property Values – housing in demand
- Excellent School system
- Improving commercial centers with popular restaurants
- Completed 405 expansion will free up traffic on City streets
- Will have increased exposure along the 405 once the widening has been completed (e.g., hotel exposure along the freeway, business exposure)
- Potential for some County homeless transitional locations opening up that could have a positive impact on our homeless population
- Potential vaccine for COVID-19
- Higher potential for Federal government support for local governments
- County closing the golf course—possible opportunity to partner for additional recreational space in the city
- Sanitation District and Water District are expanding their processing—will increase our fresh water supply
- Opportunity to embrace new technology and keep what works (e.g., Zoom, telework) to see what is sustainable long term
- Developing a strong coalition of Orange County Mayors to work with the County and the City to speak with one voice

**What Are the External Factors/Trends (e.g., economic, health, technological, political, environmental) that Will/Might have a Negative Impact on the City of Fountain Valley in the Next Three Years?:**

Brainstormed Individual Perceptions (bracketed number shows number of times item mentioned):

- New City Council
- Local business operational restrictions
- Covid
- Prolonged COVID restrictions on public gatherings
- Prolonged economic shortfalls
- Unemployment and ability for residents to pay for services
- Economic challenges due to the Covid-19 Pandemic
- Global Health Pandemic
- Homelessness
- Unfunded pension liability
- Extraordinary RHNA allocation
- Covid restrictions not allowing full reopening of economy
- Budget loses due to Covid
- Lingering impact of businesses closed and jobs lost due to Covid
- Post Covid, unsure if there be less demand for and glut of office space—unsure of options for vacant office space
- Flat or continuous downward trend in economic recovery
- Limited opportunity to engage with community
- Continues influences related to public safety change
- Dependency on socialized services
- Increased frequency of PRA's and complaints
- Potential results of the current national election.
- Local election
- Sacramento legislation
- Vacant buildings
- Homeless
- Future Covid shutdowns
- Tremendously increased Covid case numbers
- Tremendously increased deaths due to Covid
- Businesses experiencing financial loss
- Change in presidency
- Overall climate toward policing
- No resolution to COVID-19 in sight
- General public divisiveness
- COVID-19
- Businesses closure

- Eroded and erosion of local planning control
- 405 Fwy Improvements
- New legislations
- COVID economic slump carries on reducing City revenue and business growth
- RHNA # pressure pressuring City to add high density developments out of step with residents desires
- Possible permanent reduction in Commercial and Retail office demand from stay at home workforce and online shopping habits increasing
- Increased traffic
- Unfunded Federal and State mandates for operations for regulatory compliance
- May be higher State and Federal taxes that result in less spending and money for tax revenue to the City
- Corporations that purchase residential homes and turn them into rehab homes in neighborhoods
- Impact that COVID-19 is having on high schoolers—a lot of companies rely on them to staff their part-time positions—there is a gap right now that could threaten our businesses in the future
- Potential for a high number of foreclosures on properties in our city due to COVID-19
- Uneven participation in taking the COVID-19 vaccine—potential issues with our staff and customers depending on who does and does not take the vaccine—challenge of sorting out how to deal with that
- Businesses and special events that have moved to less restrictive states might not return
- Business closures

## **BRAINSTORMED THREE YEAR GOALS**

1. Negotiate labor agreements
2. Help businesses emerge stronger than pre-COVID
3. Continue to solicit for interest for hotels and other fiscally positive uses
4. Place hotel bed tax for ballot measure for a vote
5. Return budget allocation for government building rehabilitations
6. Modernize the technological infrastructure of the City and related policies
7. Maintain and enhance the culture of the workforce
8. Maintain the culture and environment of “A Nice Place to Live” (through capital improvements and community engagement)
9. Develop and support business friendly policies to attract and retain revenue producing businesses
10. Retain and reward quality City staff
11. Create homelessness response plan
12. Maintain path to 20-year fiscal stability
13. Recruit, retain, and develop quality staff
14. Complete General Plan update
15. Protect quality of life for residents and businesses
16. Pursue intentional (economic?) development consistently with City identity
17. Enhance Economic Development
18. Continue to Focus on the Nice Place to Live and Make FV a Great Place to Do Business
19. Enhance City Communication and Proactively Facilitate Quarterly Townhall Meetings