

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

STRATEGIC PLANNING WORKSHOP

May 6, 2021 • 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**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
May 6, 2021	Rick Miller, City Clerk	Distribute the Strategic Planning Meeting Record to all invitees.
Within 48 hours	All participants	Read the retreat record.
May 10, 2021	City Manager with IT	Post the “Strengths and Accomplishments” on the City’s website.
By May 13, 2021	Management Team (City Manager-lead)	Review the “Current Internal Weaknesses/ Challenges” list for possible action items.
May 14, 2021	Management Team	Share and discuss the updated Strategic Plan with staff face to face.
At the May 18, 2021 City Council meeting	City Council (City Manager – lead)	Present the updated Strategic Plan to the public.
May 19, 2021	City Manager, with IT	Post the Strategic Objectives on the website.
Monthly, by the 25th of each month	Leads present to the City Manager	Present the Objectives’ status, including revisions if needed, to monitor progress on the goals and objectives.
Monthly	City Manager, working with the City Clerk and Deputy City Manager	Prepare and distribute the updated Strategic Plan Objectives Monitoring Matrix.
November 4, 2021 (Thursday) 8:30 am - 2:30 pm	City Council & Management Team	Strategic Planning Retreat to: - 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 NOVEMBER 18, 2020 STRATEGIC PLANNING WORKSHOP

Brainstormed perceptions from all participants:

- 50 unit affordable project under construction
- Continued operations – including timely processing of applications and building permits, inspections, enforcement responses, home improvements, and general plan update – during pandemic and with periodic periods of limited staff
- Expanded capabilities of electronic permit system and public works is now using the system.
- Utilized Covid relief funding to provide grants to small businesses, expand funding to public service agencies (e.g. means-on-wheels), and expand the home improvement program (e.g. external improvements, modifications to assist persons with disabilities)
- Approval of new OC Sanitation Headquarters Building with pedestrian bridge for their use.
- Sports Park outbuildings roof replacement.
- Acceptance of a \$7,145 donation from Memorial Care Orange Coast Medical Center for FV Police Department vehicles.
- 2021 Legislative Platform approval.
- \$2 million appropriation for additional payment to Calpers to reduce the City's unfunded actuarial liability.
- City Council, GPAC (General Plan Update), and Advisory Committee for Persons with Disabilities Meetings on Zoom.
- Approval of 74 single family homes on the former Moiola School site.
- Bauer Verticon Air Bottle Filling Station.
- Approval of several position reclassifications.
- Revised the R1 Development Standards to Increase the Allowable Floor Area Ratio, Site Coverage, and Height Page.
- \$125,000 from the County of Orange for an Economic Support Program for Small Businesses Negatively Impacted by Covid-19.
- FVPD to transition the existing patrol fleet to the Ford Explorer Police Interceptor Utility SUV in FV 2021/2022. (2)
- Process that allows building permits to be issued after construction has been completed (after-the-fact).
- Rehabilitation and resurfacing of Euclid Street from Edinger Avenue to Warner Avenue.
- Award of contract for the residential roadway rehabilitation project for City quadrants D2 and D3.
- Ordinance amending Section 4.90.040 Issuance of Permit of the Fountain Valley Municipal Code to provide that sidewalk vendors permits expire one year from the date upon which they were issued.
- Greatly increased number of drive thru senior meals distributed weekly at the Senior Center and provided supplemental funding for this Meals on Wheels Program.
- Recreation Center interior renovation project kickoff.
- Hosted a Senior Center Volunteer Recognition Drive Thru Luncheon.
- Prado Homes (affordable housing) project kickoff.
- Launched a Senior Social Services Outreach Program in response to the COVID-19 pandemic.
- Many local businesses received CARES Act Fund business grants.
- Continuation of temporary emergency outdoor use on private property and waiving banner permit fees for businesses.
- Created the Community Development Block Grant (CDBG) Small Business Emergency Assistance (SBEA) Grant Program, to provide funding to low-income small business owners needing financial assistance due to the COVID-19 pandemic.
- Keeping service levels at high level throughout the Covid restrictions
- Keeping strong Leadership Team bond and teamwork throughout pandemic
- Ambulance Program exceeding efficiency and cost recovery predictions
- Fire Department leadership model in place with Division Chief
- Entire city offered vaccinations (2)
- City hall reopened

- Team attitude and support amongst directors
- Optimism and energy to invest in city facilities and infrastructure (2)
- City is in good financial position
- Remaining cohesive as a team
- Returning workforce to onsite work
- Expanded Social Services and community support
- Proactive employee regulations & support related to Cares Act/Covid Response
- Amended community special events & programs
- Hosted Senior Services Networking Forum with local senior service providers
- Strong sales tax revenue.
- New soccer fields at the sports park and a plan for an all-access playground.
- Covid Clinics, Senior outreach, covid testing and vaccines
- Developments
- Reopening of Talbert/Bushard bridges
- Reopening of Community Services facilities and coordination of events
- Reopening of businesses and grants for businesses
- Departments/Directors high-level of collaboration/teamwork
- Fiscal responsibility
- Implementation of Police body worn camera system (2)
- Staff Vaccinations for COVID-19
- The City of Fountain Valley employees are resilient, willing and take pride in the service we provide to the City/community.
- All city facilities and operations continued throughout the pandemic- continued service and remained flexible.
- Public Works/Engineering delivered the following projects per the Strategic Plans
 - a. Recreation Center Interior Rehabilitation construction contract (item 3)
 - b. Presentation of assessment and evaluation of internet services and consider capitalizing City's Fiber optics network (item 5)
- New ERP Project underway – Finance MUNIS
- Six new VM Servers online – Finance MUNIS project
- New Enhanced 911 phone system in place
- Updated ESET Anti-virus Management software – Citywide
- Renovated our pump station at Reservoir 2 Booster Station and Walnut Storm Drain Pump Station – high dollar and quality projects that will serve the public for the next 50 years
- Fire Dept. continued support of Operation Independence in the form of oversight and paramedic support of the countywide Super Pod in an effort to vaccinate all community members of Orange County
- Successfully negotiated with OCTA to pay for EVP throughout the city for emergency response and installed all street lights on new bridges
- Implemented Planet Bid to increase competition in bidding
- We got an amazing amount of work done despite the shutdowns due to COVID
- Fire Dept. reestablished some of its volunteer programs (e.g., Volunteer Firefighters, FIRST Program)

CURRENT INTERNAL WEAKNESSES/CHALLENGES

Brainstormed perceptions from individual participants:

- Four of 5 City Council Members rejected numerous proposals for verbal disclosure of campaign donations received from an applicant on an agenda item during City Council Meetings.
- City Council Members who are ill-prepared for City Council Meetings in not reading / knowing the agenda.
- Widespread reach of our residents with important community information.
- Determining reopening timelines and protocols for special events and senior and recreation programs
- Charting course for General Plan and determining a housing density allocation
- Completing negotiations with all 8 labor groups (4)
- Finding good candidates for vacancies – especially for Police, Fire and Maintenance Yard staff

- Challenge - Mask wearing at cubicles decreasing morale
- Challenge -- Readjusting to no telework beginning May 17th, 2021
- Challenge – Non-vaccinated employees (non-health based)
- All departments are spread thin from a staffing and workload perspective
- Staff turnover (5)
- Exhaustion of Global Situation
- New / Inexperienced Council Members (2)
- Continued issues regarding recruitment due to weakness in pay/benefits.(2)
- Councilmember trust issues with department heads and communications with them. (2)
- Aging infrastructure of city buildings.
- Unclear project priorities
- Too many priorities
- Homelessness and challenges with enforcement of camping ordinance (2)
- Staff turnover for promotions and better compensation to other agencies after investing in training them
- Staff asked to perform time consuming tasks/collect data/information not related to strategic objectives thus taking away from executing goals related to strategic objectives
- IT is short one Staff member – recruiting in progress
- Still working under COVID restrictions / concerns
- City is short staffed in several positions / departments due to departures
- Large Pension costs

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

Brainstormed perceptions from all participants:

- Emerging from impacts of the pandemic
- Potential pent up demand that may fuel economic recovery and growth (6)
- Strong residential demand
- COVID-19 going away, so we may “open up” more, host events, reopen our Senior Center, etc. (2)
- California Governor Recall / Election.
- Continued financial stability in Fountain Valley (2)
- More businesses opening up fully, countywide, citywide, and statewide.
- Lots of interest from new businesses wanting to move to Fountain Valley
- Covid restrictions lifting (2)
- A higher percentage of vaccinated employees
- Less covid restrictions on local businesses
- Successful labor negotiations (2)
- Return to in person employee events
- Federal funding to support local agencies recover from covid
- Supportive business climate in the City, new stores and restaurants opening
- Stimulus Funds (2)
- Increased political stability
- Federal Funding
- Available Vaccinations and Covid-19 rates diminishing
- Federal administration changes
- New Development – Perhaps include an additional fee for expansion of fire station
- New Business potential – Car dealerships, home improvement stores
- Mile Square Park Expansion Plan
- Sale of Fountain Bowl
- Prado Affordable Housing and Moiola Housing Development
- Opening of Talbert/Bushard Bridges
- Strong housing market

- 405 freeway infrastructure improvements
- Fry's, Fountain Bowl, and Slater Investments properties development
- Fountain Valley endured/fared relatively well compared with other agencies
- Possible infusion of America Recovery funds that can be utilized to invest in public amenities/improvements
- Election is over

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

Brainstormed perceptions from all participants:

- State housing laws ever changing and eroding local control
- 4,839 housing/affordable housing allotment from state is unprecedented, not market based, and will result in higher densities than some are comfortable with
- Calif. Drought -- impact on water conservation and wildland fires
- High housing costs (hard for employees and young professionals/families to find housing)
- FCC ruling allowing unfettered OTARD deployment
- High density housing for Fountain Valley.
- If Covid-19 cases rise, we may have to again shutdown or take other action.(4)
- Unfavorable labor negotiations
- Homeless population in FV (2)
- Closing of local businesses due to Covid
- Uncertainty in economic recovery from covid
- CalPERS missing their expected investment return
- Impact of political turmoil on City i.e. Governor recall, new County Supervisor (3)
- Disparities in Covid mandates for vaccinated vs non-vaccinated people. Enforcement, equity, etc.
- Economic downturn
- Immunization divisiveness
- Covid-19
- Reopening and recovering the economy
- Potential for foreclosures once grace period expires in September.
- RHNA expansion numbers and ADU mandates (4)
- Different interests of elected officials
- Organic waste requirements
- Inaccurate media information sharing
- Unfunded mandates State/Federal
- Illogical State/Federal legislative reforms
- Recruiting challenges
- Sharp increase in cost of goods/commodities that will impact construction cost for CIP projects
- Any continuing or future limitations of curtailed activities that hinders community outreach and engagement in person
- Still questions / public concerns about long term COVID issues
- Return of Drought conditions to Southern California
- Increased Cyber threats & attacks on Government & Infrastructure
- State trying to usurp local control
- Negative coverage of law enforcement in the media

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