

## **STRATEGIC PLANNING WORKSHOP**

**November 4, 2021 • via Zoom**

Marilyn Snider, Facilitator – Snider and Associates (510) 459-5540  
Gail Tsuboi, Recorder – Tsuboi Design (925) 376-9151

### **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)*

- ▶  **Enhance 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**

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
November 5, 2021	Rick Miller, City Clerk	Distribute the Strategic Planning Meeting Record to all invitees.
Within 48 hours	All participants	Read the retreat record.
By Nov. 12, 2021	Management Team	Share and discuss the draft updated Strategic Plan with staff face to face.
November 16, 2021	City Manager with IT	Post the Goals, updated Objectives, and the “Strengths and Accomplishments” on the City’s website.
At the Nov. 16, 2021 Team Meeting	Management Team (City Manager-lead)	Review the “Current Internal Weaknesses/ Challenges” list for possible action items.
At the Nov. 16, 2021 City Council meeting	City Council (City Manager – lead)	Present the updated Strategic Plan to the City Council for consideration.
Monthly, by the 25th of each month	Leads present to the City Clerk	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.
May 5, 2022 (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 MAY 6, 2021 STRATEGIC PLANNING WORKSHOP**

#### **Brainstormed perceptions from all participants:**

- Less Covid restrictions
- Ambulance program is exceeding previously projected cost recovery.
- Outside salary survey for equity of average pay throughout the county.
- New bus shelters and benches
- Potential new revenue for city properties: water reservoir and Boys and Girls Club at Los Alamos
- New HR Director with technical experiences (2)
- Completed 8 labor group MOUs with generous labor agreements to include average total compensation study for all (5)
- Awarded \$200,000 grant from CARES Act to FV Town Center for outdoor dining construction to create an attractive and efficient dining experience.
- Talbert and Bushard bridge re-opening
- More vaccinated citizens and employees
- Senior Center Re-opening
- New Ladder Fire Truck
- New employees
- Adopted a balanced budget that restored prior year's budget cuts
- Issued high number of RFP's, reaching many new vendors for the first time
- Handled COVID changing rules and issues very well including keeping customer service going at a very high level
- High functioning Department Director team focused on working together efficiently and effectively
- Strong revenues and local economy
- Restored Parking Conditions at the Recreation Center
- Collaboration / Teamwork between all city departments moving through the Covid-19 Pandemic (2)
- Recertification of the Sewer System Management Plan
- Held a Welcome Back Pizza Dinner and Halloween Luncheon at the Senior Center amongst a restart of other in-person activities
- Approval of Outdoor Dining for the Fountain Valley Town Center via a Pilot Grant Agreement with the County
- Fountain Valley is also known as "a City of Kindness".
- Several Certificates of Kindness have been awarded to members of the community.
- Purchase of 3 Ford Police Interceptor vehicles.
- Park and developer fees ordinance.
- Rehabilitation and resurfacing of Euclid Street from Edinger to Warner
- Creation of 2 new City positions: Budget Manager and Principal Human Resources Analyst
- Approval of 7 Villa Asteria Garden Homes.
- Approval of the Trauma Intervention Programs (TIP).
- Accepted CARES Act Funding from the County to provide economic support for an Outdoor Dining Program for local businesses.
- Approval of permanent outdoor dining.
- Approval of a citywide compensation study.
- Amended the FV User Fee Schedule / Facility Rental Program Fees.
- Approval of Agape Tennis Academy, LLC for our tennis, pickle ball, and concessions.
- Held public outdoor events to include: Summerfest, National Night Out, Movies in the Park, FV Monster Hunt, July Concerts in the Park, Fire Department Open House, a Recycling event, and a Walk for Vietnam.
- Held events for City staff to include: Health Fair and various food trucks at City locations.
- Awarded a contract to Focus Media Group for our bus shelters and benches.

- Approval of FVPD locker room and restroom renovations.
- Revised the R1 Development Standards to increase the height of a single-family home to a 30 foot height maximum to match that of a garden home.
- General Plan Update (GPAC) informational / online workshop reach out to the public via mail.
- Continued Advisory Committee for Persons with Disabilities Virtual Dances on Zoom.
- Continued in-person and on Zoom City Council, Planning Commission, and GPAC (General Plan Update) Meetings
- Advisory Committee for Persons with Disabilities Meetings were on Zoom and now again in-person.
- Resilience through COVID restrictions
- Committed and qualified staff
- Accomplished major project milestones through the COVID challenges
  - a. Recreation Center Interior Remodel almost complete
  - b. Emergency Vehicle Pre-emption (EVPs) installed on all traffic signals (paid for by OCTA through negotiations)
  - c. Request for Qualifications (RFQs)
    - i. Consultants for engineering, construction inspection and material testing
    - ii. Streetlight Maintenance
    - iii. Traffic signal maintenance
    - iv. Pipeline assessments
- Summerfest
- Community Engagement
- Employee Contracts
- Citywide events – Concerts, movies, senior activities
- New Revenue opportunities.
- Parks and Rec – hosted some great events – Concerts in the Park, Walk for Vietnam, Pickleball tournament
- General Plan draft housing element submitted to State
- Fire department new vehicle
- Ambulance program very successful
- Approval of the Drone Program
- Cleaned up trash from two streets
- Historical trash prone streets resolved
- Successful cost recovery for labor provided for Covid Super Vaccine Pod
- Sent up 8 strike teams to assist with fires in Northern California, totaling over 100 days
- Hired a new management aide in the City Manager’s office
- \$7.9 million recovery by the Finance Dept.

## **CURRENT INTERNAL WEAKNESSES/CHALLENGES**

### **Brainstormed perceptions from individual participants:**

- Unvaccinated employees - creating need for potential regular Covid testing
- Prolonged debating by council members on the dais (2)
- Interrogation style questioning of staff by city council
- No impact fees tied to public safety impact from new business/residential
- Loss of institution knowledge- continue exits of employees (2)
- Short staff in several departments (2)
- Lack of city owned properties
- New ERP system
- New employees
- Established policies and procedures are not consistent from one person to another or from one department to another
- Too much work for existing staff to continue to manage at a high level
- Handling staffing shortages and new staff training in Finance, HR and IT departments.
- Handling increased workloads for Finance during ERP implementation and Building/Planning due to heavy workload of development activity and the General Plan workload
- Figuring out options to address homelessness issues

- IS Manager Vacancy / No opportunity to prepare for vacancy
- Unfunded mandates from CA Legislatures
- Council does not appear to trust staff
- Pandemic Still present – Economic Recovery Varies
- Four of 5 City Council Members rejected numerous proposals for verbal disclosure of campaign contributions 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 and local businesses with important community information.
- The community is aware when a City Council Member has political career as the priority instead of addressing City matters in a timely manner (in the absolute best interest of the community).
- The potential for a former City Council Member to be elected to FV City Council in November, 2022.
- Retirements and impending retirements of several seasoned employees
- Recruiting qualified candidates/retention
- Inquiries of vaccine/testing mandates and employee concerns
- Roles and responsibilities of Council Member vs City Manager and staff.
- Social media communication issues.
- Tough decisions being tabled or avoided due to public perception vs what is best for the city/residents
- Losses in development – Hyundai Car Dealership, Hotel at Frys, Target/Home Depot at Curacao center.
- Long term staff have recently left
- Vacancies in Public Works

## **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:**

- Refreshed Federal allowance for Covid leave
- Permanent outside dining
- Booster vaccinations available which further protects virus impact on city
- 405 freeway bridge completions
- Housing prices (2)
- High gas prices
- More restaurants
- More developments
- Developers are reaching out to the City
- Booster shot option
- Schools reopen for in person classes
- Opportunity to use ARPA funding to support exciting new projects
- Recent surge of Covid cases is decreasing
- Continued improvements in technology to improve efficiencies (electronic signatures, mobile applications, etc.)
- Economy looks to continue to be strong (2)
- New businesses including hotels are looking to locate in Fountain Valley
- Large housing projects are being proposed for the City – some of the FV population will like this
- Rapid economic recovery
- Market survey for all labor groups
- COVID-19 going away, so we may “open up” more, host events, allow for even more activities at our Senior Center
- Fountain Valley Election 2022.
- Continued financial stability in Fountain Valley. Our economy is STRONG
- More businesses opening up fully, countywide, citywide, and statewide
- Local demand for Fountain Valley businesses
- Interest from businesses wanting to invest in Fountain Valley
- Waning of COVID infection illnesses
- Stimulus money for the City and our residents/businesses
- Redistricting – working with a single OC Supervisor (this could be bad too)

- Covid-19 pandemic seems to be easing
- Stimulus funding available from Federal / State / County sources
- Federal election in 2022

## **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:**

- Inaccurate and opinionated postings on social media by citizens
- Flu season/ continued Covid impacts (2)
- Continuous new state mandates on housing
- Inflation (3)
- Housing prices
- No end to COVID
- Tense working relationship with FV Chamber of Commerce
- I405 construction
- Coyotes
- County supervisors' priorities
- Divisiveness of vaccines and vaccine mandates
- Supply chain issues- could slow down projects
- State continuing to push housing rules onto Cities taking away local control
- Large Housing projects being proposed for the City – some of the FV population will not like this
- Slow economic recovery
- Rise in Covid cases / new variant
- Supply chain disruptions (3)
- Drought
- High density housing for Fountain Valley.
- The potential of 2 electronic billboards with 24 hours a day, 7 days a week advertising near the 405 Freeway at Ellis.
- If Covid-19 cases rise, we may have to again shutdown or take other action.
- Perceived never-ending COVID restrictions
- The whole country is divided on political views
- Steep increase in cost of materials and commodities
- Uncertainty of how frequently employees need to take time off for children who are exposed to COVID positive person but not necessarily sick. This puts a burden on the whole department who are already short-staffed. (This is related to never-ending COVID restrictions.)
- Tight labor market
- Covid – the risk of variants causing another shut down
- RHNA expansion numbers and ADU mandates
- Election year
- Pressure / laws from state to increase density
- Inflation / may increase costs to operate the city / 20-year plan
- Increased construction costs of fire emergency vehicles starting in 2022
- Homelessness
- Unfunded state mandates regarding public safety and public works
- Legislative bills being approved by the governor
- SB9 / Housing density rules that are being forced on us
- Changes in CalPERS assumptions

## **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