



**City of Fountain Valley
Strategic Planning Retreat
May 11, 2023
Follow-up Report**

Facilitated by: Marie Knight, Owner of Knight Leadership Solutions

CITY OF FOUNTAIN VALLEY VISION STATEMENT

*Fountain Valley is a safe, inclusive, and desirable community
where you can live your best life!*

CITY OF FOUNTAIN VALLEY MISSION STATEMENT

*The City of Fountain Valley is a team driven organization committed to
providing excellent service to our community through our core values.*

CORE VALUES

*Fiscal Stability, Honesty, Integrity and Ethical Behavior, Teamwork,
Innovation, Quality of Life, and Excellent Customer Service*

THREE-YEAR GOALS 2023-2026 (not in priority order)

- Enhance the culture and environment of “A Nice Place to Live”
- Achieve fiscal stability by evaluating processes and attract and retain revenue producing businesses/opportunities
- Attract and retain quality staff through best practices and trends
- Maintain, build, and modernize infrastructure to support growth and future needs of the city.



Retreat:

Attendees:

All five members of the City Council were in attendance, as well as the City Manager, the Attorney for the City, and the Executive Team and various Department Managers.

Facilitator:

Marie Knight, Owner of Knight Leadership Solutions

Agenda:

- The Role of the City Council and Staff
- The Importance of Mutual Purpose/Common Ground
- Achievements and Missed Opportunities
- Creation of Vision and Mission Statements
- Using the Vision and Mission Statements as a framework for decision making.
- Set New Three-Year Goals for the Future
- Goal: Progress/Success Indicators
- New six-month objectives and the resources needed to achieve them.

During the retreat City Council and staff were in small mixed groups and seated at round tables to facilitate open discussion.

Overview of Best Practices, Roles, and Responsibilities for Effective Public Governance

Ms. Knight led a discussion related to effective public governance that included the following topics: the role of the City Council, the role of staff, the need to have a partnership relationship between the two, the “90/10 Rule” and the consideration needed regarding resource capacity for new initiatives, and the current labor market that does not favor employers.

Achievements and Missed Opportunities:



Prior to the Retreat City Council and members of the Executive Team were asked to share their thoughts on achievements and accomplishments over the past six months, and also discuss the missed opportunities over the same time period and the impact on the operations/public service. These were also discussed during the retreat (Attachment A). As part of the discussion related to Accomplishments, Ms. Knight provided an update on the recent “Fountain Valley Way” training that was provided to City employees. The training focused on customer service standards, and how to demonstrate you are FOR the community, customers, and the team.

Vision, Mission, and Values:

Ms. Knight led a few group discussions related to the creation of a Vision Statement for the city and a Mission Statement for the organization based on that Vision. Participants reviewed the results from a recent community survey, discussed what they loved about the community, and the dreams they had for the future for Fountain Valley. The outcome of these discussions resulted in the Vision and Mission Statements below:

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Values: Fiscal Stability, Honesty, Integrity and Ethical Behavior,
Teamwork, Innovation, Quality of Life, and Excellent Customer Service.*



Decision Making:

Ms. Knight discussed the use of the new Vision and Mission Statements as framework for decision making moving forward. Additionally, noted the importance of seeking common ground and mutual purpose during the decision-making process. Finally, several models were presented to assist with understanding how decisions can be weighed looking at Impact vs Effort.

Three-Year Goals:

During this exercise, Ms. Knight reviewed the previous City Council Goals and led discussions related to the creation of new Goals for the next three years that will guide the work of Council and Staff. After group discussion it was determined that the current Goals were still very relevant, and core to the Vision and Mission of the City. Additionally, it was decided that the current goals could be combined into three Goals, and a fourth Goal should be added that addressed the Capital Improvement/Infrastructure projects that are in the pipeline for the next three years to be sure they are being tracked and regular updates are provided. City Council and staff in small groups then discussed each Goal identifying the impact it has on the community, the indicators for progress and success, the six-month objectives needed to move towards progress and success, and the resources needed for the objectives.

GOAL: ENHANCE THE CULTURE AND ENVIRONMENT OF “A NICE PLACE TO LIVE”

GOAL IMPACT:

- Safe community
- Inviting community
- Good quality of life
- Quality programs, services, and events
- Reduction of unhoused population
- Desirable community
- Increased communication



SUCCESS INDICATORS:

- Reduction of cost for services
- Use of new navigation center
- Increased traffic flow resulting in faster commutes
- Lower point in time count of the unhoused
- Lower crime statistics
- Increased participation at events and new faces
- Well-manicured, clean open spaces
- Clean streets

SIX-MONTH OBJECTIVES

Now:

1. Objective: Review and present options to solicitor/peddler city ordinance. LEAD: Police Chief and Finance Director DATE: By August 15th or 22nd City Council meeting
2. Objective: Facilitate a new contract for unhoused outreach and engagement. LEAD: Police Chief DATE: June 6th, 2023, City Council meeting
3. Objective: Present to City Manager a unified messaging platform to help brand public facing information, LEAD: Community Services Director with City Clerk and Deputy City Manager DATE: by August 1st, 2023
4. Objective: Present to City Council for direction a proposal for a robust and professional community survey on the quality of services in Fountain Valley LEAD: Community Services Director and City Clerk DATE: By September 19th

RESOURCES NEEDED

Consultant services to conduct community satisfaction survey, a County ordinance, a health department team, new City ordinances and cooperation of other cities.



**GOAL: ACHIEVE FISCAL STABILITY BY EVALUATING PROCESSES,
AND ATTRACT AND RETAIN REVENUE PRODUCING
BUSINESSES/OPPORTUNITIES**

IMPACT:

- Enhanced/maintained services
- Financial freedom
- Financial options

SUCCESS INDICATORS:

- Maintaining current or enhanced services
- Meeting pension liability goals
- Balanced budget after HH sunset

SIX-MONTH OBJECTIVES

Now:

- Objective: Identify facilities in need of major repair or replacement and place in a newly created fund. LEAD: Finance Director takes the lead DATE: completed by October 1
- Objective: Retain services of a consultant to conduct a fee study and present to the City Manager. LEAD: Finance Director DATE: By August 1st
- Objective: Retain services of a consultant to identify surplus land for possible hotels LEAD: Deputy City Manager. DATE: By October 3rd
- Objective: Complete and present economic development plan update LEAD Deputy City Manager. DATE: By September 19
- Objective: Complete The Crossings Specific Plan rebranding LEAD Deputy City Manager. DATE: By November 7

Soon:

1. Full implementation of ERP
2. Hire a new employee or a consultant to focus on grants



Later:

1. Water and sewer rate study consultant needed

**GOAL: ATTRACT AND RETAIN QUALITY STAFF
THROUGH BEST PRACTICES AND TRENDS**

IMPACT:

- Training and leadership
- Work life balance
- Happy employees
- Succession planning
- Consistency
- Employees feel valuable and valued
- Increased morale
- Teamwork and collaboration
- Quality staff

SUCCESS INDICATORS:

- Appreciated employees
- Increase morale and lower turnover
- High quality staff recruited
- Increased longevity of current staff
- Enter department teamwork
- Increased opportunities for training
- Happy staff
- Employees become recruiters
- High performing teams
- High quality of work
- High quantity of work
- Happy community

SIX MONTH OBJECTIVES

Now:

2. Staff to bring forward top trends in workforce and labor market to City Council for approval and adoption. LEAD: HR Director by December 5, 2023.



3. Conduct survey to identify enhancements to employee benefits and provide to Council in the Council Communicator. LEAD: HR Director by July 31, 2023

RESOURCES NEEDED:

- Community Services and HR engagement
- Consultant services

GOAL: MAINTAIN, BUILD, AND MODERNIZE INFRASTRUCTURE TO SUPPORT GROWTH AND FUTURE NEEDS OF THE CITY.

IMPACT:

- Improve services
- Improved retention optics
- Attract new businesses and residents
- Budget resources
- Resource demands
- Increased traffic/housing

SUCCESS INDICATORS:

- Less maintenance and complaints
- Less computer issues
- Expanded services at the sports park
- Happier community
- Increased morale
- Increased tax revenue
- More housing equals more tax revenue

SIX-MONTH OBJECTIVES

Now: Current Projects – All Need LEAD and DATE

- 405 Fwy LEAD: Public Works Director takes the lead and Deputy Public Works Director DATE: completed by September 16
- IT: Fiber optics phase one, Office 365, New servers-Nutanix LEAD: IT Director takes the lead DATE: completed by October 17



- Fire Station: Secure property, close escrow, initiate RFP for design, explore and identify revenue sources LEAD: Deputy City Manager/Interim Public Works Director/Fire Chief DATE: completed by July 20
- General Plan: update and EIR adoption LEAD: Deputy City Manager/Community Development Director DATE: completed by October 17

Soon

- Well repair
- Cybersecurity training

Later

- IT infrastructure replacement/end of life computer and switches
- Police Station upgrade
- Traffic signal MOD at Euclid and Condor, and Talbert and Bushard
- Fire Station completed
- Phones/voice over IP
- UAP
- SCADA

RESOURCES NEEDED:

- Staff time
- Consultants and contractors
- Funding
- Revenue sources for Fire Station

Next Steps:

City Manager and Executive Team will finalize 6-month objectives, identify those objectives that will need resources allocated through the next budget cycle before they can be moved forward, and present to City Council at an upcoming City Council meeting.



Final thoughts on the day

Many of the participants noted the great collaboration and team building that took place during the retreat. Also noted by many of the Managers in attendance was their appreciation for being included in this important day. Several participants commented on the Vision and Mission Statement exercises, and how good it was to see that generally people were aligned on what was important. There was great appreciation for the open dialogue, spirit of partnership, and the moments of humor and fun. Finally, many were grateful for the opportunity to gather as leaders of the organization and spend time thinking strategically about the future.



Strategic Planning Questionnaire Responses from the City Council and Executive Team

1. What are the accomplishment in the past six months that you are proud of?

- Short-term residential rental ban in place and continued enforcement going well.
- Held a fantastic, very well-attended Tree Lighting in December.
- Implementation of organics recycling (SB1383).
- Appointment of Ad-Hoc Finance Subcommittee Members (Mayor & Mayor Pro tem) with successful and informative subsequent meetings.
- Reorganization of several divisions resulting in some reclassifications.
- Protected left-turn signals at 8 intersections from the \$2.5 million+ in Federal funds (Highways Safety Improvement Project).
- Contracted with a company to conduct an assessment of Fountain Valley school signage.
- City Council approval to remodel City Hall Finance Offices.
- Approval by City Council to purchase the former Spec Services building for a new fire station 1.
- City Council approval to purchase and implement Office 365, Azure AD, Exchange Online, and Mobility Management.
- City Council appointed Commissions, Committees, and Boards for this current term.
- City Council approval of the 2023 Legislative Platform.
- A new City campaign contribution limit of \$1,372 per City Council majority.
- Facilitation of our Team Building workshop
- Continued progress on PD remodel
- Successful promotional and specialty assignment processes
- Continued progress with our unhoused population- City Net usage and Joint navigation Center
- Successful 405 freeway construction road closure mitigation
- Quickly learning how to operate as a new City Council member and working well with my Council colleagues and City Staff.
- I am proud of the collaboration and team building we are gaining with each meeting and our interactions.
- State certification of Housing Element
- STR enforcement – Shut down 114 illegal STRs
- Team effort in purchasing new fire station property
- Building new relationships with businesses
- More diverse workforce, support from City Manager to move the organization forward and improve the culture.
- Filing vacant positions timely.
- Improving recruitment marketing/advertising strategies, and recruitment testing.
- Employee training opportunities, employee communication, improving recruitment and onboarding.
- Working with the Management Team to develop and launch, “The Fountain Valley Way”!
- Establishing a process and methodology for presenting the 20 year plan.

Attachment A

Strategic Planning Questionnaire Responses from the City Council and Executive Team

- Staff held multiple meetings with the Measure HH Committee including a joint meeting between City Council and the Committee.
- Staff audited and presented a review of the significant changes to the 20 year plan that occurred during the last fiscal year and validated the accuracy of the current 20-year plan moving forward.
- Employee engagement team efforts towards Strategic Plan goals.
- Newland pavement emergency – submitted the application/cost estimate for FEMA funding consideration within 24 hours.
- Coordinate to have FEMA, CalOES, and OC Sheriff Emergency Services visit Newland pavement emergency (This is the second step in being considered for emergency funding. Other agencies did not qualify due to late submittal according to FEMA and CalOES.)
- Took the lead in negotiating OC 405 Maintenance Agreements. Other cities thanked FV PW Director for taking the lead and providing additional benefits for their cities (i.e. bridge lighting- City of Fountain Valley exclusively negotiated decorative bridge lights and EVPs for our Fire. Now, other cities used Fountain Valley as an example to negotiate theirs.)
- Negotiated with OC 405 for Fiber Optic network redundancy at Brookhurst/Warner worth nearly \$100k
- Collaboration with OCTA to find solutions for Mark Thompson RV business encroachment into City's Right-of-way as not to further delay the opening and keep good business relationships. This will provide City Manager an opportunity re-negotiate terms of the agreement.
- Successfully executing Frontier Fiber Optic construction deployment and negotiating pavement restoration to slurry the whole street instead of patches of trenches.
- Successfully hosted Community Service Day
- Secured these grants
 - ⇒ \$1.4M check received for HSIP project Federal Grant : Total Approx. \$3M
 - ⇒ Recycling grant: \$14,402
- Fire Station 1 – Interwest working on RFP.
 - ⇒ RFP draft complete for architectural service
- Sports Park Restroom project – Design nearly complete
 - ⇒ Design Plans and specs are 99% complete.
 - ⇒ Out to bid end of June. Construction July-August
- Sports Park Roadway pavement improvement – design nearly complete
 - ⇒ Design Plans and specs are 99% complete.
 - ⇒ Out to bid end of July. Construction September
- UAP – kick-off meeting
 - ⇒ Project has been kicked off and we are in the product/plan submittal phase with the contractor.
 - ⇒ Project schedule is attached. Waiting for confirmation of material lead time to firm up final schedule.
- Tennis Ct Fence – Already completed by Gil.
- City Hall Improvement

Attachment A

Strategic Planning Questionnaire Responses from the City Council and Executive Team

- Finance Area Improvement Project
 - ⇒ In the Material submittal/approval phase
 - ⇒ Construction is to start in May and be complete by June 2023.
- City Hall Security Project
 - ⇒ Project is being advertised
 - ⇒ Project will start July 2023 and be complete by August 2023
- Large City Hall Remodel Project. \$2.5M. Need Direction from CM
- Residential Paving (D1)
 - ⇒ Design Plans and specs are 99% complete.
 - ⇒ Out to bid end of June. Construction July-August 2023
- HSIP Federal Traffic Signal Project (8) locations
 - ⇒ Project will be complete by the end of April 2023
- 4 Traffic Signal Synchronization Projects – Construction in Summer 2023
 - ⇒ Talbert Ave
 - ⇒ Warner St
 - ⇒ Edinger Ave
 - ⇒ Slater Ave
- Euclid/Mt. Baldy Water Line Improvement Project
 - ⇒ Construction to start in Summer 2023
- Well No. 10 Rehabilitation
 - ⇒ Construction Completion end of May 2023
- Development Engineering
 - ⇒ OCSD Corporate Building
 - ⇒ OCSD Traffic Signal at Ellis/Mt. Langley
 - ⇒ Slater Mixed Use
 - ⇒ Miller Property Development
 - ⇒ Talbert/Newland Homes
 - ⇒ Warner/Bushard Building
 - ⇒ Los Cab Next Phase
 - ⇒ 20 plan checks per week on average.
- Frontier Fiber Optics
 - ⇒ Fiber Optic Installation
 - ⇒ Concrete and pavement restoration
- Sifi Fiber Optics
 - ⇒ Setting standards and procedures for SiFi's contractor.
- Purchase of Spec building.
- STR enforcement
- police remodel
- Transparency provided to HH committee
- Good working relationship between Council and staff and among councilmembers.
- Purchased the specs building for future fire station
- Resolved discrepancies of financial projection from January/February 2022

Attachment A

Strategic Planning Questionnaire Responses from the City Council and Executive Team

- Approval of Dutch Bros, Urban Plates, 15 single family detached homes at Newland/Talbert,
- Hired new code enforcement officer to assist with STR and other code violations
- Reduced the number of STR operators
- Approval from the State Department of Finance for the Agency's last and final recognized obligation payment schedule. No more annual ROPS process and will receive funds for the remaining annual obligations until retired in FY 2026-27
- Hired new Administrative Assistant in City Manager's Office
- Hired new Fire Chief Bill McQuaid and many internal promotions
- Hired new Environmental Services Administrator, Finance Manager, Accounting Managers, Senior HR Analyst, and many more
- Completed The Fountain Valley Way training to all staff
- Implemented the payroll module and HRS system
- Successful Easter Egg Hunt and Community Service Day, Tree Lighting
- Embraced diversity through city events
- Advancing our technology platform to include Microsoft Office 365
- FVCF Poker Tournament raised substantial funds for Universal Accessible Playground to offset the City's funding
- Approval of the first Universal Accessible Playground in the region
- Implemented City Manager Update videos
- Implemented Quarterly City Manager Report
- Completed community survey on goals, priorities and interests
- Recipient of an award for the Prado Family Homes Development at the 40th Annual Affordable Housing Awards Ceremony
- Approval to transition back to Joint Powers Insurance Authority with savings to the City
- Certified Housing Element
- Minimize the impacts of workers comp claims
- Successful Free the Files Day with team building activities
- Conducted Battalion Chief Interviews
- Conducted Captain Interviews
- Conducted Engineer interviews
- Promoted two BC's
- Promoted one Captain
- Promoted one Engineer
- Initiated the recruitment for a fire prevention specialist
- Initiated a new recruitment for firefighter/paramedic
- Completed mid-year budget
- Presented executive staff with leadership presentation and expectations
- Presented executive staff with Normalization of Deviance lecture
- TO and BC attended LODD training at OCFA for future policy development
- Engineers academy (January)
- Engineers test in April and May
- On boarded 3 new FF/PM's and conducted an academy

Attachment A

Strategic Planning Questionnaire Responses from the City Council and Executive Team

- Attended the National Character and Leadership Symposium to mentor and develop future leaders
- Presented DC plan to all council members
- Presented fire station replacement plan to council in closed session
- Held meetings with the FVFA board to establish and maintain open communications
- Managed personnel challenges and needs
- Spoke at the State of the City event
- Made a presentation to the Kiwanis club
- Attended monthly OCFCA meetings
- Attended monthly OCFCA EMS committee meetings
- Conducted monthly command staff meetings
- Completed FY 23/24 budget
- Restructured the projects and workflow for all Battalion Chiefs
- Provided regular updates to the FVFA president
- Attended monthly CNOA JPA meetings
- Attended Quarterly Governance meeting as a board member
- Continued the RFP process for the fire station replacement
- Participated in the RFP for a future City medical provider
- Provided TV interview for VietFace TV for community resilience and to promote the ambulance program
- Promoted the ambulance program through external advertising (bus stops, FV living magazine)
- Continued the development of social media content
- Conducted the yearly badge and recognition ceremony for the fire department and created a new recognition of excellence category.
- Attended the monthly Hospital and Fire I.T. meeting as the OCFCA representative for OCIAC
- Attended the mayors breakfast
- Participated in the employee engagement committee
- Finished a new IT budget for 23-24 that required working with other departments for software and project needs.
- The City Council Voting system was set up and installed.
- Full audit of all IT security concerns and started implementing security changes.
- Increased participation of Recreation and Senior activities, programs, rentals, events, etc.
- Transitioned Nutrition Program from curbside (COVID) to indoors twice a week & numbers increasing weekly
- Introduced new community special event, Bingo Bash, open to all ages & included dinner, bar, prizes and fun
- Hosted Lunar New Year Luncheon in an effort to diversify program offerings
- Partnered with AARP Tax Assistance to file over 300 taxes for seniors
- Increased participation numbers in both Social Services and Transportation programs
- Center at Founders Village facility rentals booked through end of 2023
- Increased number of military recognized through Honored Hero Banner Program

Attachment A

Strategic Planning Questionnaire Responses from the City Council and Executive Team

- Strengthened relationship with and support of 5-11 Marines and inclusion in additional City programs and events
- Hosted the Annual Tree Lighting and Easter Egg Hunt
- Assisted with the contraction of batting Cages at the FV Sports Park for the FV Girls Fastpitch Softball League
- Approved the contract for the city's first Universally Accessible Playground
- Ban short term rentals
- made some progress working with HH Committee
- new fire chief
- purchase of land for new fire station
- Held an informative, well-attended Mayor's State of the City and our first Mayor's Breakfast for 2023.
- Put out the FV Satisfaction Survey to the community.
- Staff was trained on "The FV Way".
- Held monthly luncheons for senior citizens.
- Held very well-attended and fun bi-monthly in-person dances sponsored by our City's Advisory Committee for Persons with Disabilities.
- Hired additional Finance Department, Human Resources staff, and an additional Code Enforcement Officer.
- Hosted the Arbor Day event at Cox Elementary School... really fun & informational.

2. What have been the missed opportunities?

- More reach out to the public.
- A push to attract more subscribers to the City's email list.
- Giving the public more notice about City Meetings and events.
- More staff appreciation activities. (We're still on time)
- Ability to increase staffing that parallels increased demands
- Implementation of revenue producing billboard signs
- Not communicating our successes properly
- Always being defensive about hot button issues
- Not moving forward quickly on digital billboards for this fiscal year.
- Not utilizing more HH funds for the Fire Station land purchase.
- Quicker implementation of the ERP system.
- The staffing turnover in key positions in the Finance Department during the last year has led to significant delays in the Munis ERP implementation.
- Financials went live in 2022, Payroll is scheduled to go live January 1, 2024, and Utility Billing is scheduled for late 2024.
- A new hotel on the spec. site.
- Expansion of sports park.
- Grants

Strategic Planning Questionnaire Responses from the City Council and Executive Team

- Succession planning in PW
- Slow in getting capital improvement project to move along causing higher construction cost today
- Proactive on resident notification of construction activities leading to complaints
- Building additional relationships with FV senior living communities
- Not being able to restructure our Division Chief to a 40 position
- Still new to the team but we lost a valuable team member when I first started.
- I feel if I had started earlier I may have been able to work with him and kept him from leaving.
- Delayed moving forward with sober home ordinance

3. What are the challenges we will face in the future?

- Increasing attendance at City Meetings and events — new faces.
- Reaching more residents, business owners, and visitors to our “nice place to live”.
- Next year’s elections — both federal and local.
- The economy — lots of unknown.
- Increased unfounded legislative mandates
- Demand on staff to seek grant opportunities
- Challenges with recruitment retention, coupled with changing labor market
- We have multiple developments in various stages - we need to get the projects moving forward to show the community a better vision of our city future.
- We also have economic pressures from inflation, collective bargaining, and energy cost increases, to name a few.
- Going from one campaign cycle to another without any off years
- Communicating our narrative
- Singular focus of HH committee to pay down pension liability leaving no room for long term investment in the community or the original mandate from the voters
- Policy decisions are made and once Staff begins implementation in earnest, the policy is questioned and reexamined.
- Employee wages and benefits are still not enough to attract and retain.
- Staffing levels are too low to meet the goals of the Strategic Plan items.
- Homelessness
- Budget constraints
- Employee labor negotiations
- Continued discussion regarding use of Measure HH funds. What types of expenditures are consistent with the Responsible Spending Pledge?
- Growth of the Pension UAL due to underperforming investment results.
- Additional retirements of very tenured/good employees
- Recruitment and retention
- Staffing, staffing, staffing
- Overworked staff burn-out
- Budget constraints
- Collaboration with other departments due to fear of blowback.

Attachment A

Strategic Planning Questionnaire Responses from the City Council and Executive Team

- Continued influx of homelessness issues.
- Unfunded pension liability increasing due to stock market challenges.
- The cost of housing in FV and the housing crisis.
- Measure HH Advisory Committee focusing on only two bullet points of the Responsible Spending Pledge and not its entirety which was approved by the voters
- Unstable economy
- Uncertainty
- Continued increase in cost of doing business
- Hold on new revenue from digital billboard projects
- Pension obligation
- Calpers investment returns less than projected
- Policy makers changing policy direction when complaints come in which makes it difficult for staff to implement
- Financial headwinds
- Upcoming contract negotiations
- Procuring the needed funding to build fire station 1
- Recruiting qualified employees for hard to fill positions such as the Fire Marshal
- Recruiting and keeping qualified paramedic/firefighters
- Developing future leaders that are committed to the community and organization willing to work above their pay grade to support the needs of a small organization
 - ⇒ Continuing to finish the list of projects in a timely matter.
 - ⇒ Continuing to increase participation numbers and spend funds hop o* Hiring and retaining quality staff
- Continuing to offer events and programs that appeal to the changing FV community demographic
- Homelessness increasing faster than we can keep up
- fewer children may mean lower school enrollment
- laws from the state imposing density for new developments and single family neighborhoods
- hiring still difficult with shortage of workers

4. What are the strengths of the team that will help us face those challenges?

- Maintaining our good, solid team so that we will overcome challenges that come our way.
- Already established cohesive team that has history of getting things done
- We have experienced Council and City Staff to help navigate these challenges.
- Also, there remains mostly an overall positive outlook from the community that Fountain Valley is great to live in, so we can build up that sentiment.
- Staff's cohesiveness
- The City Council's support of Staff
- Great leadership with City Manager and Executive Management Team!

Attachment A

Strategic Planning Questionnaire Responses from the City Council and Executive Team

- New diverse, talented staff that is excited and eager to improve the organization.
- Willingness of all stakeholders to work together and approach the issues with a long-term vision.
- Very dedicated and talented staff
- Very high-functioning staff doing their best
- Public Works team is united and very collaborative in helping each other
- Everyone cares for each other (there's always one or two that are downers but positivity outweighs the negative.)
- A willingness to compromise and work together to achieve the better good for all.
- A team that cares about humanity and is willing to invest in opportunities to help the unhoused.
- Clear understanding of our challenges
- Understanding we need to re-evaluate our approaches and find creative ways
- Willing to identify innovative ways to mitigate the challenges
- We have a team.
- Breaking down the silos in the organization
- Commitment by the executive level management team and supervisory staff to share institutional knowledge with future leaders within the organization
- Involving stakeholders from all levels of the organization in strategic planning
- Maintaining the commitment to leadership development and seeking opportunities to mentor all levels of the organization.
- We have a very positive team that works hard each day.
- Strong and supportive leadership
Passionate, knowledgeable, dedicated and committed team members
Creative in programming, problem solving, etc..
- good working relationship among the city staff, council and other cities / county / state

The last 2 questions are from the citizen satisfaction survey: () indicates the number of respondents choosing that answer.

- 1. What is your vision for the City of Fountain Valley in the future? Fountain Valley is a city that...**

Strategic Planning Questionnaire Responses from the City Council and Executive Team

Offers exemplary service to its residents, businesses and visitors (5)
Provides high quality programs and services (2)
Is a destination city known for amazing community events (1)
Known as the best place to live in Orange County (1)
Is one of the safest cities in America (1)
Offers high quality supportive services to families (2)
Ensures that there are no members of the community unhoused (1)
Has a strong vibrant business community (1)
Fountain Valley is a Mecca for awesome dining, home furnishings, and high-tech companies (1)
Other

2. In order to achieve that vision, what are the issues that are important for the City Council and City staff to focus on in the next 3-5 years? Choose your top four.

Public safety (Police & Fire Services) (8)
Homeless services (5)
Fiscal stability (9)
New business attraction and development (6)
Enhancing current Recreation & Community Services programming
Increased cultural diversity of City events
Increased communication channels for public engagement
Increased use of technology for customer interface options- Business License (3)
Increased use of technology for customer interface options – Utility Billing
Attraction and retention of quality staff (7)
Improved infrastructure – Roads (2)
Improved infrastructure – Parks
Other (2)

- Improved City buildings (outgrowing City Hall) – perhaps leasing space from the school district or Hyundai.
- Continued development of new, long-term revenue sources

CITY OF FOUNTAIN VALLEY
SIX-MONTH STRATEGIC OBJECTIVES
 May 11, 2023 – November 16, 2023

THREE-YEAR GOAL: ENHANCE THE CULTURE AND ENVIRONMENT OF “A NICE PLACE TO LIVE”							
WHEN	WHO	WHAT	STATUS			BUDGET	COMMENTS
			DONE	ON TARGET	REVISED		
1. By August 15, 2023, City Council meeting	Police Chief and Finance Director	Review and present options to solicitor/peddler city ordinance				N/A	
2. By June 6, 2023, City Council meeting	Police Chief	Facilitate a new contract for unhoused outreach and engagement.				N/A	
3. By August 1, 2023	Community Services Director/City Clerk/Deputy City Manager	Present to City Manager a unified messaging platform to help brand public facing information.				\$18,250 - \$27,375	
4. By September 19, 2023, City Council Meeting	Community Services Director and City Clerk	Present to City Council for direction a proposal for a robust and professional community survey on the quality of services in Fountain Valley.				Pending	

THREE-YEAR GOAL: <i>ACHIEVE FISCAL STABILITY BY EVALUATING PROCESSES, AND ATTRACT AND RETAIN REVENUE PRODUCING BUSINESSES/OPPORTUNITIES</i>							
WHEN	WHO	WHAT	STATUS			BUDGET	COMMENTS
			DONE	ON TARGET	REVISED		
1. By September 19, City Council meeting	Deputy City Manager/Community Development Director	Complete and present Economic Development plan update.			X	In current budget	Meetings held with City Council and business leaders. Consultants currently conducting market research.
2. By November 7, 2023, City Council meeting	Deputy City Manager/Community Development Director	Complete the Crossings Specific Plan rebranding					
2. By October 3, 2023, City Council meeting	Finance Director	Identify facilities in need of major repair or replacement and place in a newly created fund.				N/A	
3. By August 1, 2023	Finance Director	Retain services of a consultant to conduct a fee study and present to the City Manager.				In budget	
4. By October 3, 2023	Deputy City Manager/Community Development Director	Retain services of a consultant to identify surplus land for possible hotels and present to City Manager.				In budget	

THREE-YEAR GOAL: ATTRACT AND RETAIN QUALITY STAFF THROUGH BEST PRACTICES AND TRENDS							
WHEN	WHO	WHAT	STATUS			BUDGET	COMMENTS
			DONE	ON TARGET	REVISED		
1. By June 6, 2023, City Council Meeting	Cross City Committee with Oversight/Assistance From Fire Chief and HR Director	Present results from Engagement Team – Increase Engagement of staff for teambuilding, equity, inclusion, retention, and morale.			X	\$25,000	Council to perhaps provide a budget for future initiatives, or potential next FY budgeted items. Revised date to June 6, 2023.
2. By June 6, 2023, City Council meeting	HR Director-lead, Community Services Director, Police Chief, Public Works Director, Fire Chief	Staff to identify creative solutions and options to address the current trends in workforce and labor market that are having a negative impact on recruitment and retention efforts.			X	N/A	Ideas for consideration that may have a fiscal impact, perhaps a budget provided for initiatives. Revised date to June 6, 2023.
3. By June 6, 2023, City Council meeting	PW Director-lead, Community Services Director, HR Director, Police Chief, and IT Manager	Present to City Council suggested improvements to the hiring and on-boarding process.			X	\$10,000/annually	NeoGov Onboard Platform. Revised date to June 6, 2023.
4. By December 5, 2023 City Council meeting	HR Director, Community Services Director and Engagement Team	Present and bring forward top trends in workforce and labor market for approval and adoption.					
5. By July 31, 2023, Council Communicator	HR Director-lead and Engagement Team	Conduct survey to identify enhancements to employee benefits and provide to Council in the Council Communicator.					

THREE-YEAR GOAL: MAINTAIN, BUILD, AND MODERNIZE INFRASTRUCTURE TO SUPPORT GROWTH AND FUTURE NEEDS OF THE CITY							
WHEN	WHO	WHAT	STATUS			BUDGET	COMMENTS
			DONE	ON TARGET	REVISED		
1. By September 16, 2023, City Council meeting	Public Works Director and Deputy Public Works Director	Present the status of 405 Fwy Project.					
2. By October 17, City Council meeting	IT Director	Present the status of fiber optics phase one, Office 365, new servers-Nutanix.					
3. By July 20, 2023	Deputy City Manager/Interim Public Works Director/Fire Chief	Secure property, close escrow and initiate RFP for design, explore and identify revenue sources for 17101 Bushard property.					
4. By October 17, 2023, City Council meeting	Deputy City Manager/Community Development Director	Present General Plan update and EIR adoption.					