



**City of Fountain Valley
Strategic Planning Retreat
November 16, 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:

- Accomplishments and Achievements
- C's of a Winning Team: Commitment to Cause, Clarity, Connection, Communication, Collaboration
- Challenges ahead
- Review of Goals and Previous 6-month Objectives
- Potential Objectives
- 3 Year Goal Objectives for the next six months
- Finalize Objectives
- Strategic Plan Objectives Resources
- Next Steps

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, communication standards between City Council and Staff, providing clarity in direction, connecting with the community, decision making.



Achievements, Missed Opportunities and Challenges:

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. (Attachment A) These were also discussed during the retreat:

PROUDS:

- Tremendous amount of team building this past 6 months
- Almost fully staffed
- Part-time wages have reached 50% of the county average
- Positive changes in the IT Department
- New trust in the Finance Department's numbers
- Innovative ideas
- Strides in HR: recruiting, hiring, process for onboarding
- General plan update
- Transition from Prism to JPIA Insurances
- Budget process
- New City Logo
- Achieved a huge number of things, generally
- All 405 bridges open
- Employee morale up
- Fair wages
- Purchased property for Fire Station
- Embracing the digital world (ie) permits, HR, etc.

SORRIES:

- Getting another hotel here
- So caught up in the day-to-day operation, that we are missing big picture goals and strategy
- Staff mentoring
- virtual trainings: harder to manage and get maximum attendance. Incorporate more in-person trainings?
- Mile Square Park lease renewal
- County did not include the city in the decision for what to do with lost golf course (in losing the Mile Square Park lease)
- Grant opportunities missed and management of potential grants received (with what resources and by whom)



- Loss of billboard revenue
- Big Box, like Home Depot and Target etc.
- Quality candidate pools for hiring and filling vacancies
- More community outreach has been done
- Vehicle replacement supply & chain
- Slow fiber optics roll out
- Position vacancies

CHALLENGES:

- Unfunded mandates (storm water, EV, etc.)
- Long-term care policies, employees will be affected by this. How can we help?
- Upcoming elections: local, state, and federal
- HH Sunset
- Partnership and communication between the city and county
- Limitations for raising revenue while costs keep rising
- Increase in unhorsed population
- Rising healthcare costs
- Higher interest rates slowing development
- Increased minimum wage, again
- Aging population
- More bad actors
- Decrease in qualified applicants
- Housing mandates
- Residents are resistance to change
- Contractors - outsourcing not available
- Cost of doing business, labor, and materials, capital projects, services and contracts
- Utility rate increases
- Point in Time Homeless Count
- Fiscal budget. Economy and inflation
- Mandates mean loss of local control



Potential Goal Objectives: City Staff made presentations to the City Council on six topics that could potentially be considered for new 6-month Goal Objectives. The Council was asked for input and direction on each topic outlined below.

1. OC Power Authority Potential Membership

Decision: Bring this item to the Council in a Study Session. City Council was asked to email questions in advance to Maggie.

2. Responsible Spending Pledge

Decision: Staff asked to work with the HH committee and bring back any proposed revisions/recommendations to a Council Study Session.

3. Fire Station 1

Decision: Go forward with 30% design and then come back to the City Council with more detailed estimates and options (ie) phasing the projects, revenue generation, etc.

4. Community Garden

Decision: Include a proposed community garden with pending Parks Master Plan scheduled to follow the City General Plan Update (9-12 Months)

5. Crossings Rebrand

Decision: Leave name as is for now and use to market the outskirts of property. Wait for the eventual developer to be involved in the naming etc.

6. Districting

Decision: At this time, take no action on this item.



New Six-month Objectives for the Three-Year Goals:

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

1. Send City’s action plan for the opening of the Central Cities Navigation Center to City Manager.
 - Chief of Police (Lead) with Deputy City Manager/Community Development Director
 - By March 5th, 2024
2. Following GP updates) Create an RFP for Parks MP
 - Community Services Director (Lead), Finance Director, & Public Works Director
 - By March 19th, 2024

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

1. Retain a consultant to perform a full facilities’ condition assessment to identify the short and long-term facility maintenance needs of the City and create a newly created fund.
 - Public Works Director (Lead) with Finance Director
 - By February 20, 2024, City Council Meeting
2. Prepare and Present Fee study results to City Council for Adoption
 - Finance Director (Lead) & All EMT
 - By March 19, 2024, City Council Meeting
3. Present potential amendments languages of the Responsible Spending Pledge with feedback from the Measure HH Advisory Committee for City Council consideration.
 - Finance Director
 - By February 21, 2024, City Council Meeting



4. Present and prioritize the Economic Development Plan's goals and objectives with implementation schedule for City Council consideration.
 - Deputy City Manager/Community Development Director
 - By February 21, 2024, City Council Meeting

5. Present a potential Transit Occupancy Tax increase assessment option.
 - City Attorney (Lead) with Finance Director, & City Clerk
 - By March 19, 2024, City Council Meeting

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

1. Present and bring forward top trends in workforce and labor market for approval and adoption
 - HR Director, Community Services Director, & Engagement Team
 - By December 19, 2023, City Council Meeting

2. Based on December 19, 2023, trends and labor market presented, implement City Council direction on professional development, team building experience, and/or work schedule options.
 - HR Director with Engagement Team
 - By April 16th, 2024

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

1. Present current and future plans for citywide high speed internet access
 - Public Works Director & IT Director
 - By April 16th, 2024, City Council Meeting



1. Fire Station 1 Next Steps

- a) Finalize the bid process for the demolition and design phases for the 17101 Bushard property.
- b) Initiate demolition and start work towards 30% of design.
- c) Research Fire Station 1 potential project funding and ongoing revenue opportunities.
 - Public Works Director & Fire Chief
 - By May 21st, 2024, City Council Meeting

2. Build, upgrade, secure, and modernize infrastructure for Phase 1 of network plan.

- Public Works Director and IT Director
- By May 7th, 2024, City Council Meeting

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 the December 19, 2023, City Council Meeting.

