



# ***Agenda Report***

## ***Fullerton City Council***

**MEETING DATE:** APRIL 2, 2019

**TO:** CITY COUNCIL / SUCCESSOR AGENCY

**SUBMITTED BY:** KENNETH A. DOMER, CITY MANAGER

**PREPARED BY:** NICOLE BERNARD, ASSISTANT TO THE CITY MANAGER

**SUBJECT:** STRATEGIC PLANNING – RECAP AND NEXT STEPS

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### **SUMMARY**

A summary of the Fiscal Year 2018-19 strategic planning process and an overview of the upcoming Fiscal Year 2019-20 strategic planning process.

### **RECOMMENDATION**

Receive and file.

### **PRIORITY POLICY STATEMENT**

This item matches the following Priority Policy Statement/s:

- Fiscal and Organizational Stability
- Public Safety
- Infrastructure and City Assets.

### **FISCAL IMPACT**

No fiscal impact.

### **BACKGROUND**

The City Council adopted its first set of Priority Policy Statements in December 2017 to guide staff in developing recommendations for City Council consideration regarding Fiscal Year 2018-19 funding for programs and services. The Priority Policy Statements were developed from input received from the public and City Council members. The Priority Policy Statements and corresponding objectives are show below:

### **Fiscal and Organizational Stability**

Support policies and actions that will provide a sustainable balanced budget, establish and grow a strong economic development team and maintain quality of life and services

Objectives:

- Increase the General Fund Reserve balance
- Reduce OPEB and PERS liabilities
- Implement technologies, such as open source data and procedures to increase transparency and accountability
- Eliminate General Fund subsidies when fees are justified by the cost of providing the service
- Increase organizational efficiency and cooperation internally and externally to better serve the community
- Develop multi-year metrics to evaluate standards of service and efficiency of organization
- Develop professional staff to lead and serve in the organization
- Ensure the City provides positive, solution-oriented customer service

### **Public Safety**

Support a sustainable delivery system of programs that will provide community oriented proactive and responsive services to guarantee public safety

Objectives:

- Reduce 911 response times
- Modernize the community engagement approaches to be flexible, improve customer services, crime prevention and traffic / pedestrian / bicycle safety
- Broaden communications, information sharing and community awareness of public safety activities
- Ensure a sound fiscal model for public safety operations and programs
- Ensure departments have the technology, equipment, training and resources conducive to providing public safety
- Provide for efficient and effective management through innovative and forward-thinking ideas resulting in the best customer service possible

### **Infrastructure and City Assets**

Support the preventative maintenance and improvements of the City's roads, sewer, water systems and other City-owned properties, including parks and recreational facilities and maximize the City's assets

Objectives:

- Establish and maintain a Master Plan (inventory, assessment and long term strategy for maintenance and enhancement as well as options for potential long term savings from investments in infrastructure) for all of the City's infrastructure, equipment and technologies systems

- Establish and maintain a Master Plan (inventory, assessment and long term strategy for maintenance and enhancement as well as options for maximizing the value and potential monetization of each asset) for all of the City's assets, including City-owned properties and other facilities
- Identify grants and other funding opportunities to accelerate the City's Pavement Management Program

## DISCUSSION

The Fiscal Year 2019-20 strategic planning process is an opportunity to refine the original set of Priority Policy Statements and to create a Mission and Vision Statement for the City. To encourage public input in this process a strategic planning webpage has been added to the City's website and a community stakeholder online survey will be available April 3 – April 17. The survey will allow respondents to create a Mission and Vision Statement for the City, comment on the current Priority Policy Statements and prioritize use of city resources for various city services and programs. The strategic planning webpage will also feature an opportunity for community stakeholders to submit a written statement directly to the City Council.

In addition, a Special City Council Meeting / Strategic Planning Study Session has been scheduled for Tuesday, April 23 at 6:00 p.m. The focus of the strategic planning study session will be to create a Mission and Vision Statement for the City and to update the City's Priority Policy Statements based upon the results of the community stakeholder survey and written statements, public comments and City Council direction.

The discussion agenda for the Study Session will cover the following topics and be facilitated by former Interim City Manager Allan Roeder:

- Third Quarter Fiscal Year 2018-19 Report
- Preliminary Fiscal Year 2019-20 budget assumptions and 20-year forecast
- Summary of community stakeholder survey results and written statements
- Mission and Vision Statements
- Priority Policy Statements

Staff will compile the input received and prepare draft Mission and Vision Statements along with any revisions to the Priority Policy Statements for City Council consideration and approval at the May 7 City Council meeting.

A Special City Council Meeting / Budget Study Session is tentatively scheduled for May 14 and a Budget Public Hearing is tentatively scheduled for June 4.