

C I T Y O F G L E N D O R A

STRATEGIC PLANNING RETREAT

November 3, 2015 • America's Christian Credit Union

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Gail Tsuboi, Graphic Recorder – Tsuboi Design (925) 376-9151

MISSION STATEMENT

The City of Glendora's mission is to provide the citizens and business community effective municipal services while maintaining our historical sense of community values.

VISION STATEMENT

By 2018, Glendora will be a cohesive community with a high quality of life for current and future generations.

CORE VALUES

not in priority order

The City of Glendora values . . .

- ◆ *Fiscal Responsibility*
- ◆ *Honesty and Integrity*
- ◆ *Exemplary Customer Service*
- ◆ *Open and Accessible Government*
 - ◆ *Accountability*
- ◆ *Community Involvement*

THREE-YEAR GOALS

2013-2016* not in priority order

- ▶ **Enhance economic development with community involvement**
- ▶ **Enhance and retain revenues**
- ▶ **Increase use and development of technology for the benefit of the community**
- ▶ **Attract, develop and retain qualified staff**
- ▶ **Maintain and improve the city's infrastructure and facilities**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Wed., November 4, 2015	City Manager	Distribute the retreat record to meeting attendees.
Within 48 hours	All recipients	Read the retreat record.
November 4, 2015	City Clerk	Place the “Accomplishments” on the website.
November 15, 2015	Department Heads	Share and discuss the Strategic Plan with staff.
November 16, 2015	Management Team	Review the “Current Internal Weaknesses/Challenges” list for possible action items.
At the December 8, 2015 City Council meeting	City Council and City Manager	Present the updated Strategic Plan to the public.
Monthly	City Council and City Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Manager	Prepare and distribute the updated Strategic Plan Monitoring Matrix to the City Council, Executive Team, employees and place on the City’s website.
May 16, 2016 (Monday) 7:30/8:00 am - 3:00 pm	City Council & Executive Management Team	Strategic Planning Retreat to: <ul style="list-style-type: none"> - more thoroughly assess progress on the goals and strategic objectives. - Review the list of topics from the September 2015 League of California Cities conference (listed in this record) - identify new Three-Year Goals (2016-2019) - develop Strategic Objectives for each 3-Year Goal for the next six months

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF GLENDORA SINCE THE MAY 19, 2015 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- We met our water reduction goal (down 36%)
- Installed an all-weather artificial turf
- We've increased our social media exposure
- Revived the Pumpkin Festival at Heritage Park
- Hosted the Special Olympics
- Implemented two special events: Heritage Days, Halloween movie in the park
- Initiated a drought-tolerant median project
- Started an Arrow Highway Specific Plan
- Ongoing grants totaled \$600,000 in 2015
- Received two traffic safety grants from the state totaling \$300,000
- The City offered several water conservation workshops
- Completed drought-tolerant improvements at 6 park sites
- Avalon Bay is done and being rented out
- Students improved their reading levels over the summer by participating in the Summer Reading Challenge
- The Police Dept. is being recognized for traffic safety by the State Office of Traffic Safety
- Positive response to water conservation rebates; all \$600,000 has been spent
- Significant upgrades to the IT infrastructure
- Implemented a citywide janitorial contract, saving staff time and city funds
- Updated the Glendora Economic Plan
- Updated the Fund Balance Policy
- Volunteers make up 1/5 of all library FTE hours
- We have projects involving 425 new housing units under construction
- We continue to maintain an outstanding relationship with the Glendora Unified School District and Charter Oak
- We entered into long-term contracts with the two Police Dept. bargaining units
- We are working on refinancing water bonds that would result in \$50,000 of savings annually
- Completed FY 2014-2015 under budget
- Held an Employee Town Hall meeting
- Started a Council-led community conversation with the public
- Successful El Niño Preparedness Town Hall meeting
- Enhanced the Emergency Operations Center
- Passed a balanced budget for FY2015-2016
- The Night on the Plaza fundraiser netted almost \$200,000 (income and in-kind) for the Library
- The Library held a successful Strategic Plan review session
- Route 66 Specific Plan review with the Planning Commission completed
- Received several grants for improving municipal services, e.g., \$40,000 to install 5 bus shelters
- We received \$600,000 in new grant awards
- San Gabriel Plant construction completed
- Public Works Dept. completed a Water Conservation Rebate Program
- Library launched its Summer Reading Challenge with a "Pie in the Face" media campaign
- Approved and broke ground on two new housing developments
- New commercial development in Market Place
- Successful community survey regarding improvements and upgrades in the website
- Positive feedback from the public regarding new housing development providing more students to our schools
- IT won a Public Technology Award for community engagement

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

C I T Y O F G L E N D O R A
SIX-MONTH STRATEGIC OBJECTIVES
November 3, 2015 – May 15, 2016

THREE-YEAR GOAL: <i>ENHANCE ECONOMIC DEVELOPMENT WITH COMMUNITY INVOLVEMENT</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Jan. 26, 2016 City Council meeting	Planning Director	Present to the City Council for action a request for a budget and plan for updating the Route 66 Specific Plan.				
2. By February 1, 2016	Planning Director	Recommend to the City Council for action an ordinance to implement a Building Industry Association (BIA) Real Estate Sign Program, putting up to 12 signs in the city that market new housing development.				
3. At the Mar. 22, 2016 City Council meeting	Planning Director	Present to the City Council for consideration a contract to engage a consultant to assess commercial land and space in the city and analyze any voids in the market that might be met in Glendora.				
4. By May 1, 2016	Planning Director	Present to the City Council and make at least one presentation regarding housing attainability to a community stakeholder group (e.g., realtors, schools, service organizations) and have other presentations scheduled.				

THREE-YEAR GOAL: *ENHANCE AND RETAIN REVENUES*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Feb. 9, 2016 City Council meeting	Finance Director	Present to the City Council for consideration documents for refunding of water bonds.				
2. May 15, 2016	Finance Director	Update the Fund Balance Policy to include PERS funding and make a recommendation to the City Manager.				

**THREE-YEAR GOAL: *INCREASE USE AND DEVELOPMENT OF TECHNOLOGY
TO BENEFIT THE COMMUNITY***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Nov. 10, 2015 City Council meeting	Finance Director and Police Chief	Present to the City Council the website redesign based on public survey results.				
2. January 15, 2016	Finance Director	Upgrade Pentamation to improve data accountability and implement with Flexnet, which will give residents access to water billing information.				
3. Feb. 1, 2016	Council members Judy Nelson and Mendell Thompson	Request from the League of California Cities information about their technology recommendations for cities and report the results to the City Council.				
4. April 1, 2016	Finance Director and Police Chief	Complete the process of migrating data onto the city's new website.				

THREE-YEAR GOAL: *ATTRACT, DEVELOP AND RETAIN QUALIFIED STAFF*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Jan. 19, 2016 City Council meeting	HR/RM Director	Recommend to the City Council for action a Recruitment Incentive Program for employees.				
2. On Jan. 21, 2016	HR/RM Director	Hold the Annual Employee Recognition Luncheon.				
3. By February 1, 2016	Management Team (City Manager - lead)	Develop a conversational format and hold a round table meeting with employees to increase two-way communication and report the results to the City Council.				

THREE-YEAR GOAL: *MAINTAIN AND IMPROVE THE CITY'S INFRASTRUCTURE AND FACILITIES*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Nov. 10, 2015 City Council meeting	Public Works Director (lead) and Finance Dir.	Recommend to the City Council for action a report with funding options regarding the condition of city streets and an annual expenditure proposal for street maintenance.				
2. At the Dec. 8, 2015 City Council meeting	Public Works Director	Recommend to the City Council for action at least three on-call contractors to respond to emergencies.				
3. At the Jan. 12, 2016 City Council meeting	Community Services Dir.	Present to the City Council for action a plan to irrigate our urban forest (i.e., trees in Glendora that the city maintains).				
4. At the Jan. 26, 2016 City Council meeting	Community Services Dir. (lead), Public Works Director and Police Chief	Recommend to the City Council for action a plan regarding oversight of the South Hills, Big Dalton and Heritage Park properties.				