

**C I T Y O F G L E N D O R A**  
**STRATEGIC PLANNING RETREAT**  
January 25, 2018 \* America's Christian Credit Union

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**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*

*A Friendly Environment*

**THREE-YEAR GOALS**

2016- 2019 \* not in priority order

*Enhance economic development with community involvement*

*Maintain and improve the City's infrastructure and facilities*

*Maintain financial stability*

*Enhance services to support the evolving community in a changing environment*

*Enhance internal and external communication*

## S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

### WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF GLENDORA SINCE THE MAY 2017 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Completed Arboretum Park
- Continued to have the lowest tax rate of any city in the region
- Held meetings with the Council and all of the Commissions
- Pompei Park was renovated
- Adopted the revised Route 66 Specific Plan
- Went to district elections
- City Commissioners feel that City staff is very competent, engaged and accommodating
- Emerging Leaders produced a Transportation Action Plan
- Police Department participated in social service programs (e.g., homeless, mental health, cold weather shelter)
- Our City Commissioners are eager to help, engaged, and a great potential resource
- Police Department commenced with the Community Dashboard
- Library received \$13,000 grant to extend wifi
- Staff found and Council spent more than \$3 million on capital improvements
- Completed renovations at La Fetra Center
- Police Department commencing a CERT Program
- Purchased generators and vacuum trucks for the Water Division
- Youth Advisory received a grant from Disney for \$1000
- Regional Water Board Chair recognized Glendora as a leader in implementing the industrial permit
- The City is in full compliance with the MS4 permit—stormwater discharge requirements
- Engaged members of the community living within the Assessment District
- Professional Law Enforcement Service Awards – Southern California Narcotics Investigator of the Year Award, California Police Officers Association Outstanding Cold Case Award, US Attorney Law Enforcement Award of Excellence
- Police Department Safe Driving Pledge
- Police Department participated in outreach programs – Special Olympics Torch Run, Breast Cancer Awareness/Pink Patch Project (raised over \$7000), Men’s Cancer and Health Awareness (raised \$4000)
- We kicked off a pilot program for a Bicycle Friendly Business District
- Working with two other cities, we started a Taking Back Our Communities Coalition
- Library added three new services for electronic resources
- Staff managed an additional \$3 million of capital improvement projects
- Awarded a homelessness planning grant for \$50,000
- Bidwell Forum audio-visual system was completely upgraded
- Instituted a Police Department Coyote Cacher Program—improvement of Police Department website regarding wildlife
- Started computer classes at the La Fetra Center
- IT started the “Did You Know?” Program
- We have classes at the La Fetra Center to learn how to use all of your Apple products
- City engaged the Center for Nonprofit Management to study the City’s three foundations
- We almost completed the waterproofing in the Library Plaza
- Three of the Councilmembers received appointments to the League of California Cities policy committees

- Police Department roof was updated
- Completed the Liberty House
- Removed the “K” rails
- Completed the renovation of the Stone House/Big Dalton House
- Moved our elections to even years
- Approved a balanced budget with healthy reserves (over \$11 million—45% of our General Fund)
- Ramped-up a Shop Glendora Marketing Campaign
- Installed Big Belly trash receptacles
- Police Department, Planning Department and Public Works Department improved communication regarding code enforcement management
- The City was awarded a Certificate of Excellence for CAFR (Comprehensive Annual Financial Report)
- The City has the best rating within the ICRMA Insurance Pool
- We participated in the groundbreaking of the new phase of the Gold Line extension
- Finished the Glendora Avenue Capital Improvement Project

**NEXT STEPS/FOLLOW-UP PROCESS**

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
January 26, 2018	City Clerk	Distribute the retreat record to meeting attendees.
Within 48 hours	All recipients	Read the retreat record.
January 29, 2018	Management Team (City Manager – lead)	Review the “Current Internal Weaknesses/Challenges” list for possible action items.
January 29, 2018	City Clerk	Place the “Accomplishments/Strengths” on the website.
February 8, 2018	Department Heads	Share and discuss the Strategic Plan with staff.
At the February 13, 2018 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.
August 21, 2018	City Council & Executive Management Team	Strategic Planning Retreat to: <ul style="list-style-type: none"> <li>- thoroughly assess progress on the goals and strategic objectives.</li> <li>- develop a new Vision Statement.</li> <li>- develop new Strategic Objectives for each 3-Year Goal for the next six months.</li> </ul>

**CITY OF GLENDORA  
SIX-MONTH STRATEGIC OBJECTIVES**

January 25, 2018 – August 1, 2018

<b>THREE-YEAR GOAL: <i>Enhance economic development with community involvement</i></b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. By April 1, 2018	Planning Director and Assistant to the City Manager	Hold a Commercial Broker Round Table.				
2. At the May 22, 2018, City Council meeting	Planning Director	Present the Arrow Highway Specific Plan to the City Council for consideration.				
3. At the June 12, 2018, Successor Agency meeting	Planning Director and Assistant to the City Manager	Develop and present to the Successor Agency for consideration a plan for the future use and disposition of the Amelia/Route 66 site property.				
4. By July 15, 2018	Assistant to the City Manager	Report to the City Council on the accomplishments of the Shop Glendora Marketing Campaign, including increase in participation by businesses.				

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SIX-MONTH STRATEGIC OBJECTIVES**

January 25, 2018 – August 1, 2018

<b>THREE-YEAR GOAL: <i>Maintain and improve the City's infrastructure and facilities</i></b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. At the February 13, 2018, City Council meeting	Public Works Director	Present a status report on the Capital Improvement Projects.				
2. By July 15, 2018	Public Works Director	Identify and present to the City Manager opportunities to pursue regarding alternative sources of water.				
3. By August 1, 2018	Public Works Director	Present to the City Council an analysis of the effectiveness of the new "Vac" (Vacuum Truck) and its return on investment.				

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SIX-MONTH STRATEGIC OBJECTIVES**

January 25, 2018 – August 1, 2018

<b>THREE-YEAR GOAL: <i>Maintain financial stability</i></b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. At the March 27, 2018, City Council meeting	Library Director and Community Services Director	Coordinate presentation to the City Council of the report on the three Foundations.				
2. At the April 24, 2018, City Council meeting	City Manager (lead), Finance Director and Councilmembers Mendell Thomson and Judy Nelson	Develop and recommend to the City Council for consideration the appointment of a Citizen's Advisory Panel to report on possible new revenue sources to address funding needs.				
3. At the May 22, 2018, City Council meeting	Finance Director and City Manager	Present to the City Council for consideration options regarding the City's pension obligations and OPEB (other post-employment benefits) obligations.				
4. By July 15, 2018	HR & Risk Management Director and Finance Director	Present to the City Manager possible options for healthcare providers and coverage standards.				

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SIX-MONTH STRATEGIC OBJECTIVES**

January 25, 2018 – August 1, 2018

<b>THREE-YEAR GOAL: <i>Enhance services to support the evolving community in a changing environment</i></b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. By March 1, 2018	City Clerk, working with the Department Directors	Implement a Resource Center of frequently sought-after information housed in the Clerk's Office.				
2. By July 1, 2018	Community Services Director, with input from the Community Services Commission	Present to the City Council for consideration the award of a contract for a Master Plan consultant.				
3. By July 1, 2018	City Clerk	Present to the City Council and Outreach/Education Plan to address the changes to districts and a new election date.				



**CITY OF GLENDORA  
SIX-MONTH STRATEGIC OBJECTIVES**

January 25, 2018 – August 1, 2018

<b>THREE-YEAR GOAL: <i>Enhance internal and external communication</i></b>							
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>	
			DONE	ON TARGET	REVISED		
1. At the February 13, 2018, City Council meeting	City Council Members	Will evaluate the community conversations Council Members have had in pairs with members of the public and determine whether or not to continue the process and how to optimize it.					
2. At the March 17, 2018, City Council meeting	Gary Boyer and Mendell Thompson, with input from meetings with the City Commissioners	Investigate recommended actions to improve communication between and among the Commissions and the City Council based on prior communications between 2 representatives of the City Council and City Commission/Board and develop and present to the Council for action a plan to implement the suggestions.					
3. At the July 24, 2018, City Council meeting	Library Director and City Clerk (co-leads), working with the Executive Team	Research and present to the City Council for direction the possibility of developing a Citizens Government Academy.					
4. By August 1, 2018, and every six months thereafter	City Manager	Host a “City Manager Update” meeting for City Staff on one or more topics of interest to the employees.					