

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

STRATEGIC PLANNING RETREAT

6 August 2019 • America's Christian Credit Union

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Karen Perkins, Recorder – (510) 325-7276

MISSION STATEMENT

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

VISION STATEMENT

Glendora will be an inclusive, charming and vibrant community.

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

2019-2022 * not in priority order

- ▶ **Increase financial stability and sustainability**
- ▶ **Enhance and modernize the organization**
- ▶ **Improve and maintain the City's infrastructure and facilities**
- ▶ **Implement strategic economic development**
- ▶ **Enhance employee development and retention**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
August 7, 2019	City Manager	Distribute the retreat record to invitees
Within 48 hours of receipt	All recipients	Read the retreat record.
By August 19, 2019	City Manager – lead and the Executive Team	Review the “Current Internal Weaknesses/Challenges” list for possible action items.
By August 20, 2019	Executive Team	Share and discuss the updated Strategic Plan with staff, face-to-face.
August 27, 2019	City Manager	Present the updated Strategic Plan to the public.
August 21, 2019	City Clerk	Place “Mission, New Vision, Core Values, Accomplishments and Goals” and list of City’s Strengths and Accomplishments on the City’s website
Monthly	Executive Team and the City Council	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Every other month (August, October, December, February, April, June)	City Clerk	Prepare and distribute the updated Strategic Plan Monitoring Matrix to the City Council, Executive Management Team and employees. Post on the City’s website.
February 25, 2020 (8:30 – 2:30)	Strategic Planning Team	Strategic Planning Retreat to: <ul style="list-style-type: none"> - assess progress on the Goals and Strategic Objectives. - develop a Vision Statement. - develop objectives for the next six months.

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities – Threats

STRENGTHS AND ACCOMPLISHMENTS SINCE THE JANUARY 30, 2019, STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- 3 bargaining group contracts approved
- John Aguirre promoted to Director of Community Services
- Began reorganization of Departments
- Re-alignment of Department responsibilities
- Extended the Sister City relationship with Moka
- Improved trust among all City employees
- Allison Sweet named Interim Public Works Director
- Upgraded new air conditioning at teen center
- Engaged employees in book reading challenge
- Successful redo of repaving project
- New hires in progress
- Successful outcome of MS-4 lawsuit
- Completed police perimeter wall
- Permit issued for Glendora Public Market
- Completed development concept study of the station area
- Completed first mile plan with Metro
- Police acquired \$83,911 Homeland Security grant
- 2 homeless grants approved
- Secured grant for Phase 2 of the Urban Trail
- POB validation completed successfully and issuance expected at favorable rate – savings of at least \$24 million expected over the next 27 years
- Police Department volunteer hours clocked 5,047 hours, which saved costs
- Proposed MOU for Glendora Public Library Friends Foundation
- Started assessment of GIS systems and needs
- Renewed contract for Glen Oaks Golf Course and enhanced revenues for the City
- Staff has begun looking at systems to utilize how we manage facility maintenance, systems and equipment
- Established relationship with at least 10 property owners who own properties that could be developed
- Greg Morton has led Brand Standardization committee
- Launched mobile app to combine all of the Library's e-book platforms
- Police Department increased community outreach (ex: increased number of outreach programs)
- Developed marketing materials for transition to districts
- Updated and released new commission handbook
- Added new ADA restrooms at equestrian centers
- Passed the sales tax measure
- Passed a 2-year budget
- Sale of all of our redevelopment properties
- We are issuing passports at City Hall
- Alternate work schedule established
- Upgraded Library HVAC and elevator
- Solicitation of maintenance contracts to improve efficiencies, maintenance cost
- Some reclassifications have been done
- Brought Raising Canes to town (a restaurant)
- Library services agreements with the school districts
- Police acquired ABC grants (\$31,718)
- Incorporated goals and objectives into the 2-year budget
- Grant/MOU from Metropolitan Transportation Authority (LACMTA) (\$66,374)
- Purchase of a zero emission transit vehicle Mobile Sources Air Reduction Committee (MSRC) (\$50,760)

- Bus. Improvement District ended year under budget
- Police Department filled 5 vacancies
- Improved the driving range at the golf course
- We have established a definitive date (December 31, 2019) for completion of Loraine Street improvements
- We adopted an ordinance to permit telecommunication facilities in the public right-of-way
- Police Department conducted 6 active shooter presentations for internal and external departments and the public
- Combined the Glendora Report and the Community Service Activity Guide for an annual savings of at least \$20,000
- Completed an IT assessment
- We won a California Library Association Public Relations Excellence Award
- Launched an e-government kiosk at the Library
- Conducted our first annual Commission Recognition dinner
- Cost of Measure E special election came in 35% under budget
- Outreach to school districts regarding environmental conservation
- Improved employee morale
- Friday donuts



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

**CITY OF GLENDORA
SIX-MONTH STRATEGIC OBJECTIVES
15 July 2019 to 15 February 2020**

THREE-YEAR GOAL: <i>Increase financial stability and sustainability</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. December 10, 2019 City Council Meeting	City Manager with input from the Executive Staff	Create an incentive program for staff input regarding organizational effectiveness and cost savings and present to the City Council for consideration.				
2. February 15, 2020	City Manager, Finance Director with input from Ad Hoc Committee	Present the Ad Hoc Citizen's Advisory Committee final report with recommendations to the City Council for Consideration				
3 February 15, 2020	Finance Director	Prepare a Popular Financial Annual (PFAR) for the public that summarizes key points from the annual report				
4 February 15, 2020	Human Resources Director	HR and bargaining unit will establish a task force to explore alternative health benefits for employees				
5 Future	Finance Director	Present to City Manager recommended changes to the City's Purchasing Ordinance and Policies				
6 Future	Finance Director	Initiate RFP for citywide fee study and present results to City Council for consideration				

THREE-YEAR GOAL: *Enhance and modernize the organization*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. September 15, 2019	City Manager	Revise the format of the City Manager Weekly Update				
2 September 15, 2019	Library Director, City Clerk, Police Chief	Coordinate the Answering of the main City Hall telephone line from the Police Department to the Library				
3. September 24, 2019	Library Director	Present to Council for consideration a memorandum of understanding between the City and the Glendora Public Library Friends Foundation				
4. October 1, 2019	City Clerk	Review mobile (field-based) computing and technology equipment and software and make recommendations to City Manager for obtaining information and performing their functions and meet demands				
5. By September 24, 2019	City Manager and Community Services Director with all Department Heads	Hold a homelessness (i.e., those living without shelter) workshop for City Council to review, update and discuss future actions relating to Homelessness in the City of Glendora. .				
6. October 15, 2019	City Clerk	Go live with new Agenda Management and ECM System				
7. October 15, 2019	City Clerk	Conduct a review and analysis of current IT infrastructure to ensure system reliability and accessibility, especially as it relates to Critical Facilities				
8. November 18, 2019 At Library Board Meeting	Library Director	Present to Board of Library Trustees for consideration, the initial sequence of Library focuses for ongoing community strategic planning				
9. February 15, 2020	City Clerk with input from Department Heads	Present to the City Manager an agreed upon structure and process for how current policies and procedures will be updated and/or eliminated				

10. February 15, 2020	Finance Director	Implement automated timecard software				
11. Future	City Clerk	Develop IT Action plan				

THREE-YEAR GOAL: *Improve and maintain the City's infrastructure and facilities*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. October 22, 2019 and quarterly thereafter	Community Development Director with Public Works Director and City Manager	Update the City Council and the Community on the Gold Line project – quarterly.				
2. November 1, 2019	City Clerk working with Department Directors	Issue an RFP for consultant to assess GIS needs and services				
3. November 12, 2019	Public Works Director	Present to City Council the analysis and recommendation(s) for acquiring and/or conversion of the Edison owned street lights to LED (Includes analysis of Historic Street Lights).				
4. November 15, 2019	City Clerk with input from Department Directors	Issue an RFP for a consultant to assess space planning at City Hall and multiple City facilities				
5. January 16, 2020	Public Works Director with input from representatives of the Community Services Commission	Update the Urban Forestry Manual and present to the Community Services Commission for input at its January 16, 2020 meeting				
6. February 15, 2020	Community Services Director and Public Works Director with input from the Department heads	Issue an RFP for consultant to perform a facilities needs assessment				
7 February 15, 2020	Public Works Director	Issue an RFP for consultant to prepare an update to the current pavement management plan				

THREE-YEAR GOAL: *Implement strategic economic development*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. October 8, 2019 City Council meeting	Community Development Director	Present the SLO Station Area Plan to City Council for information				
2. October 22, 2019 City Council Meeting	Community Development Director	Present a Purchase and Sale Agreements for the Successor Agency consideration – Parker and Amelia				
3. December 15, 2019	Community Development Director	Complete an updated parking study of the Glendora Village and present to City Council				
4. By February 15, 2020 Economic Development workshop	Community Development Director, City Manager	Conduct an initial discussion with City Council on options for enhancing economic development, including attracting dining and shopping				

THREE-YEAR GOAL: *Enhance employee development and retention*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1 December 1, 2019	City Manager	Hold meetings with department employees to review the City's Strategic Plan and discuss implementation of the Strategic Plan into each Department's work plan.				
2 December 15, 2019	HR Director	Implement NEOGOV software that improves hiring and onboarding process; including position requisition approval, candidate screening, test and oral appraisal scores, etc.				
3 February 15, 2020	Library Director working with City Manager, Finance Director and Human Resources Director	Assess the Library's staffing and salary structure				
4 February 15, 2020	HR Director/Finance Director	Provide results of class and compensation study for Water Division positions to City Manager				
5 Future	Human Resources, Risk Management Director with input from the Department Directors	Develop a succession planning framework and present it to the City Manager for direction				
6 Future	Executive Team	Develop a gap analysis for departmental and employee training, including funding sources present to the City Manager.				
7 Future	HR Director working with Department heads	Review and make recommendations for the implementation of an employee performance management process				
8 Future	City Clerk	Research and present an outline for City Manager regarding the development of an internship program for the City of Glendora				