

C I T Y O F G L E N D O R A
STRATEGIC PLANNING RETREAT
August 21, 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

Strengthen financial sustainability

Adapt 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 JANUARY 2018 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Ability to change and grow
- Hired a new City Attorney
- Police Department continues to provide exceptional customer service despite staff vacancies
- Came to agreements with the Police Officers Association and the Police Management Association
- With the Business Improvement District (BID), able to enhance our Marketing Program with more merchants in the village
- All five seats on the BID are filled
- The BID ended the fiscal year on a positive note
- Night on the Plaza fundraiser grossed over \$200,000—the highest in its 18 year history
- Opened a new Urban Trail
- National Night Out was a great success
- Created MOUs with foundations
- Held two public meetings on the Arrow Highway Specific Plan
- Improved both internal and external communication
- Library Board approved framework for a new 5-Year Strategic Plan
- Updated the audio visual equipment at Bidwell
- Upgraded wayfinding signage
- City has two excellent media specialists in-house
- Hired and swore in three new Police Officers
- Hired and swore in eleven non-sworn employees
- Provided excellent services at the lowest tax rate per capita of surrounding cities
- Significant progress toward restoration of the City's historic streetlights
- HR RM Director appointed to Board of Directors of Public Employer Relations Association of California
- Police Department developed a new mission statement and core values to align with the City's mission
- IT Data Center updated with new AC and fire suppression
- Upgraded our computer systems to Windows 10
- Successfully removed the K Rails
- Repair and renovation of water infrastructure
- New online bidding system for capital improvements
- A new Reference Center in the City Clerk's Office
- Three Council Members serve on three different State League committees
- Police Department and Human Resources worked together to streamline the hiring process
- Police Department started a Recruitment Team
- City Manager's Office successfully started the second year of the Emerging Leader Program
- Approved development of a Citizens Government Academy
- Went to Moka, Japan, to celebrate our 30th year as Sister Cities
- Successfully revamped employee orientation to be compliant with AB119
- Extended reach of social media through the Library

- Installation of new playground at Louie Pompei Park
- Started joint marketing between the City and the business community
- City Manager's Office continued their work on Take Back Our Community and we are a leader in the region
- Library and Information Services implemented 1 gig public internet connection
- Police Department began an Onboarding Program for New Employees
- Police Department began an Employee's Wellness program
- Most successful Summer Reading program to date
- Remodel of the City Clerk, Public Works and Planning Department
- Bike Friendly Business District
- Our first Water Carnival was very successful—great turnout
- Our Water Department didn't have to buy outside water until June for the first time in three years
- Implemented a Wildlife Management Plan, including Coyote Catcher and Neighborhood Watch
- Approved a Homeless Plan
- Fixed the leaks at the Library
- Renovated the La Fetra Center
- Amended the City's solid waste contract
- Construction of the Liberty House Community Room and RESTROOM
- Library hosted JPL (Jet Propulsion Laboratory) Mobile Planetarium
- Held a successful Earth Day celebration/event
- Successful Commercial Broker Roundtable
- Finance Department received a GFOA (Government Finance Officers Association) award for financial management
- With the Chamber, we developed a "Shop Glendora" app
- Received two awards from CALED (California Association of Local Economic Development)
- Security camera system installed at City parks
- Kiosks and signage in wilderness areas
- There were capital improvements (Public Works and other departments) completed
- Hired a new City Manager
- Formed a Finance Committee to address financial problems
- Implemented the use of the vacuum truck
- Best Friendly City and Best Downtown for the 7th year—awarded by the San Gabriel Valley News Group – Readers Choice Awards
- Police Department Implemented Compstat Community Dashboard
- Approved a plan to more closely collaborate with our Commissioners
- Police Department improved the City's Wildlife Management program to include incorporating wildlife management into their Neighborhood Watch Program.

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
August 22, 2019	City Clerk	Distribute the retreat record to meeting attendees.
Within 48 hours	All recipients	Read the retreat record.
By September 7, 2018	Department Heads	Share and discuss the Strategic Plan with staff.
On September 7, 2018	City Clerk	Place the Strategic Plan on the City's website.
By September 15, 2018	Management Team (City Manager – lead)	Review the “Current Internal Weaknesses/Challenges” list for possible action items.
At the September 25, 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 Clerk	Prepare and distribute the updated Strategic Plan Monitoring Matrix to the City Council, Executive Team, staff and place on the City's website.
January 30, 2019 8:30-4:00	City Council & Management Team	Strategic Planning Retreat to: <ul style="list-style-type: none"> - Thoroughly assess progress on the Strategic Plan. - Develop a new Vision Statement. - Identify new Three-Year Goals. - Develop Six-Month Strategic Objectives for each Three-Year Goal.

STRATEGIC PLAN ELEMENTS

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“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
August 21, 2018 – February 1, 2019

THREE-YEAR GOAL: <i>Enhance economic development with community involvement</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the September 25, 2018 City Council meeting	Planning Director	Present the Arrow Highway Specific Plan to the City Council for consideration.				
2. At the November 13, 2018 Successor Agency meeting	Planning Director	Develop and present to the Successor Agency for consideration a plan for the future use and disposition of the Amelia/Route 66 site property.				
3. At the January 22, 2019 City Council meeting	Assistant to the City Manager and BID Vice Chair Dalel Snider, with input from the Chamber	Develop and present to the City Council an expansion on the Marketing Plan to attract businesses to Glendora.				
4. By February 1, 2019	Planning Director (lead), Assistant to the City Manager and Councilmember Boyer, with input from the Planning Commission	Recommend to the City Council for direction future use of the City-owned San Jose property.				
5. By February 1, 2019	City Manager and Assistant to the City Manager	Develop a list of City-owned properties that could be used for economic development and distribute 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. By January 1, 2019	Public Works Director	Present to the City Manager a Replacement and Fleet Management Plan for City vehicles.				
2. By January 15, 2019	Community Services Director	Identify the impacts of extreme heat and State water mandates on the health of trees in Glendora and recommend to the City Council for action options to initiate an outreach campaign to educate the public on tree care				
3. By January 15, 2019	Community Services Director	Present to the Community Services Commission a recommendation for flooring and maintenance needs for City recreational facilities.				
4. By January 15, 2019	Public Works Director	Present a status report to the City Council on the Capital Improvement Projects.				

THREE-YEAR GOAL: *Strengthen financial sustainability*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By January 15, 2019	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).				
2. By January 15, 2019	HR & Risk Management Director and Finance Director	Present to the City Manager possible options for healthcare providers and coverage standards.				
3. At the January 22, 2019 City Council meeting	Ad Hoc Citizens Advisory Panel, working with the Finance Director as facilitator	Recommend to the City Council for action possible new revenue sources and cost savings.				

THREE-YEAR GOAL: *Adapt services to support the evolving community in a changing environment*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By December 15, 2018	Library Director and City Clerk (co-leads), City Manager and Department Directors, with input from the Boards and Commissions	Develop and distribute an updated Community Survey.				
2. By February 1, 2019	City Clerk	Present to the City Council for action an Outreach/ Education Plan to address transitioning from at-large to district elections and a new election date.				
3. By February 1, 2019	Library Director and City Clerk	Analyze and report the results of the community survey to the City Council for use in the City's new Three-Year Goals-setting process.				

THREE-YEAR GOAL: *Enhance internal and external communication*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By October 15, 2018	City Attorney	Review the governing law regarding protocol related to public meetings and communication between and among Council Members subject to the Brown Act, and make a recommendation to the City Council regarding existing and recommended protocols.				
2. By December 15, 2018	City Manager, with input from the Mayor and City Council	Review the format of the City Manager Weekly Update and devise a communication mechanism to increase the level of detail that departments report that is consistent with requirements of law.				
3. By February 1, 2019	City Clerk and Assistant to the City Manager, with input from the Department Heads and Commissions	Submit external communications strategies and recommended required resources to the City Council for consideration.				