

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

STRATEGIC PLANNING RETREAT

30 January 2019 • America's Christian Credit Union

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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 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

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**

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

MAJOR STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF GLENDORA IN THE PAST THREE YEARS AND PROGRESS ON THE GOALS AND OBJECTIVES SINCE THE AUGUST 21, 2018 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- Completed major water capital improvement projects
- Library broadband Wi-Fi access provided at eleven other public facilities
- Restoration and replacement of historic streetlights; began working on the plan
- Updated policies and procedures for the city
- Major updates to the Data Center
- Improved engagement with our various boards and commissions
- Hired a new City Manager
- Award-winning financial reports
- Updated the Route 66 Specific Plan
- Effective ad hoc committees of citizens
- Hired 17 of 24 police vacancies
- City staff is working proactively on the upcoming Gold Line
- Established a Homeless Plan
- Library added 88,000 eBooks as part of cloud partnership
- Opened Library meeting rooms for private rentals
- Obtained a \$118,000 traffic grant
- Night on the Plaza was its most successful in 18 years
- Remodeled the workplace in public works and finance
- Released an RFP for the sale of the successor agency properties
- Presented CIP needs to the Community Services Commission
- Constructed crosswalk safety improvements around Glendora High School
- Award-winning budget
- The Arrow Highway Specific Plan
- Hired a new law firm
- Reopened Phase One of an urban trail
- Built a new arboretum park
- Positive community survey results
- Police Department presented active shooter training to city staff and community members
- The impact of heat and water to trees will be presented on February 12
- Upgraded Bidwell Forum's AV and electrical
- Removed K rails in the Colby Fire impact areas
- The City Council discussed and provided direction on public comment
- Exchange of ideas on SB54
- Added organic recycling services to our solid waste contract
- Participate in regional homeless program
- City Council appointed boards and commissions have transitioned to paperless packets
- Measure E website was created
- Refurbished our softball fields
- Improved internal technology
- Implemented a brand management and staff taskforce
- We built a new toddler building (Liberty House) with restrooms at Finkbiner Park
- Launched our proposed Measure E
- Applied and received a homeless grant of \$342,000
- Settled with our bargaining groups

- Initiated the pension obligation bond
- Acquired a new police dog named Sam
- Approved implementation of a passport program
- Received a \$250,000 grant for improving intersections
- Acquired \$83,000 police radio grant
- Conducted the City's annual Emergency Operations Center (EOC) training
- Police officers trained in advanced first aid and emergency trauma
- Increased Neighborhood Watch groups and meetings

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 STRATEGIC OBJECTIVES

30 January 2019 through 15 July 2019

THREE-YEAR GOAL: Increase Financial Stability and Sustainability								
When	Who	Objective Type		What	STATUS			COMMENTS
		Strategic Plan	Staff Initiated		DONE	ON TARGET	REVISED	
March 12, 2019	Finance Director and City Manager	#1		Recommend to the City Council for consideration the next action steps regarding pension obligation bonds.	X			next steps finalized on August 13 for sale of bonds.
April 15, 2019	City Manager	#2		Provide the City Council with an update on fiscal viability of Strategic Planning objectives that were established on January 30, 2019.			X	
June 15, 2019	City Manager, Finance Director with input from Ad Hoc Committee	#3		Present the Ad Hoc Citizen's Advisory Committee final report with recommendations to the City Council for consideration.			X	Ad Hoc committee still working on report. Timeline TBD
July 15, 2019	City Manager with input from the Executive Team	#4		Create an incentive program for staff input regarding organizational effectiveness and cost savings and present to the City Council for consideration.			X	
Future	Human Resources Director	Carried forward (Aug 2018 Retreat)		Present to the City Manager possible options for healthcare providers and coverage standards.		X		This has been included in the MOU objectives. Implementation expected during next 12 -18 months.

STAFF ADDED SIX-MONTH AND LONG-TERM OBJECTIVES RELATING TO STRATEGIC PLAN GOAL								
When	Who	Objective Type		What	STATUS			COMMENTS
		Strategic Plan	Staff Initiated		DONE	ON TARGET	REVISED	
Future	Finance Director		SI #1	Present to City Manager recommended changes to the City's Purchasing Ordinance and Policies.		X		This has been included in the budget objectives. Implementation expected during next 12 - 24 months.
Future	Finance Director		SI #2	Initiate RFP for citywide fee study and present results to City Council for consideration.		X		This has been included in the budget objectives. Implementation expected during next 12 - 24 months.
June 25, 2019	City Manager with input from the Executive Team		SI #3	Submit to the City Council for consideration a two-year budget.	X			Two-year budget adopted by City Council on June 25, 2019
Future	Finance Director		SI #4	Prepare a Popular Financial Annual Report (PFAR) for the public that summarized key points from the annual financial report.		X		This has been included in the budget objectives. Implementation expected during after completion of CAFR (January timeframe).
Added 8/1				Special Election Conducted for purpose of submitting to voters a questions on whether to adopt a 0.75% Transactions and Use Tax (Measure E)	X			Special Election held March 5, 2019 with the number of votes for Measure E reaching 53.67%, the measure carried.

THREE-YEAR GOAL: Enhance Employee Development and Retention								
When	Who	Objective Type		What	STATUS			COMMENTS
		Strategic Plan	Staff Initiated		DONE	ON TARGET	REVISED	
July 15, 2019	Human Resources	#1		Develop a succession planning framework and present to City Manager			X	This has been included in the budget objectives. Implementation expected during next 12 - 24 months.
July 15, 2019	City Manager	#2		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.			X	
July 15, 2019	Executive Team	#3		Develop a gap analysis for departmental and employee training, including funding sources and present to the City Manager.			X	This has been included in the budget objectives. Implementation expected during next 12 - 24 months.
STAFF ADDED SIX-MONTH AND LONG-TERM OBJECTIVES RELATING TO STRATEGIC PLAN GOAL								
Future	TBD		SI #1	Develop an Online Training Strategy that Aligns with Organization and Employee Needs		X		TBD after HR reorganization is implemented
Future	TBD		SI #2	Review and make recommendation for the creating and implementation of a successful City-Wide performance management process to ensure optimal organizational performance.		X		TBD after HR reorganization is implemented
Future	City Clerk		SI #3	Research and present an outline to City Manager regarding the development of a Internship Program for the City of Glendora		X		TBD after HR reorganization is implemented
Added 8/1				Tentative Agreements with employee associations	X			Tentative Agreement approved: - GMA & AFSCME approved 6/25/2019 and POA approved 7/30/2019

THREE-YEAR GOAL: Improve and Maintain the City's Infrastructure and Facilities								
When	Who	Objective Type		What	STATUS			COMMENTS
		Strategic Plan	Staff Initiated		DONE	ON TARGET	REVISED	
June 15, 2019	City Engineer	#1		Present to the City Manager an assessment of the City's GIS needs.			X	Actions Taken: June, 2019 initial meeting with Department Directors initiated and oversight of goal is to be restructured. Goal was included in the FY2019-2022 and timeline for implementation expected during next 12 - 24 months. 7/17/2019 IT staff presented a PowerPoint on the current status of the City of Glendora Geographic Information Systems (GIS). Next Steps: City Clerk beginning the preparation of a RFP for a GIS Needs Assessment and Related Services.

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July 1	Community Services and Public Works Directors	#2		Present to the City Manager the outcome of a facilities needs assessment and a facilities maintenance plan, including tracking, for implementation			X	This has been included in the budget objectives. Implementation expected during next 12 - 24 months.
July 15, 2019	Public Works Director	#3		Present to the City Council for direction the establishment of a maintenance and capital improvement program, including potential funding, for the sewer system			X	This has been included in the budget objectives. Implementation expected during next 12 - 24 months.
July 15, 2019	Public Works Director	#4		Present to the City Council for action an enhanced Paving Plan, including the use of revenue sources from water and sewer.			X	This has been included in the budget objectives. Implementation expected during next 12 - 24 months.
Future (Feb 2020)	Public Works Director	Carried forward (Aug 2018 Retreat)		Recommend to the City Council for direction future use of the City-owned San Jose property			X	
STAFF ADDED SIX-MONTH AND LONG-TERM OBJECTIVES RELATING TO STRATEGIC PLAN GOAL								
Future	Public Works Director		SI #1	Coordinate with the Design/Build contractors and Gold Line staff to provide feedback for the Gold Line Foothill Extension that supports the needs of Glendora in the design/build construction plans.			X	Design/Build Contractor not on board yet.
Future (Oct 2019)	Public Works Director		SI #2	Present the analysis and recommendation for acquiring and converting the Edison owned streets light to LED.			X	Recommendation expected during next 6 months.
Future (Feb 2020)	Public Works Director		SI #3	Update the Urban Forestry Manual and present it to the Community Services Commission			X	Kick-of meeting 7-31-2019

THREE-YEAR GOAL: Implement Strategic Economic Development								
When	Who	Objective Type		What	STATUS			COMMENTS
		Strategic Plan	Staff Initiated		DONE	ON TARGET	REVISED	
April 23, 2019	Planning Director & Asst to the City Manager	#1		Update the City Council on the sale of former RDA properties at Parker /Route 66 and Amelia/ Route 66.	X			Parker site in escrow, and Amelia draft PSA under review by buyer.
June 25, 2019	BID Member Snider, Asst to the City Manager	#2		Present to the City Council for consideration a plan for marketing Glendora as a current and potential dining and shopping destination, including an analysis of cost and potential for financial return.			X	Team now working on a marketing effort intended to support increased sales tax revenue.
July 15, 2019	Asst to the City Manager, Planning Director & Council Member Boyer	#3		Begin to develop a relationship with at least ten property owners who own properties that represent development opportunities.	X			
July 1, 2019	Planning Director	Carried forward (Aug 2018 Retreat)		Develop a list of City-owned properties that could be used for economic development and distribute to the City Council.				On hold
STAFF ADDED SIX-MONTH AND LONG-TERM OBJECTIVES RELATING TO STRATEGIC PLAN GOAL								
June 30, 2019	Planning Director		SI #1	Initiate a Station Area Plan for the ¼ to ½ mile area surrounding the future Gold Line Station. To be completed by Finance Director 30	X			Development concepts completed by Cal Poly SLO in July

THREE-YEAR GOAL: Enhance and Modernize the Organization								
When	Who	Objective Type		What	STATUS			COMMENTS
		Strategic Plan	Staff Initiated		DONE	ON TARGET	REVISED	
February 26, 2019	City Manager	#1		Present to the City Council for consideration a reorganization plan for city departments and services.	X			Reorganization Plan presented at the March 12, 2019 City Council meeting.
May 1, 2019	City Clerk	#2		Conduct an assessment of administrative policies and present the results to the City Manager.			X	February, 2019 conducted a review of current admin policies and submitted to City Manager. Distributed assessment to Directors for review and comment. Next Steps: 1) Develop new layout and organization for Administrative Policies. 2) Conduct research to determine how policies adopted so a report can be prepared to delete outdated policies and/or update policies out of date and present to Council for action.
July 15, 2019	Finance Director	#3		Assess the feasibility of automating timecard submissions and report the results to the City Manager.			X	This has been included in the budget objectives. Implementation expected during next 12 months.
July 15, 2019	City Manager	#4		Present to the City Council the results of the assessment of the City's technology status.	X			Results presented at the June 11, 2019 City Council meeting.
Future	City Clerk	Carried forward (Aug 2018 Retreat)		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.			X	
Future	City Manager	Carried forward (Aug 2018 Retreat)		Review the format of the City Manager Weekly Update and the Glendora Report and devise a communication mechanism to increase the level of detail that departments report that is consistent with requirements of law.			X	City Manager has meet with department directors on transition from a weekly City Manager update to a bi-weekly and monthly report. Glendora Report transitioned from quarterly to ? And consolidated with the Community Services Recreation Guide.
Future	City Clerk	Carried forward (Aug 2018 Retreat)		Submit external communications strategies and recommended required resources to the City Council for consideration.			X	

CITY OF GLENDORA STRATEGIC OBJECTIVES

30 January 2019 through 15 July 2019

STAFF ADDED SIX-MONTH AND LONG-TERM OBJECTIVES RELATING TO STRATEGIC PLAN GOAL							
April 15, 2019	Library Director, City Clerk & Chief		SI #1	Coordinate the Answering of the main City Hall telephone line from the Police Department to the Library.		X	Taking opportunity to address phone tree and answering protocol Citywide. July 2019 a proposed plan for transition the phone operator from GPD to Library along with proposed revisions to phone tree organization layout was distributed to Directors for input. Next Steps: Compile input received, schedule training with Library staff and then transition phone lines away for GPD.
April 15, 2019	Library Director & City Clerk		SI #2	Go Live with a E-government kiosk for public use at the Glendora Library	X		Up and running as of April 10, 2019
March 18, 2019	Library Director		SI #3	Present to Trustees for consideration the defined Council, Trustee, Foundation, and City roles regarding Library Department oversight, support, and administration	X		Approved for consideration by Council [presented to Council May 14, 2019]
April 15, 2019	Library Director		SI #4	Present to Trustees for consideration the initial sequence of Library focuses for ongoing community strategic planning		X	Deferred to address full-time staffing needs, part-time staffing strategies, and Foundation MOU
April 15, 2019	Library Director		SI #5	Present to Council for consideration a memorandum of understanding between the City and the Glendora Public Library Friends Foundation.		X	Council presentation date is tentative, subject to Friends Foundation consideration of current MOU draft as provided to them
May 1, 2019	City Clerk		SI #6	Go Live with New Agenda Management and ECM System		X	In progress
Future	City Clerk		SI #7	Present recommendations to City Manager to update City's utilization of Applications Management Best Practices and Applications Roles and Responsibilities to identify and assign to IT roles and departments' operational applications and modules and optimize and ensure quality of software modules and systems		X	
Future	City Clerk		SI #8	Present recommendations to City Manager to standardize systems and software utilized, ensure consistent updates and patches, and improve information sharing		X	
Future	City Clerk		SI #9	Present recommendations/strategies to City Manager to develop a IT systems user training program plan and budget to ensure that the appropriate user trainings and address training needs (implementation, on-going, self-learning, vendor, application champions, etc.)		X	
June 1, 2019	City Clerk		SI #10	Implement and Go Live with full service Passport Program	X		Passports for employees and family made available July 30 - August 2, 2019 and went Live to public on August 5, 2019
Future	City Clerk		SI #11	Implement Electronic Records Retention to ensure timely and consistent destruction or retention durations of electronic records and data.		X	Implementation will occur in correlation with the Go Live of OnBase
Future	City Clerk		SI #12	Conduct a review and analysis of current IT Infrastructure to ensure system reliability and accessibility, especially as it relates to Critical Facilities.		X	
June 1, 2019	City Clerk		SI #13	Review mobile (Field-Based) Computing and technology equipment and software and make recommendations to City Manager to obtaining information and performing their functions and meet demands		X	
Future	City Clerk		SI #14	Development of IT Action Plan		X	
Future	City Clerk		SI #15	Develop RFP for Office Space Planning and Needs Assessment		X	July 2019 RFP prepared and distributed for review and input. RFP tentatively scheduled to go out for BID in September 2019