

GLENDORA STRATEGIC PLAN

STRATEGIC OBJECTIVES FOR JULY 15, 2019 – FEBRUARY 15, 2020

City Manager

City Council Meeting

Special Presentation

August 27, 2019

CityOfGlendora.org

OVERVIEW

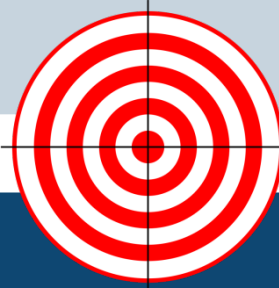


TIMELINE

Date/Time	Details
August 7, 2019	Strategic Planning Session Conducted
August 27, 2019 Council Meeting	Presentation of the Strategic Plan and Objectives
Every other Month	Presentation of updates on the progress of the Strategic Plan Matrix
Wednesday following Matrix update presentation	Posted to City's Website - Updated Strategic Plan Matrix http://www.cityofglendora.org/residents/glendora-strategic-plan
February 25, 2020	Next Strategic Planning Session and creating of a New Vision Statement

VISION STATEMENT

Glendora will be an inclusive, charming and vibrant community.



Business Vision

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.

NEW THREE-YEAR STRATEGIC GOALS ESTABLISHED 2019-2022

- Enhance 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

STRATEGIC OBJECTIVES ESTABLISHED

- **Carried Forward Strategic Plan Objectives**
 - Objectives carried forward from August 2018 Retreat
- **Six-Month Strategic Plan Objectives**
 - Objectives established at the January 30, 2019 Retreat
- **Future/Long Term Objectives**
 - Objectives established by staff that fall under the three year period that are important to acknowledged and worked on

GOAL: Increase Financial Stability and Sustainability

THREE-YEAR GOAL: Increase Financial Stability and Sustainability						
When	Who	What	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
December 10, 2019 City Council Meeting	City Manager with input from Directors	Create an incentive program for staff input regarding organizational effectiveness and cost savings and present to the City Council for consideration.		X		
February 15, 2020	City Manager, Administrative Services 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		X		
February 15, 2020	Administrative Services Director	Prepare a Popular Financial Annual Report (PFAR) for the public that summarizes key points from the annual report		X		
February 15, 2020	Administrative Services Director	HR and bargaining unit will establish a task force to explore alternative health benefits for employees		X		
Future	Administrative Services Director	Present to City Manager recommended changes to the City's Purchasing Ordinance and Policies		X		
Future	Administrative Services Director	Initiate RFP for citywide fee study and present results to City Council for consideration		X		

GOAL: Enhance and Modernize the Organization

THREE-YEAR GOAL: Enhance and Modernize the Organization						
When	Who	What	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
September 15, 2019 October 2019	City Manager	Revise the format of the City Manager Weekly Update	X			Updated report/timing have been implemented. Future updates/enhancement will continue.
September 15, 2019 November or December, 2019	Library Director, City Clerk, Police Chief	Coordinate the Answering of the main City Hall telephone line from the Police Department to the Library			X	Call tree has been established, service data source is being finalized. Anticipate training Library staff in November or December
September 24, 2019 November 12, 2019	Library Director	Present to Council for consideration a memorandum of understanding between the City and the Glendora Public Library Friends Foundation			X	Presentation date is tentative, subject to Friends Foundation consideration of current MOU draft as provided to them
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		X		IT has reviewed and IT has established standardized hardware. Current software will run on the new standard.
September 24, 2019	City Manager and Community Services Director with participation from all Directors	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.	X			Homelessness Workshop held on September 17, 2019

GOAL: Enhance and Modernize the Organization (Continued)

THREE-YEAR GOAL: Enhance and Modernize the Organization						
When	Who	What	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
October 15, 2019	City Clerk	Go live with new Agenda Management and ECM System			X	Ongoing. Power User have been training and are in the process of testing workflow.
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	X			Reviewed and action plan developed. Highlight of a couple of actions taken: -Backup circuit was installed in water yard -At Glendora north reservoir 1) permanent towers installed with battery backup, and 2) generator handoff was implemented
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		X		
February 15, 2020	City Clerk with input from Directors	Present to the City Manager an agreed upon structure and process for how current policies and procedures will be updated and/or eliminated		X		
February 15, 2020	Finance Director	Implement automated timecard software		X		
Future	City Clerk	Develop IT Action plan		X		

GOAL: Improve and Maintain the City's Infrastructure and Facilities

THREE-YEAR GOAL: Improve and Maintain the City's Infrastructure and Facilities

When	Who	What	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
October 22, 2019 and quarterly thereafter	Community Development and Public Works Directors and City Manager	Update the City Council and the Community on the Gold Line project – quarterly.	X			Updates are being handled by the Gold Line. A presentation by the Gold Line will be made at a November or December 2019 City Council meeting.
November 1, 2019 February 1, 2019	City Clerk working with Directors	Issue an RFP for consultant to assess GIS needs and services			X	Prior to the creation of the RFP an assessment from ESRI is required. ESRI has been contacted and the assessment is being setup
November 12, 2019 February 11, 2020	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).			X	
November 15, 2019	City Clerk with input from Directors	Issue an RFP for a consultant to assess space planning at City Hall and multiple City facilities.	X			RFP Published October 10, 2019 with a submittal deadline of November 7, 2019
January 16, 2020	Public Works Director with input from Community Services Commission reps.	Update the Urban Forestry Manual and present to the Community Services Commission for input at its January 16, 2020 meeting		X		
February 15, 2020	Community Services and Public Works Directors with input from Directors	Issue an RFP for consultant to perform a facilities needs assessment.		X		
February 15, 2020	Public Works Director	Issue an RFP for consultant to prepare an update to the current pavement management plan.		X		

GOAL: Implement Strategic Economic Development

THREE-YEAR GOAL: Implement Strategic Economic Development						
When	Who	What	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
October 8, 2019 City Council meeting	Community Development Director	Present the SLO Station Area Plan to City Council for information	X			Presented to City Council at the October 8, 2019 meeting
October 22, 2019 November or December Meeting	Community Development Director	Present a Purchase and Sale Agreements for the Successor Agency consideration – Parker and Amelia			X	PSA under review by both parties. Anticipating agreement will be presented in November or December 2019
December 15, 2019	Community Development Director	Complete an updated parking study of the Glendora Village and present to City Council		X		
October 8, 2019 City Council meeting	Community Development Director	Present the SLO Station Area Plan to City Council for information	X			Presented to City Council at the October 8, 2019 meeting

GOAL: Enhance Employee Development and Retention

THREE-YEAR GOAL: Enhance Employee Development and Retention

When	Who	What	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
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.				
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.		X		
February 15, 2020	Library Director working with City Manager, Finance & HR Director	Assess the Library's staffing and salary structure		X		
February 15, 2020	HR Director/Finance Director	Provide results of class and compensation study for Water Division positions to City Manager		X		
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		X		
Future	Executive Team	Develop a gap analysis for departmental and employee training, including funding sources present to the City Manager.		X		
Future	HR Director working with Department heads	Review and make recommendations for the implementation of an employee performance management process		X		
Future	City Clerk Administrative Services Director	Research and present an outline for City Manager regarding the development of an internship program for the City of Glendora			X	With recent reorganization within the City this objective will be lead by Administrative Services Director

Want Access to Strategic Plan Information and Monthly Updates?



Go to...

CityOfGlendora.org/StrategicPlan

...to access strategic plans and objectives.

A screenshot of the 'Strategic Planning' webpage for the City of Glendora. The page title is 'Strategic Planning' with the subtitle 'CITY OF GLENDORA 2016 - 2019'. The main content area is divided into sections: 'Mission', 'Vision', 'Core Values', and 'Three-Year Goals'. The 'Mission' section states: '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.' The 'Vision' section states: 'By 2018, Glendora will be a cohesive community with a high quality of life for current and future generations.' The 'Core Values' section lists: Fiscal Responsibility, Honesty and Integrity, Exemplary Customer Service, Open and Accessible Government, Accountability, Community Involvement, and A Friendly Environment. The 'Three-Year Goals' section lists: 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, and Enhance internal and external communication. A sidebar on the left contains a navigation menu with items like 'City Mission, Vision and Values', 'City Operating Hours', 'City Updates', 'Compensation and Financial Transparency', 'Demographics and Statistics', 'Economic Development', 'Glendora Centennial Celebration', 'Glendora Documents', 'Glendora Links', 'Glendora Military Memorial', 'Glendora Military Memorial Donations', 'Glendora Strategic Plan', 'Job Openings', 'Map of Glendora Facilities', 'Municipal Code', 'Photo Release Policy', 'Press Releases', 'Social Media', and 'Contact Us'. The page also features a 'Font Size' selector, 'Share & Bookmark', 'Feedback', and 'Print' options.

Questions ?

