



Staff Report

City of Manhattan Beach

TO: Honorable Mayor Tell and Members of the City Council

THROUGH:  David N. Carmany, City Manager

FROM: Vince Mastro Simone, Senior Management Analyst

DATE: December 20, 2010

SUBJECT: Strategic Plan Update

RECOMMENDATION:

Staff respectfully recommends that the City Council receive and file this report

FISCAL IMPLICATION:

There are no fiscal impacts associated with this recommendation.

BACKGROUND:

The City Council and Department Heads are scheduled to participate in development of a City of Manhattan Beach Strategic Plan on Friday, January 20, 2012. This report is intended to provide some general background about strategic planning.

DISCUSSION:

The City has engaged Marilyn Snider of Snider and Associates to facilitate the strategic planning process. While she is well versed and well qualified for this task, it will be helpful for the participants to understand the elements and processes associated with strategic planning.

The content of this report comes largely from a document called "Strategic Planning: A Guide for Public Managers" published by the International City/County Management Association in August 2002.

The purpose of public sector strategic planning is to establish long-term goals, annual objectives and detailed actions/strategies that address issues related to performance, productivity, community and personal well-being and required statutory services. The focus must be on identifying the most critical issues affecting the community and on seeking the most effective and efficient means to address them.

Care must be taken to differentiate between a true planning issue and action or task. The tendency is to state issues as solutions rather than true issue statements. An example of the former is "The

department needs more police cars to meet community needs.” An example of the latter is “Crime has increased 12% since 2009.” A natural tendency is to focus on activities or solutions and not on ultimate outcomes or achievements related to an organization mission or to focus on solutions when writing issues/challenges or problem statements or to write goals and objectives as action statements. Participants should be cognizant of this tendency and avoid it.

There are certain elements in the framework for a strategic plan. A properly crafted strategic plan offers a clear road map for continuous improvement; presents the organization’s mission, vision and operating philosophy, and; provides quantified goals and objectives against which to measure personal and program progress, performance and success.

The strategic planning team needs to:

- Create a short and stand-alone plan for the City
- Identify external issues - External issues relate to the mission of the specific organizational elements or answer the question “Why does this department exist?”
- Identify internal issues - Internal issues require an examination of the City organization itself for internal problems and concerns.
- Focus on improvement and productivity – The point of strategic planning is to bring significant measurable improvements to local management of identified issues, both internal and external
- Measure improvement in clear, quantifiable outputs and outcomes – Everything can and should be measured
- Resist including operational activities – A strategic plan is not an operational plan. An operational plan lays out how strategic goals and objectives will be accomplished.

The elements of a strategic plan include:

- Mission – Why do you exist? What do you do?
- Vision – A practical statement about the future and the organization’s role in it
- Operational Philosophy or Values – Describes a group of employees and the organization in the employees’ own words; it is often based on a set of adjectives that the team feels best describes them and their group.
- Significant issues and challenges – Internal issues are problems or challenges within the organization that affect efficiency, productivity, harmony or overall effectiveness and thus affect performance. External issues are the problems or negative situations in the community that relate to a particular mission. Tangible issues concern people, facilities, equipment, funding and anything that can be counted, inventoried, bought, sold, procured or repaired. Intangible issues are those related to morale, attitude, trust, loyalty, public opinion, image, communication cooperation, collaboration, leadership, commitment, initiative, creativity and overall culture.
- Long Term Goals – A **goal** is generally measurable and you will know if have achieved it if asked in the future. You must be able to quantify its success or failure. A goal is not an action or activity but an outcome that relates to the mission and to at least one issue. An **objective** is very quantifiable and includes numbers or percentages to help evaluate its success in the next fiscal year. It represents incremental progress toward a goal.

Here are some of the most prominent reasons for less than desirable outcome in the strategic

planning process:

- Unclear mission
- Mission unrelated to current issues
- Failure to raise key organizational issues
- Lack of focus on goals and objectives
- Unquantified objectives

Some benefits of strategic planning include:

- Accelerate an agency's ability to solve identified issues and challenges
- Encourage creativity and innovation
- Ensure a more efficient use of resources
- Develop a greater degree of cooperation and collaboration
- Serve as a basis for evaluating employee and program performance
- Tie the budget to program performance
- Serve as the basis for funding requests and the allocation process

The strategic plan and the annual budget are linked. Fiscal resources must be allocated to accomplish the goals developed in the strategic plan. The strategic plan is the blueprint for change and performance; the budget is the engine that drives and energizes that change and performance. Requests for funding must always relate to actions, which in turn relate back to both goals and objectives. This is what ties the plan to the budget. Budgets should be based on strategic plans, not the other way around. Plan first, and then develop the budget to gain the greatest value.

If the City of Manhattan Beach already has a Work Plan, why does it need a Strategic Plan? While there are some similarities between work plans and strategic plans, there are major differences as well. A Strategic Plan describes an organizations strengths, weaknesses, opportunities, threats, and outlines *long-term* (3-5 year) goals. It is goal oriented. A Work Plan is an outline of all tasks that need to be completed in order to implement the Strategic Plan and accomplish the goals. It is task oriented. A Work Plan is a subset of a Strategic Plan. It describes short-terms ways to achieving milestones and determines what portion of the Strategic Plan will be implemented during planning period.

CONCLUSION:

Understanding the terms, process and goals for successful strategic plan development with facilitate the development of a functional strategic plan for the City of Manhattan Beach.

Attachments: A. Strategic Plan Examples

C I T Y O F S O U T H P A S A D E N A

STRATEGIC PLANNING SESSION

July 15, 2009 * Library Community Room

Marilyn Snider, Facilitator—Snider and Associates (510) 531-2904
Michelle Snider Luna, Recorder – Snider Education & Communication (510) 967-9169

MISSION STATEMENT

The City of South Pasadena is committed to providing effective and efficient municipal services for the community while preserving our small town character.

CORE VALUES

not in priority order

The City of South Pasadena values . . .

- ♦ *Honesty and Integrity*
 - ♦ *Teamwork*
- ♦ *Outstanding customer-friendly service*
 - ♦ *Responsiveness*
- ♦ *Open and accessible government*
 - ♦ *Community participation*
 - ♦ *Fiscal responsibility*

THREE-YEAR GOALS

2007-2010 * not in priority order

- *Repair and/or replace the infrastructure and City facilities*
- *Eliminate the 710 surface route, forcing the sale of Caltrans properties and protecting the City's interests in connection with current tunnel studies*
- *Maintain our strong financial position, including reserves*
- *Retain and attract quality employees*
- *Preserve and improve the environment*

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE ACCOMPLISHMENTS OF THE CITY OF SOUTH PASADENA SINCE THE THE JANUARY 2009 STRATEGIC PLANNING SESSION

Brainstormed Perceptions:

- Increased the water and sewer rates to do the infrastructure repairs
- Presented a balanced budget for FY 2009-2010
- Introduced an electronic newsletter, saving the City significant dollars and preserving the environment
- Hired a new City Manager
- Improved employee morale
- Set up a meeting with the school district to discuss a property on Mission and possible revenues
- Processed two traffic calming applications
- Made progress on digitizing records and document management systems
- Hired a public affairs firm
- Established a Tobacco Retail Permit Program
- Reduced legal expenses
- Completed the first phase of Arroyo Seco slope stabilization project with exception of planting
- City Clerk elected to the Chinese American Club Board, in keeping with Federal voting requirements
- Upper San Gabriel Valley Municipal Water District approved \$1.2 million no-interest loan for reservoir replacement
- Completed draft of traffic calming conceptual plan on Fremont
- Started a new special event: Doggie Day
- Began Bicycle Master Plan update
- Enrolled more than 2000 youths in the Summer Reading Program
- Completed Energy Efficiency Program for the City – light bulbs, pumps and toilets
- Prepared numerous press releases on the 710
- Started a \$1.2 million Southwest Hills Road Construction Project
- Public hearings on the Long Range Transportation Plan, Senate bills and Assembly bills
- Installed Phase I of the Library Exterior Beautification Project
- Met with Caltrans design staff regarding design approval of remaining Rogan projects
- Collaborated with State officials to remove surface freeway
- Started online registration for classes
- Received grant-funded breathing apparatus
- Received \$760,000 grant for Fair Oaks Boulevard Corridor improvements
- Completed Garfield Park lighting
- Multi-unit housing smoking prohibition
- Reconstruction of the public works yard underway
- Hired federal lobbyist
- Hired Community Services Director
- Obtained a location and funding for a CNG station
- Purchased low emission vehicles
- Leased two zero emission vehicles for a year
- Introduced local historical photo project on the Internet
- Maintained and enhanced audio visual broadcasting cable channel operations
- Signed three-year contracts with all employee groups

- Implementation of the Green Plan
- 98% full employment
- Filled 5 public works positions
- New Police Dispatch Center
- Second floor workplace improvements
- Promoted first Police Captain in 18 years
- Completed Mission Street Improvement Project
- Launched Raising Abilities Autism Project at the Library
- The Library and Friends of the Library partnered with the South Pasadena Chinese American Club and the Theater For Youth Program of the East-West Players to present the play "FOB" in the Library Community Room to a full house
- The Library used a donation from the Vecinos de South Pasadena to purchase a significant amount of new English and Spanish language Latino Culture book for all ages.
- The Library continued partnering with the Rotary Club of South Pasadena to improve its collection of books on California with the Golden State Collection project.

WHAT ARE THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed Perception

- Slow to respond to problems
- Unable to complete City Council agendas
- Insufficient funds for public works maintenance and improvements
- Antiquated phone system
- Lack of strong technical infrastructure
- Not completing workload due to limited resources
- Unrealistic expectations of Council regarding financial resources and manpower
- Inadequate tax base
- Lack of economic development
- Challenges completing succession planning
- Lack of adequate work space
- Lack of support staff
- Lack of funding for needs
- Lack of revenue growth
- Lack of training
- Lack of parking
- Lack of public participation and engagement
- Uneven customer service
- Spread too thin – trying to do too many things
- Staff feels like they are underpaid
- Difficulty attracting employees due to low pay
- Lagging behind in technology
- Lack of a strong technological infrastructure

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON SOUTH PASADENA IN THE COMING YEAR

Brainstormed Perceptions:

- Engaged citizens
- Passage of Measure L – library parcel tax
- Maintenance of property values
- Lower costs of infrastructure construction
- New school board

- ADA wheelchair ramp for Library Community Meeting Room
- Passage of SB545
- Rain
- Increased PR use
- Economic turnaround
- High unemployment leading to decreased employee turnover and increased applicant pool
- Financial backer for downtown project
- New Superintendent of Schools
- Federal stimulus funds
- Reforms in State government due to the budget crisis
- Completed review of the joint use agreements between the school district and the City
- California Library Association conference is in Pasadena this year
- Good relationships with Senate and Congress
- Increased cooperation between cities due to tight resources

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON SOUTH PASADENA IN THE COMING YEAR

Brainstormed Perceptions:

- State budget deficit
- State takeaways
- Federal budget deficit
- Instability of the school district
- Gann limit
- City of Alhambra (Pine Street)
- Fire at City yard
- External pressure to complete the SR710
- Water contamination
- 710 tunnel
- High cost of utilities
- Random violent crime
- Unemployment
- Lack of landfill space
- Fuel costs
- Homeless population
- Food price increases
- Caltrans
- H1N1 flu epidemic
- Continued drought
- Death of the redevelopment project
- Aging infrastructure
- Natural disasters
- Aging and dying trees
- Increased traffic
- Expiring utility tax
- Climate changes
- Rising price of imported water
- Reservoir breakdowns
- crime



NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
July 16, 2009	City Manager	Distribute the Strategic Planning Session record to the City Council and Management Team.
Within 48 hours of receipt	All recipients	Read the session record.
By July 21, 2009	Management Team (City Manager - lead)	Review the "Internal Weaknesses/Challenges" list for possible action items.
By August 1, 2009	Department Heads	Share and discuss the updated Strategic Plan with staff members.
Monthly	City Council	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Manager	Prepare and distribute the Strategic Plan Update objectives monitoring matrix.
January 12, 2010 5:30-10:30pm	City Council City Manager Management Team	Strategic Planning Session to: - More thoroughly assess progress on the Goals and Objectives - Identify objectives for the next six months.

STRATEGIC PLANNING ELEMENTS

Marilyn Snider, Strategic Planning Facilitator • Snider and Associates (510) 531-2904

"SWOT" ANALYSIS

Assess the organization's:

- Internal Strengths - Internal Weaknesses
- External Opportunities - External Threats

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

THREE YEAR KEY PERFORMANCE MEASURES

WHAT success will look like when the goal is achieved

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

C I T Y O F R E D O N D O B E A C H

STRATEGIC PLANNING RETREAT

September 14, 2011 * Redondo Beach Library

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Michelle Snider Luna, Graphic Recorder – Snider Education & Communication (510) 735-7744

MISSION STATEMENT

The City of Redondo Beach is committed to providing the finest services to enhance the quality of life for those who live, work, visit and play in our community.

VISION STATEMENT

Redondo Beach will be the most livable, friendly and attractive California beach city.

CORE VALUES

not in priority order

The City of Redondo Beach values . . .

- ♦ *Openness and honesty*
- ♦ *Integrity and ethics*
- ♦ *Accountability*
- ♦ *Outstanding customer service*
 - ♦ *Teamwork*
 - ♦ *Excellence*
- ♦ *Fiscal responsibility*

THREE YEAR GOALS

2010-2013 • not in priority order

- ▶ *Improve financial viability and expand economic opportunities*
- ▶ *Improve public facilities and the infrastructure*
- ▶ *Increase organizational effectiveness and efficiency*
- ▶ *Maintain a high level of public safety*
- ▶ *Vitalize the waterfront and Artesia Corridor*

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE ACCOMPLISHMENTS OF THE CITY OF REDONDO BEACH SINCE THE MARCH 2011 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Finished the esplanade
- Balanced the budget
- Implemented Oversize Vehicle Program
- Opened South Bay Marketplace
- Completed 911 system hardware migration
- Completed Mole B Master Plan
- Relocated the Recreation Department
- Cleaned up a bunch of fish (176.2 tons)
- Tsunami response
- Adopted new Succession Plan
- Recruited new, major tax-generating business (Internap)
- Worked with Athens on converting dead fish to compost (1100 tons)
- Adopted second tier for PERS and retiree medical
- Approved BBQs for Anderson Park
- Approved design concept for Seaside Lagoon restroom refurbishment
- Installed 1100 LED streetlights
- Participated in South Bay Vitality City Program
- Selected public art for the transit center
- Adopted new Chamber of Commerce Three Year Agreement
- Approved MOU for property exchanges with Redondo Beach Unified School District
- Provided to the City Council wastewater rate recommendations
- Protected major employer from eminent domain taking by MTA
- Adopted policies for public-private partnerships
- Approved new Veterans' Park events venue
- Completed planning process for Shade Hotel
- Kept Seaside Lagoon open for swimming
- Completed the City Manager's Parking Structures Working Group recommendations
- Finished the bathrooms at the parks
- Received grant money for park improvements – \$150,000
- Dedicated the Veterans' Park Memorial
- Received \$40,000 in additional private contributions for park improvements
- Began construction on the new Harbor Patrol facility
- Implemented a new waste handling services agreement
- Obtained FTA environmental clearance for the Transit Center
- Installed 500 new regulatory signs at the waterfront and parks
- Completed desktop computer replacement roll-out
- Obtained a \$35,000 energy rebate from Southern California Edison
- Continued Class II fire suppression rating for the City and the Fire Department – puts us in the top 1% of all Fire Departments in the USA
- Implemented a multi-city cost sharing agreement for Beach Cities Transit
- Addressing challenging issues regarding Redevelopment Agency issues
- Implemented a new citywide tree trimming agreement
- Adopted new labor MOUs and side letters for labor groups

WHAT ARE THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed List of Perceptions

- Lack of cooperation from labor group leadership
- Lack of money
- ADA policies and lawsuit exposures
- Nothing to complain about except the complainers
- Reduction of service capacity
- Weak identity on Artesia Boulevard
- False sense of entitlement on the part of employees for compensation and promotion
- Low employee morale
- Lack of depth in management due to upcoming retirements
- Retirements and lack of succession planning
- Lack of sufficient funds to address Federal and State mandates
- Lack of staff resources
- Lack of employee knowledge of economic constraints
- Overdependence and concentration on sales tax
- Lack of appropriate response to employee complaints
- Insufficient funding to replace City infrastructure and facilities
- Poor relationship with Redondo Beach Unified School District
- Run down areas of the waterfront
- Feeling the threat of the redevelopment "death penalty"
- City age and condition of City facilities

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN THE COMING YEAR

Brainstormed List of Perceptions

- Potential partnership with Chevron Mole B development
- Highly competitive bidding market
- We're an employer of choice
- Strong property market
- Measure R infrastructure improvements funding
- AES plans to build a new plant
- Extension of regional transportation corridors
- A new US House of Representatives
- Elections in 2012
- Completion of South Bay Bike Master Plan
- Private investment in properties throughout Redondo Beach
- Positive change and brand of the City of Redondo Beach
- Continued modernization of school properties
- Blue whales returning
- Groundbreaking of new commercial projects
- Evolving technology (e.g., for public safety)
- Improved sales tax revenue
- Tight labor market ensures highly qualified candidates for replacement of employees
- Obama's Jobs Program
- High average household income
- Increasing physical health of City residents
- Redistricting at the County and Congressional levels

- The Vitality City Program
- Nice weather

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN THE COMING YEAR

Brainstormed List of Perceptions

- Tsunami
- Natural disasters
- Earthquakes
- Double dip recession
- Parole realignment – 300 prisoners released per month in LA County
- Transfer of State and County responsibilities to cities without funding
- Federal debt
- State debt
- Regional competition for sales tax
- Increased health care costs
- Sea level rise
- Legislative redistricting
- Media bashing
- International economic conditions
- Housing market decline
- Stock market decline
- State raids on local revenues
- Unfunded State and Federal mandates
- State regulations on stormwater runoff
- Continued high unemployment
- More competition for business and customers
- Potential loss of redevelopment agencies
- US workers looking outside of the US for employment
- High fuel costs
- Reduction of management rights by State and Federal government
- Continued low interest rates' impact on our portfolio
- County redistricting
- Federal and State legislative dysfunction
- AES plans to build a new plant
- Dramatic increase in Federal regulations

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
September 15, 2011	City Manager	Distribute the retreat record to those unable to attend.
Within 48 hours of receipt	All recipients	Read the retreat record.
September 21, 2011	City Manager, Management Team	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
By September 26, 2011	City Manager	Distribute the Strategic Plan to all employees on the email system.
By September 30, 2011	Department Heads	Present the Strategic Plan to their staff.
At the October 4, 2011 City Council Meeting	Mayor, City Council	Present the updated Strategic Plan, with the new Three-Year Goals, to the public.
Monthly	Mayor, City Council, 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 Objective Monitoring Matrix to the City Council, Management Team and Commissions.
March 1, 2012 8:00/8:30 - 3:30	Mayor, City Council, City Manager and Management Team	Strategic Planning Retreat to: - assess progress on the Strategic Plan - develop objectives for the next 6 months

STRATEGIC PLANNING 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

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THREE YEAR GOALS

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KEY PERFORMANCE MEASURES

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SIX MONTH STRATEGIC OBJECTIVES

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FOLLOW-UP PROCESS

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CITY OF REDONDO BEACH STRATEGIC OBJECTIVES

September 14, 2011 – March 1, 2012

ACM=Asst. City Manager FS = Financial Services HBT=Harbor, Business and Transit PW=Public Works RCS= Recreation and Community Services

THREE-YEAR GOAL: IMPROVE FINANCIAL VIABILITY AND EXPAND ECONOMIC OPPORTUNITIES						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the October 4, 2011 City Council meeting	Mayor and City Council	Consider establishing a Subcommittee to consider tentative plan proposed by AES, review AES-submitted application to the State Energy Commission, review potential uses and disposition of the property, and review continued use of Edison power lines.				
2. By November 1, 2011	City Attorney	Provide legal advice to the Mayor and City Council regarding legal ramifications of the Council and/or individual Council members advocating specific positions to State agencies and the general public regarding AES re-powering.				
3. By November 30, 2011	ACM	Present to the City Council for action a revised hotel lease, with financing, for the Marine Avenue site.				
4. By December 15, 2011	ACM	Complete Phase I of the Galleria Opportunities Progress Report and present a report to the City Council.				
5. By January 31, 2012	ACM, working with the Mayor and City Council	Implement PERS contract amendments for second tier retirement benefits.				
6. At the February 7, 2012 City Council meeting	City Engineer	Present to the City Council the Green Task Force Matrix for consideration as the City's Sustainability Communities Strategy.				

7. At the February 14, 2012 City Council meeting	Planning Director and City Engineering	Review commercial on-street and on-site parking standards and present options for possible amendments to such standards to the City Council for direction.				
8. By February 15, 2012	HBT Director (lead) and FS Director, working with the City Attorney	Review, update and present to the City Council for action taxi cab licensing regulations and fees.				
9. By March 1, 2012	ACM	Recommend to the City Council for action entering into an agreement with an affordable housing developer to commit housing funds and avoid elimination of the Redevelopment Agency.				
10. By March 1, 2012	City Manager, in coordination with the Chamber of Commerce	Host a business development workshop on conducting foreign trade.				

THREE-YEAR GOAL: IMPROVE PUBLIC FACILITIES AND INFRASTRUCTURE

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By December 1, 2011	RCS Director, working with Leadership Redondo	Present to the City Council for consideration the MOU and plans and specifications for construction of the new Veterans' Park events facility.				
2. By December 1, 2011	City Engineer, working with the PW Director and RCS Director	Present to the City Council for consideration a scope of work and project schedule for Perry Park and La Paz Parkette improvements.				
3. By February 1, 2012	Fire Chief, working with the City Attorney	Prepare and present for City Council consideration an ordinance modifying the city code to allow for the installation of BBQ pads in City parks.				
4. By March 1, 2012	City Engineer, working with the PW Director	Present to the City Council for consideration the initiation of the Proposition 218 process for implementation of new wastewater rates.				
5. By March 1, 2012	City Engineer	Present to the City Council for consideration options for low impact stormwater development ordinance(s).				
6. By March 1, 2012	RCS Director, working with the City Attorney	Present to the City Council for consideration agreements for the use of the Edison rights-of-way.				

THREE-YEAR GOAL: INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By November 15, 2011	City Council and Management Staff, with the RBUSD Board and Staff	Hold a joint public meeting to identify common issues (e.g., land swap, construction and other impacts) and how to address them.				
2. By November 15, 2011	City Manager, with the Beach Cities Health District	Participate in the Vitality City Program and provide an update to the City Council.				
3. At the December 6, 2011 City Council meeting	ACM	Develop and recommend to the City Council for action a revised Employee Training Plan consistent with the Succession Plan.				
4. At the February 7, 2012 City Council meeting	City Clerk (lead), IT Director and City Engineer	Develop plans for Phase II of Council Chambers improvements, including automation of the agenda process.				
5. By March 1, 2012	FS Director	Distribute to each employee the full cost of their City position.				
6. By March 1, 2012	IT Director, working with the FS Director	Develop and present to the City Council for action contract amendments to upgrade the financial management system to MUNIS version 9.x.				
7. By March 1, 2012	Planning Director, with the Police Chief and RCS Director	Recommend to the City Council for consideration a policy regarding the use of food trucks during special events and TUP (Temporary Use Permit) activities.				
8. By March 1, 2012	City Clerk	Prepare and present to the City Council for consideration a measure for the March 2013 ballot to establish administrative purchasing limits.				

THREE-YEAR GOAL: MAINTAIN A HIGH LEVEL OF PUBLIC SAFETY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the November 15, 2011 City Council meeting	Planning Director and Police Chief	Present to the City Council for consideration an extension of the urgency ordinance for massage permits.				
2. By December 15, 2011	Fire Chief	Design and implement a table top drill to re-familiarize city staff, the City Council and outside agencies with their roles and responsibilities during citywide emergencies.				
3. By December 15, 2011	Fire Chief	Complete the FEMA required Nimscast and required documentation to ensure the availability of disaster reimbursement funding to the City.				
4. By February 1, 2012	Planning Director and City Attorney	Present to the City Council for consideration options for regulation of short-term vacation rentals.				
5. By February 15, 2012, contingent upon Federal authorization	Police Chief (lead), Fire Chief, Library Director and City Engineer	Coordinate and have installed an emergency generator at the Main Library for EOC (Emergency Operations Center) expansion.				
6. By March 1, 2012	Police Chief and Fire Chief	Develop and present to the City Council a Response and Recovery Plan for Critical Incidents involving the threat of violence in a City facility.				
7. By March 1, 2012	Fire Chief	Maintain a high level of interoperability with the new Harbor Patrol Facility and the development on Mole B, including the coordination with other City departments, and provide updates to the City Council via the City Manager.				

THREE-YEAR GOAL: VITALIZE THE WATERFRONT AND ARTESIA CORRIDOR

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the September 20, 2011 City Council meeting	HBT Director	Present to the City Council for action a plan for operational and financial improvements to Harbor and Pier parking.				
2. By November 1, 2011	HBT Director	Develop a RFP for a partner(s) for the Harbor Waterfront Revitalization Project and present to the City Council for action.				
3. By November 15, 2011	City Engineer	Present to the City Council a summary of the initial steps required to rename Artesia Boulevard.				
4. By November 15, 2011	City Engineer, working with the Planning Director and HBT Director	Present to the City Council for consideration the Vitality City recommended Harbor Drive Bike Path and Streetscape Plan.				
5. By December 31, 2011	City Manager, working with the Artesia Boulevard Working Group	Complete and present to the City Council for action a Strategic Plan for Artesia Boulevard.				
6. By March 1, 2012	HBT Director	Present to the City Council for action a partner(s) for the Harbor Waterfront Revitalization Project.				
7. By March 1, 2012	Planning Director	Pursue funding to commence an Artesia Corridor Revitalization Study and report progress to the Planning Commission and City Council.				

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

STRATEGIC PLANNING RETREAT

November 10, 2011 • America's Christian Credit Union

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Michelle Snider Luna, Recorder – (510) 735-7744

MISSION STATEMENT

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

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*

THREE-YEAR GOALS

2010-2013* not in priority order

Improve internal and external communication and trust

Maintain financial health

Provide effective and efficient municipal services

Plan for the 2017-2019 sunset of CRA

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE ACCOMPLISHMENTS OF THE CITY OF GLENDORA SINCE THE APRIL 2011 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Successful completion of negotiations with bargaining units
- Camaraderie
- We're developing a risk management function within the organization
- Positive community feedback that they are happy with the direction of the City
- Employees have taken it up a notch in workload
- It's a trust organization
- Stable political environment
- Technology improvements
- We've made politically courageous decisions (e.g., water rates)
- Advances on the Police Department website with immediate posting of crimes
- The community isn't making many complaints because they're satisfied
- The Glendora Report gives the community information about the City on a bimonthly basis
- We are on the precipice of investing more money in technology
- The Department Directors have improved communication among ourselves
- Increased activity by the City Council in regional and state groups and associations we are involved in
- All departments are continuing their services in spite of cuts
- Morale seems to be very good in spite of the cuts and challenges
- Had some significant street resurfacing
- People who live on major roads (e.g., Foothill, Grand, Glendora) have said how much quieter it is because of the road improvements
- We're embracing technology for future needs
- The City Manager has had two workshops with the employees regarding a variety of City topics
- Strong financial planning
- Water Department water rates fully fund operations and an annual \$5 million Capital Improvement Program
- At the request of the City, the League of California Cities unanimously passed a resolution to request the governor to fully fund public safety costs under Realignment Program
- Successful transition of new Council members
- Citizen survey was initially completed
- Outside recognition on a number of fronts (e.g., finance and community services)
- Strong volunteerism
- Maintained financial stability
- Centennial celebration
- Library is continuing its services in spite of cuts
- Community has not seen reduction of services in spite of 20% personnel reduction
- Continuing to develop the resources we have and use them more efficiently
- We have gone into solar
- Strong positive leadership
- Successful Capital Improvement Program
- Maintained a reduction in crime in spite of some outside challenges
- Increased transparency and access to police and other City resources
- We have been ignored by the press because things are going well
- Work undergoing to create viable Emergency Operations Center

WHAT ARE GLENDORA'S CURRENT INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed List of Perceptions

- Employee anxiety
- Sometimes lacking a "can do" attitude, problem-solving approach
- Misconception on finances
- Not forward thinking in finances and financial independence from the State
- Too much "me"
- Continued internal communication issues
- Lack of employees engaging
- Anxiety over service reductions
- Lack of functionality of work spaces
- Lack of common workplace for IT staff
- Fear, fear, fear
- Misconception that technology upgrades makes things easier
- Petty complaining by employees related to their anxiety
- Weird perceptions about what some people think their own jobs are
- Customer complaints that include misperceptions about what the City can and does do
- Challenge of managing information (e.g., file space)
- Don't have easy access to information
- Decreased library hours – as a challenge of maintaining service
- Too reliant on paper – staff reports and agenda items
- Employees don't act like stakeholders
- Lack of succession and depth in organization
- Staff anxiety and fear over economic instability
- Low morale – loss of perception of stability
- Leanness of organization
- Focus on putting out fires as opposed to focusing on the future

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF GLENDORA IN THE COMING YEAR?

Brainstormed List of Perceptions

- Other cities are catching up with us on pension reform, making the City look better
- Increase in volunteerism
- Slight increase in sales tax
- Our major retailers are weathering the storm
- Strong educational system
- The community is using the City's website and other technology
- Availability of certain grants
- Community more comfortable with using technology to get information instead of calling
- Cities are becoming more active in working with one another and sharing resources
- Community survey results
- Positive public perception of the organization and its services
- We have a few development projects that may come on line in the next year
- Gold Line moving forward
- External organizations are using technologies that are adaptable so we can use them too (e.g., LA County)
- Possible influence of the BID (Business Improvement District)

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF GLENDORA IN THE COMING YEAR?

Brainstormed List of Perceptions

- State is in a horrible financial situation and it is going to keep coming back to us
- Aging infrastructure
- Continued decline of property values
- NIMBY attitude
- Fire
- Shrinking grants
- Changes in the municipal government industry – from service orientation to negative perception of government and loss of idealism
- Too much “me” (what are you doing for me)
- Continued aging of our population
- Our sewer system is aging
- Pending National Pollution Discharge Elimination system permit
- Nanny state
- Continued and increased stringent environmental regulations
- Flooding
- Natural disasters
- Rising pension costs
- Expectation of the new workplace
- Loss of Redevelopment Agency
- “CSI Syndrome” – instant results on TV, which in reality take weeks or months – creates unrealistic expectations
- Depressed and stagnant economy
- Lack of support for supplemental funding (e.g., utility taxes)

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
November 14, 2011	City Manager	Distribute the retreat record to meeting attendees.
November 14, 2011	Executive Management Team	Review the "Current Internal Weaknesses" list for possible action items.
By November 16, 2011	All recipients	Read the retreat record.
By November 18, 2011	Department Heads	Share and discuss the Strategic Plan with staff.
At the November 22, 2011 City Council meeting	City Council	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 and employees.
May 2, 2012	City Council & Executive Management Team	Strategic Planning Retreat to: <ul style="list-style-type: none"> - more thoroughly assess progress on the Goals and Strategic Objectives - develop a Vision Statement - develop Strategic Objectives for the next six months.

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

STRATEGIC OBJECTIVES

November 10, 2011 – May 1, 2012

THREE-YEAR GOAL: IMPROVE INTERNAL AND EXTERNAL COMMUNICATION AND TRUST					
WHEN	WHO	WHAT	STATUS		COMMENTS
			DONE	ON TARGET REVISED	
1. By December 31, 2011	Library Director, City Clerk and Community Services Director, working with the True North Research consultant	Analyze the outcomes of the community survey and report the results to the City Council and on the City's website.			
2. By January 31, 2012	The HR Director and Finance Director	Visit each Department and Division to explain employee benefits and pension plans.			
3. By March 1, 2012	City Manager	Hold two Town Hall meetings with City employees to report and get feedback on relevant City topics.			
4. By April 15, 2012	Finance Director and Police Chief, working with IT staff	Develop and present to the City Council for action, if needed, a system to allow residents' and businesses' to opt-in for City alerts and updates.			

THREE-YEAR GOAL: MAINTAIN FINANCIAL HEALTH

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Every mid-year and budget meeting	Finance Director and City Manager	Present to the City Council an updated Five-Year Financial Forecast.				
2. By February 1, 2012	Planning and Redevelopment Director	Re-evaluate the Community Development Block Grant (CDBG) Program and recommend changes, if needed, to the City Council for action.				
3. By March 1, 2012 and June 1, 2012	Finance Director and City Manager	Identify the facts and recommend to the City Council for direction solutions for addressing the gap between expenditures and revenues.				
4. May 1, 2012 and quarterly thereafter	Finance Director	Present two current topics in financial management to the City Council for discussion.				

THREE-YEAR GOAL: PROVIDE EFFECTIVE AND EFFICIENT MUNICIPAL SERVICES

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By February 15, 2012	Public Works Director and Finance Director	Recommend to the City Council for action the purchase of Land Management and Permit Processing Software recommended by Management Partners consultants.				
2. By February 15, 2012	Library Director	Recommend to the City Council for action the purchase of the Radio Frequency Identifier (RFID) system.				
3. By February 29, 2012	City Manager	Based on the results from the community survey, recommend to the City Council for action changes, if any, to improve municipal services.				
4. By March 31, 2012	City Manager and Planning and Redevelopment Director	Determine the feasibility of conducting a business community survey and make a recommendation to the City Council for action.				
5. By April 15, 2012	Public Works Director, working with the Department Heads	Evaluate departmental and inter-departmental processes for streamlining and efficiencies and make recommendations to the City Manager for approval.				

THREE-YEAR GOAL: PLAN FOR THE 2017-2019 SUNSET OF CRA

(Community Redevelopment Agency)

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By January 13, 2012	City Manager and Planning and Redevelopment Director	Report to the City Council the results of the Supreme Court Ruling (due by January 12, 2012) regarding Redevelopment Agencies.				
2. By March 31, 2012	Planning and Redevelopment Director and City Manager	Contingent on Supreme Court ruling, recommend to the CRA Board for action a Redevelopment Action Plan resulting from the ABx27 legislation or normal time limits.				

STRATEGIC PLANNING ELEMENTS

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"SWOT" ANALYSIS

Assess the organization's:

- Internal Strengths - Internal Weaknesses
- External Opportunities - External Threats

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