

CITY OF COVINA
STRATEGIC PLANNING RETREAT
March 30, 2009 * First Presbyterian Church

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MISSION STATEMENT

The City of Covina provides responsive municipal services and manages public resources to enhance the quality of life for our community.

FIVE-YEAR VISION STATEMENT

The City of Covina will be a vibrant community of people and organizations that embraces the future while honoring its heritage.

CORE VALUES

not in priority order

The City of Covina values . . .

Exemplary Customer Service

Teamwork

Ethics and Integrity

Leadership and Vision

Dedication

Open communication

Respect for differences

THREE-YEAR GOALS

2009-2012 * not in priority order

Improve and promote customer service

Enhance financial stability

Improve and expand parks & recreation and library services

Become an environmentally sustainable community

Provide efficient, visible and responsive public safety

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE CITY OF COVINA'S ACCOMPLISHMENTS SINCE THE SEPTEMBER 2008 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Built reserves
- Downtown redevelopment taking place
- We have a Home Depot
- Municipal code online
- People tell us that library customer service is better than other libraries
- \$5000 grant for flag football
- Bert's Mega Mall expansion
- Began our Infrastructure Program
- A new partnership with CRA, Parks & Recreation, Public Works and the downtown
- Began the strategic planning process
- Started "Your Covina" public awareness and positive input program
- Summer Park Programs expanded
- Gave the library its "every 45 years" landscaping
- Recognition of the exemplary police force we have
- Thunder Fest
- We landed Cynthia as our Interim City Manager
- 3 years of LA Opera performance for children
- Acquired several properties for the civic center development
- Aggressively pursuing grants
- Shopping cart ordinance
- Enhance the sewer system and are maintaining it internally
- Enhancing relationship with the school district
- Held a successful foreclosure workshop
- Got rid of 3 marijuana dispensaries in the city limits
- Enhanced Jessica's Law (sexual predators) through a municipal code
- Survived multiple elections
- New economic development webpage marketing materials
- Got a grant for Civic Center Park
- Converting from the local franchise of cable TV to the State franchise, and we're in the process of sending the Council meetings out
- Continued partnership with the Lion's Club for the Halloween Carnival
- Began restructuring City management
- Municipal code changes to improve the building and planning process
- Established a reverse 911
- Established the Downtown Seismic Repair Program
- Finance won awards for accounting excellence all three years
- Began the Mayor's State of the City report last year
- \$200,000 in federal earmarked money to complete in-car video system
- Increase in community service projects

- Relocation of Powell Camera
- Relocation of Azo Gallery
- \$8.8 million dollars of public improvements complete or under contract
- Downtown façade improvements
- New electric rates for Hollenback Park resulting in significant cost savings
- Beginning replacement of the phone system
- Established development impact fees
- Adopted a budget policy
- Established Covina Transit Program
- Completed reorganization of Parks & Recreation Department
- Aggressively undertook acquisition of economic stimulus package funding for infrastructure projects
- Renewal of the utility tax (UT)
- Christmas Parade came back
- Construction of new downtown parking structure
- Completion of Performing Arts Center downtown
- Completed 4 park capital projects
- Secured sponsorship to renovate the Teen Center
- Funded an Emergency Services Coordinator
- Library got 2 new grants
- We are researching online bill paying process
- Over 3000 kids this year in community youth sports—was a huge growth
- Fully staffed Police Department for the first time
- Fully staffed Parks & Recreation Department
- New Claros Italian Market
- 8 employment and retention grants with businesses in town
- Had a popular Christmas Festival
- We landed Vicky Galloas, our Finance Director
- In the 3 years we had 24 community meetings, in addition to the regular City Council meetings
- Had 5 sessions of “Local Government 101” involving about 300 people
- We have temporary leisure process
- Successful Emerging Leadership Program
- Brought up the salary on many positions to 95% of median as compared to surveyed cities

WHAT ARE THE CITY OF COVINA’S CURRENT INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed List of Perceptions

- Not enough space at the library
- Employee morale/attitude in some areas
- Difficulty transitioning City Manager and Finance Director positions
- Lack of technology
- Lack of staff with institutional knowledge
- Lack of employee retention
- Lack of documentation in Finance
- Fire contract—continuing challenge
- Problems with recruitment and process for part time staff and temporary staff
- Lack of retirement funding
- Not providing televised Council meetings

- Union negotiations
- Ongoing compensation issues/labor relations
- Have cut costs to the bare bones—there are no more savings
- Customer service not good, especially on the phone
- Limited resources and how to negotiate
- Lack of consistent internal communication between departments
- Have not streamlined the process in Building, Planning and Public Works
- Leadership uncertainty
- Leaky City Hall roof
- Problems with “evil” phone system
- Increased inconsistent code enforcement
- Difficulty maintaining programs
- Archaic parking ordinances
- Still have 17 other job classifications to bring up to 95% of median

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF COVINA IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- Economic stimulus package
- Economy will improve
- Sales tax up
- Real estate market recovery
- Grants (competitive) will be available for parks
- Census will occur
- Mini baby boom with more residents in the city
- Verizon is moving into town—another TV opportunity
- Redistricting may provide Covina with more representation
- Regional interoperability of all public safety services
- Beginning to receive Measure R money (transportation)
- Will have a new City Manager
- Grants (competitive) available for the library
- People wanting to stay locally and participate in our programs
- Downtown projects will be complete
- Covina Valley School District will be closing schools and reaching out to the City to see if we can use any of their facilities
- Fire contract renegotiated, potentially at a cost savings

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF COVINA IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- Downturn in the economy
- Uncertainty of the May 19th ballot measures
- State taking money away from local governments
- Increase in criminal gang activity
- Increase in unemployment

- Overburdening of infrastructure (e.g., water and sewage facilities)
- Increase in drought fees by another city for one of our parks
- Cutback in federal funding
- Earthquake
- Potential for a railroad disaster
- Lawsuits
- Property values dropping
- Commercial real estate market taking a dive
- Sales tax increase
- Deficit in the State budget
- Increasing number of homeless people in our community, especially in the parks
- Reduction of available sponsorships for Parks & Recreation programs
- Increased demand for scholarships for our Parks & Recreation programs
- Lack of available water for development
- Drought
- Environmental regulations and their impact on development
- Additional legislative unfunded mandates
- New pool law that concerns the drainage system—uncertain impact on our city
- Potential terrorist attack

BRAINSTORMED THREE-YEAR GOALS

- Rebuild City reserves
- Negotiate realistic labor contracts that the City can afford
- Increase economic development opportunities
- Improve and promote customer service
- Expand the library
- Develop and implement a comprehensive Disaster Preparedness Program, with resources to complete it
- Enhance employee retention and morale
- Engage adolescents in the learning process
- Improve pedestrian, parking and transportation system
- Update information technology and software
- Enhance financial stability
- Improve and expand parks & recreation and library services
- Become a sustainable community
- Enhance internal communication
- Promote longevity in staff
- Revise and unify parking control and enforcement
- Develop a revenue stream for a Capital Improvement Program
- Obtain cost containment with the Fire Department
- Bring the library into compliance with seismic codes
- Maintain commitment to efficient public safety

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
March 31, 2009	PIO	Distribute the retreat record (updated Strategic Plan) to the City Council and the Senior Staff.
Within 48 hours of receipt	All recipients	Read the retreat record.
April 6, 2009	Executive Team	Share and discuss the Strategic Plan with staff.
April 8, 2009	Executive Team	Review the “Current Internal Weaknesses/Challenges” list for possible action items.
At the April 21, 2009 City Council meeting	City Council	Present the Strategic Plan to the public.
Monthly	City Council, Interim 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.
September 21 or 22, 2009	City Council & Executive Team	Strategic Planning Retreat to: - more thoroughly assess progress on the goals and objectives - develop objectives for the next six months of the strategic plan.

STRATEGIC PLANNING ELEMENTS

“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

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

