

CITY OF EL MONTE
STRATEGIC PLANNING RETREAT

May 6, 2009 * Aquatics Center

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MISSION STATEMENT

*The City of El Monte is committed to providing quality public services
and promoting the well being of our diverse community.*

CORE VALUES

Not in priority order

The City of El Monte values . . .

- *Commitment to excellence*
- *Being business friendly*
 - *Ethical behavior*
- *Being visionary and proactive*
 - *Integrity and honesty*
- *Exemplary customer service*
 - *Teamwork*

THREE-YEAR GOALS

2007-2010 * not in priority order

- ▶ *Improve internal and external communication*
- ▶ *Attain and maintain financial stability*
- ▶ *Upgrade, increase and maintain city facilities and infrastructure*
- ▶ *Recruit and retain the best employees*
- ▶ *Enhance the safety and image of the community*

CITY OF EL MONTE ◉ SIX-MONTH STRATEGIC OBJECTIVES

May 6, 2009 – November 1, 2009

THREE-YEAR GOAL: *IMPROVE INTERNAL AND EXTERNAL COMMUNICATION*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Ongoing	Each Department Head	Identify the other departments impacted by their project, will communicate with the other Department Head(s), and include their input in the staff report(s).				
2. At least monthly	Each Department Head	Meet with their staff to give information and get input on City issues, accomplishments and concerns.				
3. By May 15, 2009	Department Heads (Dante-lead)	Determine how to communicate and coordinate with each other.				
4. By June 30, 2009	Matt and Marcie	Develop an email blast list with at least 100 email addresses for communicating City information externally.				
5. By November 1, 2009	Matt (lead), Veronica, Rene, Steve and Clarke	Identify and distribute information to be sent in at least 5 e-blasts.				

THREE-YEAR GOAL: *UPGRADE, INCREASE AND MAINTAIN CITY FACILITIES AND INFRASTRUCTURE*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By June 1, 2009	Rene	Hold the first meeting of the Advisory Committee for the Sewer Assessment District.				
2. By July 1, 2009	Rene	Contract with a Stimulus Funds Program Manager.				
3. By November 1, 2009	Rene	Develop a RFP for selection of a consultant for developing a Master Plan for the following infrastructure needs: 1) water; 2) sewer; 3) streets; 4) sidewalks; 5) urban forest plan; 6) urban stormwater runoff; 7) maintenance/replacement of City facilities; 8) traffic and lighting; and 9) parks and open space; based on availability of funding through grants/stimulus/special funds.				

THREE-YEAR GOAL: *RECRUIT AND RETAIN THE BEST EMPLOYEES*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Monthly	Amelia	Provide training workshops for staff (e.g., supervisory training, illegal harassment, changes in new General Employee Labor Agreement, performance evaluations), including a resource binder.				
2. By July 1, 2009	Amelia, working with the Department Heads	Review and revise, if needed, the City-wide performance standards.				
3. By July 1, 2009	Amelia (lead), Jim and Clarke	Develop an MOU for management and present to the City Council for approval.				
4. By August 31, 2009	Management Team (Jim-lead)	Hold a teambuilding retreat.				
5. By November 1, 2009	Each Department Head, working with Amelia	Develop 50% of performance standards for each position in their department.				
FUTURE: By _____	Amelia	Develop, conduct, analyze and report the results of an Employee Satisfaction Survey to the City Manager.				
FUTURE: By _____	Amelia	Complete and begin to implement the new Orientation Program.				

THREE-YEAR GOAL: *ENHANCE THE SAFETY AND IMAGE OF THE COMMUNITY*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By May 31, 2009	Tom, working with volunteers	Identify ways to increase police presence and neighborhood patrol.				
2. On June 3, 2009	City Council (Jim and Marcie-co-leads)	Hold a Town Hall Meeting to discuss the City's budget, accomplishments and positive programs, as well as challenges.				
3. By June 15, 2009, using existing resources	Tom	Conduct a parole probation sweep in the City targeting violent/aggressive offenders.				
4. By June 30, 2009	Jim and Tom, working with the El Monte Chamber of Commerce	Identify and meet with stakeholders to formulate strategies for enhancing the City's image, and report the results to the City Council.				

WHAT ARE THE STRENGTHS OF THE CITY AND ITS ACCOMPLISHMENTS SINCE THE NOVEMBER 2008 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Implemented the "Ask ELMO" complaint tracking system
- Hired a consultant to create a Health and Wellness Element
- We reduced General Fund expenditures
- Completed the R1B and R1C code amendment and retired the development moratorium
- Charging community service workers – getting revenue of approximately \$4500 per month
- Will be getting over \$6 million of infrastructure stimulus money
- Finishing the process to get the economic stimulus money
- Coordinated with Finance to centralize all of our grants
- Converted from a flat rate to a percentage for government access TV – allows the rate to grow
- Reallocating non-General Fund money for a cost savings
- We've actively been pursuing applying for over \$100 million in economic stimulus and other grant funding
- Better relationships between businesses and the City (e.g., ordinances that allowed for quicker construction)
- Completed strategic planning with MTA for a new bus station
- Applied for a \$350,000 community transportation planning grant
- Restructured the Public Works Department
- We're improving internal controls to get greater efficiency
- Awarded a Safe Routes to School grant for \$611,000
- Applied for two grants to HCD for \$40 million for transit village funds
- We carry City Council meetings live on Channel 3 now
- Received a half a million dollar grant from Hilda Solis for Garvey underpass
- Implementing a new financial software system and training people to use it
- Hired a new HR Director
- Completed and implemented the wireless ordinance
- Hired a new Deputy City Manager for Community Development
- Reopening of Sam's Club
- Staples opened
- Received \$50,000 in donations to save after school sports programs
- Identified and evaluated potential City properties and assets that could be sold to benefit the City
- Have scheduled a public hearing on May 19th for two City properties we would like to sell
- Identified programs and services that could be reduced, eliminated or temporarily suspended and recommended to the City Council – saved 7%
- Measure GG sales tax passed
- Achieved 10% reduction in labor costs through layoffs and furloughs
- Negotiated a reduction in fire costs of \$1 million
- Leveraged Prop C money for sidewalk work – completed by internal labor
- Able to support police services with CDBG money
- Implemented all the furloughs and layoffs we discussed
- Adopted the Housing Element and Economic Development of the General Plan
- Applied \$8 million in grants for police services
- Applied for Enterprise Zone designation
- Received \$1.2 million of energy stimulus money
- Expanded CNG station
- Completed revenue analysis for proposed Senior Center expansion
- Scheduled for May 13th the first of several supervisory training workshops
- Applied for a State Cycling Safe Routes to School grant for approximately \$1 million
- Staff has put in hundreds of hours to generate economic development activity
- Retained a consultant to audit economic development and housing transactions – have recovered \$140,000 surplus to date
- Creating a master calendar outlining when developers need to submit financial statements
- Increased revenue from community center rentals

- Finalized the revamping and centralization of purchasing practices
- Council approved a citywide bike rally
- Applied for a \$13 million MTA Call for Projects grant
- No murders this year
- Obtained grants and started construction on Gateway Park

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

Brainstormed List of Perceptions

- Lack of adequate staff to handle workload
- Problems with internal communication between Department Heads
- Not well-defined processes and procedures
- Low morale
- Inability for Council to prioritize between major and minor issues
- Bulky items and trash
- Lack of communication internally and with the public
- Burnout
- City Council increasingly micromanages
- Lack of consistency regarding personnel matters
- Lack of teamwork
- Not responding in a timely manner to requests for public record access
- Lack of customer service and friendliness
- Poor condition of City streets and sidewalks
- Lack of timely decision making
- Lack of consistency in core values and priorities
- Lack of training and mentorship
- Lack of coordinated fundraising
- Lack of a centralized grant writer
- Lack of grocery stores
- Employee concerns about possible layoffs
- Public complains that they City does not respond in a timely manner
- Lack of a centralized GIS system
- Our Civic Center is not customer friendly
- Lack of retail stores and shipping
- Potholes
- Insufficient park space
- Fear of loss of public services
- Public upset with the loss of police officers
- Potential closure of a fire station
- Lack of inspiration
- Employee gossiping causing false rumors
- Lack of clear understanding of City Council goals
- Problems with relationship with POA
- Mistrust of management
- Uncertainty
- Lack of accountability
- Not enough money
- Resistance to change
- Poor City building appearance
- Lack of diversity in our revenue base

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

Brainstormed List of Perceptions

- Federal stimulus package
- Stabilization of the international economy
- Obama's plan to deal with infrastructure problems
- Lower commercial property values
- Opening of Sam's Club
- California Community Foundation grants
- Reconstruction of the El Monte bus station
- Grant money to relocate the Public Works Maintenance Facility
- Citywide street synchronization project by the County
- Foreign investments in El Monte
- Election
- Grants
- Approval of grants applied for
- Lower commercial property prices means more development interest in investments
- Opening of Staples
- Opening of Cathay Bank national headquarters
- High Occupancy Toll Lane on Highway 10
- Improvements at the 605/10 interchange
- State release of Prop 84 money
- Baldwin Avenue underpass
- Public safety grants
- Passing of the Water Quality Initiative by LA County
- Census
- If we receive the \$22 million infill grant, it would help develop Phase II of the housing component of the transit village
- Increased investments by the banking industry
- Car dealers emerging from bankruptcy in a better position

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

Brainstormed List of Perceptions

- Crime rate going up
- Declining property values
- High oil prices
- Closure of businesses
- Unfunded State mandates
- Earthquakes
- Swine flu
- Loss of industrial businesses
- Increased taxes
- State taking away revenue from the cities
- Uncertainty of financial markets
- State budget problems
- Retirement costs
- New Governor
- Election
- Drought
- Computer viruses
- Rising labor costs

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
May 7, 2009	Dante	Distribute the strategic planning retreat record to all attendees.
Within 48 hours	All recipients	Read the strategic planning retreat record.
At the May 19, 2009 Council meeting	Dante	Present the updated Strategic Plan to the City Council.
Weekly	Management Team [Jim - lead]	Monitor progress on the funding options progress and revise (add, amend, and/or delete) objectives as needed.
Weekly	Dante	Prepare and distribute the updated objectives grid for the funding options.
Monthly	City Council	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Dante	Prepare and distribute the updated Strategic Plan grid.
August 2009 (TBA)	Management Team	Management teambuilding retreat.
November 19, 2009	City Council City Manager Management Team	Strategic Planning Retreat to review progress on the Strategic Plan, including the funding options, and develop objectives for the next six months.