



# 2021-2024 STRATEGIC PLAN





# ABOUT

In April 2017, the City Council adopted its first three-year Strategic Plan as a new approach to establishing goals and priorities for the community. The 2017-2020 Strategic Plan was extremely ambitious and included over 94 measurable action items consistent with the identified Vision, Goals and Policies. By the end of Fiscal Year 2019/2020, over 95% of the action items were completed or well underway, representing a significant and exceptional work effort.

It is now appropriate to establish priorities for the next three-year period. Building on past successes, the 2021-2024 Diamond Bar Strategic Plan continues to be an aspirational road map that guides the organization to realizing its core values and priorities. The Strategic Plan sets high-level policy Goals and Strategies in support of the Vision and Core Values. The Key Initiatives identified, along with other initiatives that will be developed and undertaken through the City's annual budget and in conjunction with departmental business plans, will help turn the vision into reality. Performance Measures will be developed and utilized to demonstrate achievement, accountability and continuous improvement.

# VISION

**Celebrating our Roots,  
Building a Thriving Future**

# CORE VALUES

We believe in ...

## Community & Livability

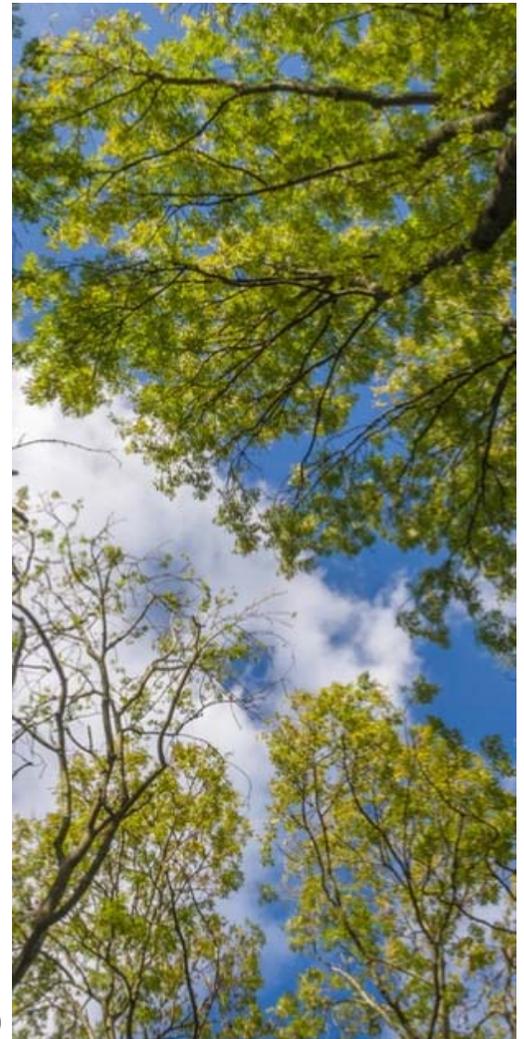
We strive to improve the quality of life for everyone that lives or works in Diamond Bar.

## Transparency & Accountability

We operate openly to foster public trust and accountability.

## Service & Professionalism

We endeavor to deliver exceptional service and work to creatively solve problems.



Adopted: April 7, 2020



## GOALS

Goals are the high-level aspirations that we seek to achieve that advance the Vision and Core Values. The three overarching Goals established by this Strategic Plan are:

1. Responsible Stewardship of Public Resources
2. Open, Engaged and Responsive Government
3. Safe, Sustainable and Healthy Community



## STRATEGIES

Strategies are the policy directives established in support of the Goals. Three Strategies have been identified for each Goal.



## KEY INITIATIVES

Key Initiatives highlight some of the specific work plan items undertaken to achieve the Goals and Strategies. Additional Initiatives will be developed and implemented through the City's annual budget and in conjunction with departmental business plans to further advance the Vision of the Strategic Plan.

## PERFORMANCE MEASURES

Performance Measures are quantifiable metrics used to demonstrate progress, achievement, success and accountability. Performance Measures will be developed and periodically reported on throughout the term of the Strategic Plan.

# 1. RESPONSIBLE STEWARDSHIP OF PUBLIC RESOURCES



## STRATEGY 1

### Secure Long-Term Financial Sustainability

Manage the City's financial resources with strategic planning, effective project management, accurate budgeting and reporting, and performance metrics. Pursue economic growth, diversification of the sales tax base, business recruitment and retention, job development, and expanded consumer choice in ways that creates community and identity.



## KEY INITIATIVES

- 1.1.1 Place a sales tax measure on the November 2020 ballot for voter consideration.
- 1.1.2 Reduce subsidies in Lighting and Landscaping Assessment Districts (LLADs) 39 and 41.
- 1.1.3 Develop a formal business attraction and retention program.

# 1. RESPONSIBLE STEWARDSHIP OF PUBLIC RESOURCES



## STRATEGY 2

Maintain and Improve Public Infrastructure, Parks, and Facilities

Invest in well-maintained infrastructure, public rights-of-way, parks, and facilities that are clean, safe, and reliable. As funding opportunities become available, consider construction of new or renovations of existing facilities to meet the needs of a diverse community.



## KEY INITIATIVES

- 1.2.1 Prioritize investment in capital improvements and new facilities through the a 5-Year Capital Improvement Program.
- 1.2.2 Utilize the Pavement Management System to prioritize maintenance on residential and arterial streets.
- 1.2.3 Focus on adding to maintenance reserve accounts to keep up with rising maintenance costs.



# 1. RESPONSIBLE STEWARDSHIP OF PUBLIC RESOURCES



## STRATEGY 3

Leverage Technology to Improve Business Processes

Use technology to create, enable, or transform business processes that reduce risk and enable continuous process improvement to provide more efficient and economical delivery of services.



## KEY INITIATIVES

- 1.3.1 Implement a new land management system.
- 1.3.2 Maintain secure and reliable network infrastructure.
- 1.3.3 Utilize enterprise software programs across departments to improve service, performance, and convenience.

## 2. OPEN, ENGAGED AND RESPONSIVE GOVERNMENT



### STRATEGY 1

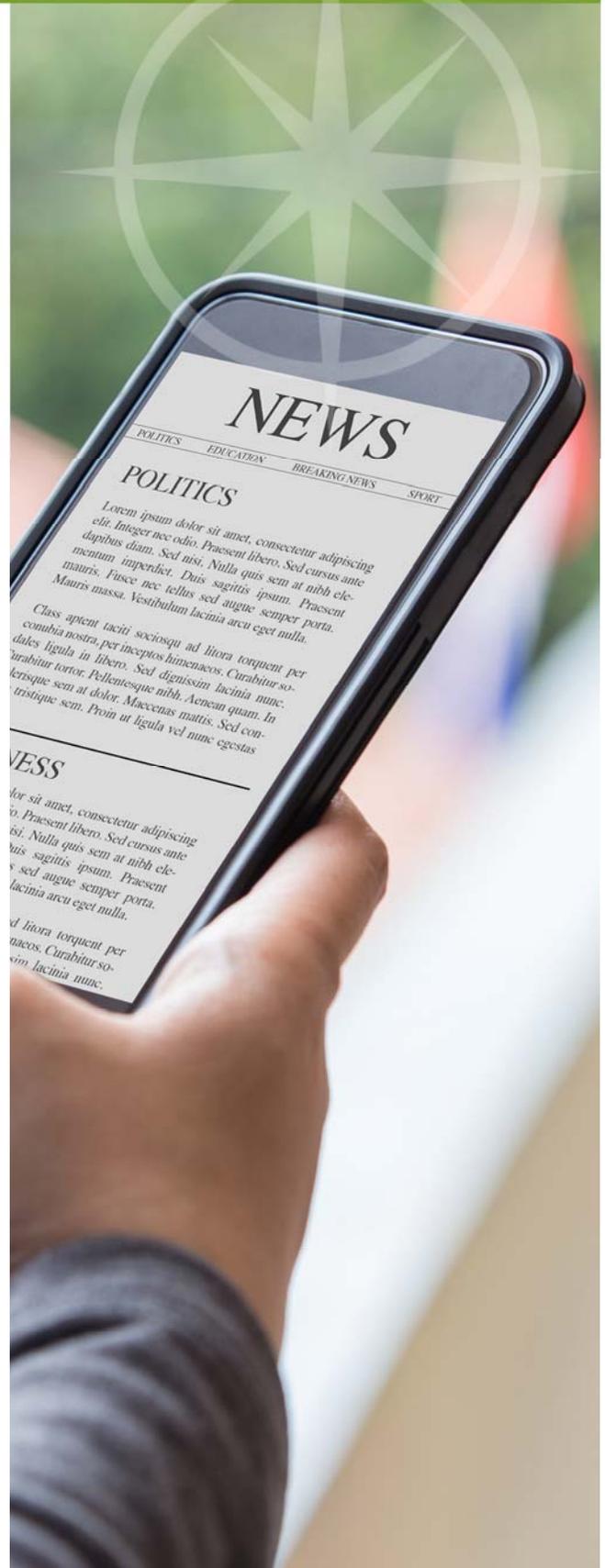
#### Enhance Community Engagement & Communication

In all facets of governance, operate openly. Encourage engagement and communication with residents and businesses by making participation easy and accessible. Use traditional media and new technologies to foster trust and accountability.



### KEY INITIATIVES

- 2.1.1 Conduct a resident satisfaction survey and use the data as a baseline to identify success and make service and program improvements where necessary.
- 2.1.2 Expand the variety of public meetings and workshops to encourage public awareness, engagement, and participation in City services and programs.
- 2.1.3 Develop interactive website resources and dashboards to encourage resident engagement in various City programs and issues, including but not limited to municipal finance, public safety, development projects, and volunteer opportunities.



## 2. OPEN, ENGAGED AND RESPONSIVE GOVERNMENT



### STRATEGY 2

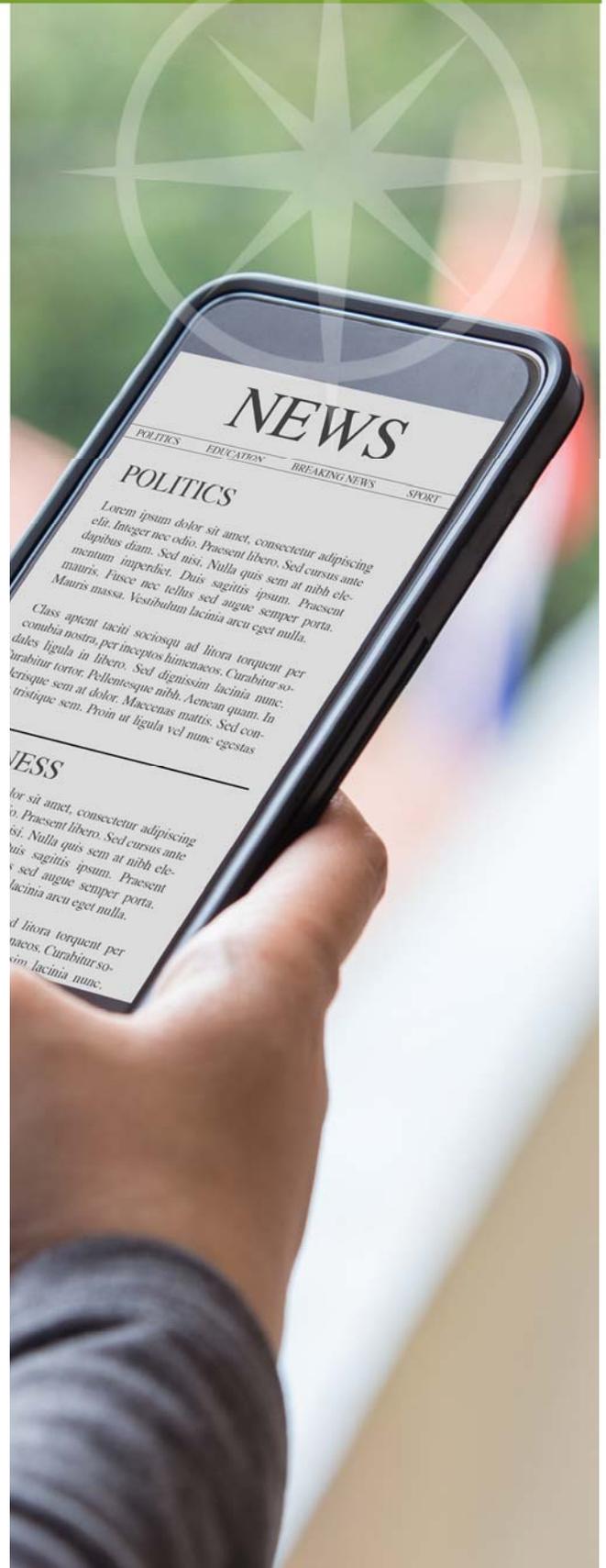
Provide Excellent Customer Service

Implement initiatives that provide a positive experience for internal and external customers. Identify key business process improvements that result in more timely, courteous, efficient, accurate, and convenient service. Seek solutions and options to creatively solve problems and resolve issues.



### KEY INITIATIVES

- 2.2.1 Audit business practices to identify innovative and more convenient ways to provide service to the public.
- 2.2.2 Increase traffic to the online customer service request system. Establish baseline performance and develop ways to reduce customer response times where possible.
- 2.2.3 Launch an organizational digital records initiative with the goal of imaging all permanent historical records within 10 years.



## 2. OPEN, ENGAGED AND RESPONSIVE GOVERNMENT



### STRATEGY 3

#### Create and Sustain a High-Performing Organization

Implement initiatives that increase employee productivity, build positive/respectful/value-based organizational culture that attracts, retains, motivates, and empowers employees, encourage creativity, etc. Invest in employees and provide them with the skills necessary to be innovative and flexible problem-solvers for the community.



### KEY INITIATIVES

- 2.3.1 Develop an employee mission and values statement that represents an organizational culture that is supportive of community core values.
- 2.3.2 Establish a formal employee onboarding program to help new hires understand their role, the City's organizational culture, technical aspects of the workplace, and customer service expectations.
- 2.3.3 Develop formal programs to recognize employee and organizational success and encourage continuous improvement.



# 3. SAFE, SUSTAINABLE AND HEALTHY COMMUNITY



## STRATEGY 1

### Enhance Public Safety

In partnership with the Los Angeles County Sheriff's and Fire Departments, residents, and business owners, develop and implement community-oriented crime prevention, emergency response and preparedness, and safety programs, services, and strategies.



## KEY INITIATIVES

- 3.1.1 Develop new and expanded emergency preparedness resources for residents and businesses to enhance resiliency in the event of a natural disaster or public emergency.
- 3.1.2 Develop enhanced staff preparedness exercises to simulate responses to a variety of emergency situations.
- 3.1.3 Develop a block captain education program to enhance Neighborhood Watch programs.



# 3. SAFE, SUSTAINABLE AND HEALTHY COMMUNITY



## STRATEGY 2

### Improve Mobility

Using infrastructure enhancements, technological improvements, and local, state, regional, and federal partnerships, develop and implement solutions that reduce traffic congestion, enhance driver, pedestrian, and bicycle safety, and encourage use of alternative methods of transportation.



## KEY INITIATIVES

- 3.2.1 Secure funding necessary to construct the SR 57/60 Confluence project.
- 3.2.2 Improve the transportation infrastructure network through Complete Streets approach.
- 3.2.3 Engage the Traffic Management System to optimize efficiency during peak travel time.

## 3. SAFE, SUSTAINABLE AND HEALTHY COMMUNITY



### STRATEGY 3

#### Enhance Quality of Life & Support Environmental Health

Offer high-quality cultural arts and enrichment, recreational, and social programs, services, parks and facilities, and partnerships that serve the needs of the community.

Promote programs and services that encourage clean and safe neighborhoods. Pursue initiatives and policy that protect limited natural resources, promote air quality, reduce greenhouse gas emissions, preserve open spaces, and promote sustainable practices in the community.



### KEY INITIATIVES

- 3.3.1 Consistent with the Diamond Bar General Plan 2040, update the Development Code and Housing Element.
- 3.3.2 Develop a property owner education program to improve property maintenance and encourage code compliance.
- 3.3.3 In accordance with the Diamond Bar Climate Action Plan 2040, improve energy efficiency, resource conservation, and environmental sustainability in City facilities and operations.



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