

#	GOALS	GOAL SUMMARY	CURRENT STRATEGIC PLAN GOAL	DEPARTMENT(S)	FY 20/21	FY 21/22	FY 22/23	FUNDED (Y/N)	FUNDING SOURCE	ADDITIONAL COMMENTS / UPDATES
IMPLEMENT STRATEGIC ECONOMIC DEVELOPMENT (ISED)										
1-ISED	Start and Complete General Plan Housing Element Update	TO DO: Complete and obtain certification for 6th RHNA Cycle Housing Element by February 11, 2022 deadline. TIED TO: 2-IESD, 3-IESD	Implement Strategic Economic Development	Community Development	X	X		Yes	LEAP Grant	Draft Housing Element reviewed by the City Council and submitted to State for review. Comments from State due by November 2. Address comments and obtain certification by February 11, 2022 deadline. The total amount of the LEAP grant is \$150K. Approximately \$80K will pay for the Housing Element Update.
2-ISED	Implement Local Early Action Plan (LEAP) Grant (\$150,000)	TO DO: Covers cost of Housing Element. Identify two Housing Element sites , conduct pre-planning investigation and yield study. Study for water/sewer utility needs for Housing Element sites near future Gold Line (L-Line). TIED TO: 1-IESD	Implement Strategic Economic Development	Community Development / Public Works	X	X	X	Yes	LEAP Grant	The total amount of the LEAP grant is \$150K. \$80K will pay for the Housing Element Update. The balance will be divided for two projects related to development: 1) Study the sewer/water infrastructure around the Gold Line (L-Line)for potential of land around the Gold Line (L-Line). Study area will be Glendora Ave. from Foothill Blvd. to Route 66, and between Vermont and Glendora Ave. 2) Develop a “yield analysis” of two sites around Gold Line (L-Line). This analysis is typically done by a developer to determine how many units and type of development a site will support. Specific sites will be selected from Housing Element Sites Inventory.
3-ISED	Begin Comprehensive General Plan Update	TO DO: Current General Plan updated in 2006. The next General Plan will be developed to guide the community for the next 20-25 years. Include plans for major changes (Gold Line / L-Line, Downtown Development, Housing, Emergency Management Plan/Emergency Preparedness, Homeless Outreach Services, Public Safety, etc.) Many public meetings and input opportunities. Development of timeline for Council. TIED TO: 1-IESD, 2-IESD, 4-IESD, and 5-IESD	Implement Strategic Economic Development	Community Development			X	Yes (partially)	General Plan Maint. Fee	RFP issued for proposals to update the Safety Element and add an Environmental Justice Element (new requirement). RFP responses due November 5. There may be a General Fund impact; currently, there is approximately \$600,000 in the General Plan Maintenance Fee account and General Plans can exceed \$1 million.
4-ISED	Development of a Village Vision and Development Plan	TO DO: Included with General Plan Update: Study specific business allowances, zoning, and parking. Daytime business vs. Nightlife. Allowances and incentives for targeted businesses. Gold Line (L-Line) opportunities. Coordination with businesses, Business Improvement District and related stakeholders. TIED TO: 3-IESD	Implement Strategic Economic Development	Community Development		X	X	Partial	TBD	This project will likely need to occur in concert with the General Plan Update. The General Plan will establish broad policies, and the Village will be a focus area; this was the case during the 2004-2006 General Plan update, which created the Civic Center Area Plan. The current zoning for the Village was created in 2011. A future Village Development Plan will likely be a focused project with more fine-grained objectives for development and zoning regulation refinements. Currently, staff are working with the BID on Village entertainment regulations, which will require Planning Commission and City Council approval.
5-ISED	Development of a Gold Line (L-Line) Vision and Development Plan	TO DO: Included with General Plan Update: Centralized Gold Line (L-Line) webpage and related studies. Clearly define strategic objectives related to development around mass transit. First Mile/List Mile Development requirements. Impacts on surrounding neighborhoods. Future vision.	Implement Strategic Economic Development	Community Development	X	X	X	Partial	TBD	Similar to the Village Development Plan, this project should occur in conjunction with the General Plan update. With the Housing Element update, staff will explore appropriate densities and will study what the infrastructure needed to support future development. Also, some initial infrastructure analysis will be completed with the LEAP grant. Funding to be secured from various sources for First/Last Mile Glendora Avenue/Foothill Boulevard Improvements. It's important to keep in mind that the Gold Line (L-Line) Development Plan is part of the Route 66 Specific Plan.
6-ISED	Complete SB2 planning grant projects (\$160,000)	TO DO: Grant projects include: Updating entitlement process forms and check lists, acquiring computer hardware for electronic plan check review for Planning, Building, Engineering, Water, Parks and Trees. Development of informational guides (e.g. checklists, process charts, etc.). Reviewing design standards. Reviewing municipal code to eliminate confusion, where possible.	Implement Strategic Economic Development	Community Development / Public Works	X	X	X	Yes	SB2 Grant	Updates to forms, checklists, flowcharts completed. Computer hardware acquired for electronic plan review. Remaining projects include standardized conditions of approval, adopting objective design guidelines, amending code to remove barriers to housing development will continue into 2023. Under the SB2 grant, all funds must be used by August 2023.
ISED TOTAL=6										

#	GOALS	GOAL SUMMARY	CURRENT STRATEGIC PLAN GOAL	DEPARTMENT(S)	FY 20/21	FY 21/22	FY 22/23	FUNDED (Y/N)	FUNDING SOURCE	ADDITIONAL COMMENTS / UPDATES
INCREASE FINANCIAL STABILITY AND SUSTAINABILITY (EFSS)										
7-IFSS	Sierra Madre Landscape Maintenance District (LMD)	TO DO: Initiate the voting process to re-establish Landscape Maintenance Districts (LMDs), where applicable: Education of homeowners; Updated Engineering/Maintenance Report/Costs; Hold Vote; Seek various City Council approvals	Increase Financial Stability and Sustainability	Public Works / Administrative Services - Finance	X	X		Yes (partially)	Future District Property Tax Revenues and General Fund	Cost of the Prop 218 process will be a General Fund expense. Pending success, future decisions to increase the zones that are not adequately funded will be brought forward at a later date. Resident questionnaires surveying interest in potentially re-establishing LMDs have been mailed, with review pending. Subsequent to surveys, staff will hold public meetings and return to the City Council for approval to move forward with 218 process. To be completed by June 30, 2022.
8-IFSS	Water Rate Study	TO DO: Comprehensive water rate study, including: Assessment of current water infrastructure; Public Community Engagement; Review of water supply, both short/long term; Review of State Laws and Required changes; Options for water system improvements; Development of 1,5,10 and 20 year water CIP.	Increase Financial Stability and Sustainability	Public Works - Water / Admin Services	X	X	X	Yes	Water Fund	Request for Proposal (RFP) was advertised on 10/28/21 and will be closed on 12/16/21. Upon consultant selection, the infrastructure assessment will commence in January 2022. The water rate study will tentatively commence the following year in January 2023. An in-depth overview of this item will be presented at the upcoming City Council/Water Commission joint meeting on 11/16/21.
9-IFSS	Citizens Ad Hoc Committees Report Follow-Up	TO DO: Within 6 months, review recommendations of the Citizens Ad-Hoc Committee and determine if the Strategic Plan should be amended, where applicable, implement or further explore any recommendation.	Increase Financial Stability and Sustainability	City Manager's Office	X			Yes	Staff Time	Updated was provided to the City Council in December 2020; no further action was taken at that time.
10-IFSS	Implement Pro-Active Risk Management Practices	TO DO: Furthering Risk Management Best Practices, includes: Recruitment of Risk Management Administrator; Development of Risk Management Policies and Procedures; Implementation of strategies (e.g. sidewalk/tree repair, staff training, issue reporting) to mitigate future cost increases. TIED TO: 20-EEDR	Increase Financial Stability and Sustainability	Administrative Services - Risk Management	X	X	X	Yes	Staff Time	Created internal report(s) to track frequency, severity and trends both for GL & WC exposures. Applied point of contact communication to ensure timely reporting and handling of claims filed with TPA. Process & policy strategy review and updates on-going.
11-IFSS	Comprehensive Fee Study and Update	TO DO: Process to implement fee changes, includes: Issuance of an RFP for a fee study (and potentially an updated to the City's cost plan); Review of new processes providing services (e.g. revamped permit process); Benchmarking of fees with other agencies; Developing a cost recovery approach by fee type (e.g. 100% for development, 75% for recreation, etc.); Public Hearings to adopt fees. TIED TO: 59-EMO	Increase Financial Stability and Sustainability	Administrative Services - Finance / All departments			X	Yes	General Fund	Costs for study would need to be included in the next two-year budget cycle in Year 2. The fee study will occur after the Land Management & Permitting system and ERP System implementations are completed. Current processes and procedures will likely change with new technology.
12-IFSS	Recapture COVID-19 Lost Revenues and Offset Increased Expenditures	TO DO: FY 20-21 Mid Cycle Budget projected a net General Fund change of approximately \$4 million in lost revenues and increased costs from last fiscal year and this fiscal year. In order to recapture these lost revenues and funds, City will: Advocate for HEROS Act or similar Federal Legislation; Advocate for cost reimbursements (.e.g. CARES Act, FEMA) TIED TO: 14-IFSS	Increase Financial Stability and Sustainability	City Manager	X	X		N/A	Staff time	The City implemented a robust advocacy plan and worked with our State and Federal Legislators to request financial support at the local level. Since the start of the COVID-19 pandemic, the City has received CARES Act (\$643k), CDBG-CV (\$300k), and ARPA (\$7.5 million - \$3.75 million received to date). With that funding, the City has been able to support local businesses, renters, non-profits, and other community members. Additionally, the City's financial position remains strong, making up the entire \$4 million in lost revenue.
13-IFSS	Comprehensive Purchasing Policy Review	TO DO: Process to implement purchasing policy review. Benchmarking dollar approval limits with various agencies; Work with departments on streamlining the process for their largest needs (e.g. supplemental staffing, capital projects, etc.); Improving information on current bids to local community; Developing methods to purchase from local vendors, where possible; Development of contract templates. TIED TO: 59-EMO	Increase Financial Stability and Sustainability	Administrative Services - Finance / All departments			X	Yes	Staff time and Legal Review	Staff is currently benchmarking City's purchasing practices against other local agencies, including dollar thresholds requiring City Council approvals. This project will commence with the completion of the ERP Project, which will impact purchasing process and procedures.
14-IFSS	FY 2021-2023 Two Year Budget	TO DO: FY 2021-2023 Two Year Budget Process Includes: Implementation of OpenGov Budget Software; Reviewing City Services to streamline organization and engage private entities, where it makes sense; Ensure Pre-COVID-19 financial stability; Centralize citywide facilities contracts, such as HVAC, cleaning/janitorial and elevator maintenance. TIED TO: All - IFSS items	Increase Financial Stability and Sustainability	Administrative Services - Finance / All departments	X	X		As budgeted and approved by CC	Staff Time	FY 2021-2023 budget was produced through OpenGov and was approved by Council June 2021. Continuing efforts to central contracts and increase economies of scale affects all departments; examples are specific to Public Works include parks maintenance.
IFSS TOTAL=8										

#	GOALS	GOAL SUMMARY	CURRENT STRATEGIC PLAN GOAL	DEPARTMENT(S)	FY 20/21	FY 21/22	FY 22/23	FUNDED (Y/N)	FUNDING SOURCE	ADDITIONAL COMMENTS / UPDATES
ENHANCE EMPLOYEE DEVELOPMENT AND RETENTION(EEDR)										
15-EEDR	Part-Time Employee Workforce Modernization	TO DO: Review all part-time positions for: Consistency across the organization (e.g. benefits); Determine what full-time positions need a part-time equivalent (e.g. analyst); Clarify on how PT positions are stated in the budget (e.g. number of people vs. number of budgeted hours); Provide clarity on part time positions policies and procedures;	Enhance Employee Development and Retention	Administrative Services - Human Resources & Finance / affected departments	X	X	X	Yes	Staff Time	This initiative is ongoing.
16-EEDR	Comprehensive Review and Update of all Personnel Policy and Procedures, including the Development and Adoption of the Employee Employer Relations Resolution (EERR).	TO DO: The City's personnel policies and procedures are in need of a significant update, including; Review of each policy/procedures; Development of recommended changes; Meet and Confer with employees on proposed changes; Approval by the City Council of each revised and new policy; The EERR is required by State Law, including the Meyers-Miliias-Brown Act (MMBA)", to provide reasonable and orderly procedures for the administration of employer- employee relations between the City and its employee organizations.	Enhance Employee Development and Retention	Administrative Services - Human Resources	X	X	X	Yes	Staff Time & Legal Cost	Ongoing efforts; staff is assessing need for consultant and/or retired annuitant assistance.
17-EEDR	Training for City Staff: to include, leadership, safety, and equity, inclusion, and diversity.	TO DO: Staff is working with Claremont Graduate University (or another partner) and ICRMA, to provide access to training across all levels of the organization on equity, inclusion and diversity: Executive team and Managers - leadership training; All levels of the organization, training from the City's Risk Management Third Party Administrator.	Enhance Employee Development and Retention	Administrative Services - Human Resources & Risk Management	X	X	X	Yes	Staff Time	Met with CGU and program did not appear sufficient to meet the expectations. Staff have met with other providers and are developing summaries for CM to review for recommended training providers.
18-EEDR	Water Division Classification and Compensation Study	TO DO: Process to complete Water Division Class and Compensation Study (for certified classes)includes: Review and recommendation of updated staff job specs; Development of updated salary ranges; Meet and Confer process with employee groups; Approval by City Council	Enhance Employee Development and Retention	Administrative Services - Human Resources / Public Works - Water	X	X		Yes	Water Fund and Staff Time	City Council approved study changes on 3/22/21. All meet and confer items have been completed with the City's employee groups on the changes have been implemented.
19-EEDR	Library Department Classification and Compensation Review	TO DO: As the needs of modern libraries change, a review of the Library organizational structure, including job descriptions and compensation levels is required: Moving away from adult/youth/front lines/support and toward program/project management; Comparison of existing and envisioned job descriptions; Benchmarking against other agencies; Benchmarking against other employees with similar education and experience requirements; Meet and confer with employee groups; City Council Approval	Enhance Employee Development and Retention	Administrative Services - Human Resources / Library		X	X	Yes	General Fund	Impact of Library Classification and Compensation will be included in the FY 2021- 2023 Two-Year Budget. Any increases in the current year will be offset by vacancy savings. HR is currently seeking a consultant to assist with the study.
20-EEDR	Facilitate recruitments/hiring for filling vacant positions	TO DO: Administrative Services/Human Resources to continue to find ways to fill vacancies by: Working with Departments to develop key recruitments; Reviewing policy changes needed to expedite hiring process, without impacting quality.	Enhance Employee Development and Retention	Administrative Services - Human Resources / All City Departments	X	X	X	Yes	Staff Time	While this initiative is necessary during COVID-19, this initiative will be ongoing to maximize NeoGov features, identify streamlining opportunities, and take advantage of tools provided in updated policies.
21-EEDR	Employee Wellness	TO DO: Acknowledging the importance of mental health, the Administrative Services/Human Resource Division will work to expand programs for Employee Wellness: Intentional programs/ goals to encourage healthy habits; Self-care options; Planned activities for individuals and families that encourage healthy habits for mind and body.	Enhance Employee Development and Retention	Administrative Services - Human Resources / All City Departments	X	X	X	TBD	Staff Time	This initiative is ongoing.
22-EEDR	Succession Planning	TO DO: Administrative Services/Human Resources Division and the City Manager's Office to develop and implement formal succession planning: Identify Departmental expectations; Develop a protocol for identify high functioning employees;	Enhance Employee Development and Retention	Administrative Services - Human Resources / City Manager's Office	X	X	X	TBD	Staff Time	This initiative is ongoing.

23-EEDR	Explore Childcare and Recreational Opportunities for Children During COVID-19	<p>TO DO: Work with GUSD/COUSD and employee groups to determine if opportunities exist to assist in facilitating child care and educational opportunities: Initiate all meetings by September 2020; Identify opportunities; Phase in changes on a first come / first serve basis by October 2020 TIED TO: 36-EMO</p>	Enhance Employee Development and Retention	Community Services / Library / Administrative Services - Human Resources	X	X		TBD	TBD	<p>GUSD and the City of Glendora have identified the Teen Center as the first joint project to assist with educational and childcare needs. GUSD will provide staffing and the City will provide space for 20-30 high school students. 10/2021 update: Additional educational opportunities: Library provided resources on Social-Emotional Learning and partnered with GUSD on a Wellness Open House.</p>
EEDR TOTAL=9										

#	GOALS	GOAL SUMMARY	CURRENT STRATEGIC PLAN GOAL	DEPARTMENT(S)	FY 20/21	FY 21/22	FY 22/23	FUNDED (Y/N)	FUNDING SOURCE	ADDITIONAL COMMENTS / UPDATES
ENHANCE AND MODERNIZE THE ORGANIZATION (EMO)										
24-EMO	Update Urban Forestry Manual	TO DO: The Urban Forestry Manual provides for the policies and procedures utilized by City staff in the management and care of all trees located on City owned property and within the City's parkway areas, and in some cases regarding California native species and new developments/private property. This manual provides guidelines and specifications for the pruning, planting, removal and general care for these trees.	Enhance and Modernize the Organization	Public Works / Administrative Services		X	X	TBD	Staff Time / General Fund	The manual review will also include working with Risk Management to mitigate sidewalk claims and Finance on any changes to fees. Staff will evaluate the need to utilize a consultant to update the policy. To prepare for the project, staff is reviewing existing materials and comparing to similar municipalities.
25-EMO	Create a Communication Strategic Plan	TO DO: The Strategic Communications Plan will: Outline communication platforms, when they are utilized and sample programs; Provides framework for a Communications Task Force, comprised of multiple departments (e.g. Library and Police); Develops a plan to ensure City's Branding is consistent and documented.	Enhance and Modernize the Organization	City Clerk		X	X	Yes	Staff Time	This initiative is kicking off January 2022 with an estimated completion by June 2022.
26-EMO	Conduct Elections for District 1 and 4 and Update Council District Boundaries following 2020 Census.	TO DO: District Elections for November 2021, must: Be held after the completion of redistricting required by the 2020 Census; Redistrict review additional legislation that may require all elections to be held in June; Staff will hold a candidate information session for all interested parties.	Enhance and Modernize the Organization	City Clerk	X	X	X	Yes	Staff Time and General Fund	Redistricting relating to 2020 Census must be completed no later than December 15, 2021. The deadline to submit maps is Sunday, October 31, 2021. Each map will be evaluated by NDC to determine which maps meet the standards established by legal authority and can be consider by the City Council. Maps with demographic analysis will be publicly posted on City's website on Tuesday, November 2, 2021. The fourth and final redistricting public hearing is being held on November 9, 2021 at which time the City Council will provide direction to staff regarding which map should be considered for inclusion in the Ordinance to adopt new district boundaries for the Glendora City Council. Elections for District 1 and 4 will be held in November 2022.
27-EMO	Sunshine Ordinance for Agendas	TO DO: A Sunshine Ordinance would, clarify and supplement the Glendora Municipal Code, the Ralph M. Brown Act, and the California Public Records Act to assure that the people of Glendora can be fully informed by publishing agenda one week in advance of regularly scheduled public meeting. Exceptions would be provided for emergency items, and shorter timelines approved by the City Council, where needed.	Enhance and Modernize the Organization	City Clerk		X	X	Yes	Staff Time and Legal Review	For City Council meetings, staff has transition to posting agendas one week (7 days) prior to a meeting; these postings will include all attachments, including presentations. As staff transitions to a post-COVID environment, other boards and commissions will also transition to a 7-day posting requirement.
28-EMO	Citizens Academy Updates	TO DO: The Citizen's Academy Update would Look to established a citywide Citizens Academy for all City operations; Additionally, staff would review possible changes to the Police Department Citizen Academy (e.g. English as Second Language course, frequency of classes, classes aimed at different age groups)	Enhance and Modernize the Organization	City Manager / Police		X	X	Yes	Staff Time/General Fund	Citizen's Academy Classes resumed October 2021. Continued goal to increase frequency to promote community engagement, community relations and transparency. ESL class structure to be developed mid-2022.
29-EMO	Community Survey Update	TO DO: Conduct biennial Community Survey. Look at possibility of supplemental surveys for other critical areas, including: Responsibilities of public libraries, financial structure of public libraries, and how libraries respond quickly to community needs; Homelessness; Public Safety TIED TO: 56-ISHS	Enhance and Modernize the Organization	City Manager's Office		X		Yes	General Fund	Community Service to commence in late 2021, with results anticipated in early 2022. In early 2021, the City Council received an update on an interim Community Survey update that centered around increased homelessness; which is not the number one concern amongst the community.
30-EMO	Medal of Merit Program (Program Investigation)	TO DO: Within 6 Months, Staff will bring forward a Discussion on: Current City of Glendora recognition program, noting policies and criteria for awards; Proposed, Medal of Merit Program would for individual achievement, criteria, number of awards, and other program elements have not been discussed; Pending direction, staff will prepare a report and possible administrative policy for council consideration.	Enhance and Modernize the Organization	City Clerk / Community Services	X			No	Staff Time	Medal of Merit Recognition program, policy, and medal design was adopted on April 13, 2021 by Resolution CC 2021-13 after numerous public meetings involving City Council and Community Services Commission. Today two medals have been awarded, both to Eagle Scouts.

31-EMO	Update to Employee Group Memorandum of Understands (MOUs)	TO DO: An updated of MOUs will: Clarity and consistency across MOUs - assists with future financial projections, information to employees, and processing payroll; Update to employee group Memorandum of Understands (MOUs) to reflect Tentative Agreements (TAs) and applicable side letters; Include a reorganization of the MOUs to be more user friendly, searchable, and provide clarification of as much language as possible.	Enhance and Modernize the Organization	Administrative Services - Human Resources	X	X		Yes	Staff Time	Efforts are ongoing to update with all tentative agreements and side letters in a newly organized and searchable format. Once each employee group reviews the updates, the MOU will come to City Council for ratification.
32-EMO	Payroll Modernization	TO DO: Payroll Modernization includes: Successful implementation of paperless paycheck stubs; Development and implementation of HR/Payroll Procedures; Successful implementation of Kronos. TIED TO: 59-EMO	Enhance and Modernize the Organization	Administrative Services - Finance		X	X	Yes	Staff Time	This will be revisited with the implementation of the new ERP system and will be combined with conversations about scheduling software and workorder management. Kronos and current ERP system did not communicate effectively, which required the return to paper as new ERP system process continues.
33-EMO	Business Tax License Municipal Code Modernization	TO DO: Modernization of the City's Business License Tax Municipal Code includes: Contracting with HdL to analyze City's business tax ordinances for improvements; Propose changes to City Council for consideration; Development of Ordinances necessary to implement changes.	Enhance and Modernize the Organization	Administrative Services - Finance		X	X	Yes	Staff Time and Legal Review	HdL has reviewed the City's Business License Tax Municipal Code and provided recommendations. City staff will need to review the recommendations provided by HdL and make a recommendation to the City Council for consideration.
34-EMO	Paperless Fair Political Practices Commission (FPPC) Campaign Filings	TO DO: Transition all FPPC campaign filings to electronic only. Upload "Active and/or Open" Campaign filings to Netfile; Schedule training for Council Members and Open Committees so they can start utilizing electronic filing for submitting their January 31, 2021 statements.	Enhance and Modernize the Organization	City Clerk	X	X		Yes	Staff Time	As of August 2021, all "OPEN COMMITTEES" campaign and disclosure filings were scanned and uploaded into NetFile to provide a centralized location for the public to accessible campaign and disclosure fillings. Training for filing statements electronically will be organized and scheduled to take place after January 1, 2022.
35-EMO	Community Partner Coordination	TO DO: Work to identify areas of Community Coordination with key partners, including: Partner with Coordinating Council to acknowledge/celebrate/information the community about the great work of community members; Work with GUSD and COUSD to identify shared needs/goals; Work with APU and Citrus College to identify opportunities for partnerships. TIED TO: 36-EMO	Enhance and Modernize the Organization	City Manger's Office	X	X	X	Yes	Staff Time	Staff has met with Citrus College, APU, COUSD, and GUSD about areas to partner. Possible partnerships include future counseling services and expanded shared resources with GUSD and COUSD (e.g. fields, facilities, programs).
36-EMO	Glendora Unified School District Memorandum of Understanding	TO DO: Collaborate with Glendora Unified School District on the creation of a Memorandum of Understanding (MOU) to explore changes and clarify services related to: Joint Use Agreement for facilities; Crossing Guards; School Resources Officer(s); Library Services; Complete inventory and any initial legal analysis of existing agreements; Meeting with School Districts to explore, clarify, an identify next steps TIED TO: 23-EEDR & 35-EMO	Enhance and Modernize the Organization	Community Services / Library / Police / City Attorney/Public Works	X	X			Staff Time	Due to the COVID-19 pandemic and administrative staffing changes at GUSD, progress on the new MOU has been slower than anticipated. To date, staff has performed a site walk with the previous GUSD administration and have come to agreement on indemnification language. Despite delays, the City and GUSD were able to agree upon the terms of a related MOU for bathroom use at school sites for Glendora Youth Soccer and for gym use at the junior high facilities for Glendora Youth Basketball.
37-EMO	Short Term Rental Program	TO DO: Explore, Benchmark, and Propose a Short Term Rental Program that: Addresses community concerns related to party-houses; Establishes a "Good Neighbor Policy"; Develops and Identifies program requirements and program administration; Review related municipal code sections to strengthen tools available to address nuisance properties (e.g. party- homes); Develop a short-term rental ordinance; Work with a company to run the short-term rental program; Incorporate Business License requirements, where applicable.	Enhance and Modernize the Organization	Community Development / Police / Administrative Services - Finance	X	X		Possible TPA revenue sharing contract	Staff Time	City Council, after robust discussion, adopted an urgency ordinance adopting short-term rental guidelines, including a Good Neighbor Policy. Review of the short-term rental program also included staff adding additional tools to public safety staff through an increased penalty structure for "party houses" (private and STRs). Recently, the City Council gave staff direction to amend the STR program to restrict occupancy to a maximum of 10 individuals and prominently place a 24/7 contact for the STR owner in case anyone in the neighborhood has an issue with the rental. The revised rules will be before the City Council in December 2021 for consideration, with a possible second reading in January 2022, with updated rules going into place in February 2022.

38-EMO	Review of Animal Control Program with Inland Valley Humane Society	<p>TO DO: Review of Animal Control Program will include: License Process; Success of Amnesty Program; Status of unified fee structure of IVHS; Summary of alternative options for animal control services; Review of cost structure implemented by IVHS; Review of license revenue, including late fees; Review of licensing canvassing program; Summary of services provided by IVHS; Addressing community concerns</p>	Enhance and Modernize the Organization	Police	X				Staff Time	Comprehensive review was completed and presented to the City Council on December 8, 2020. IVHS and City Staff have a continued goal to adopt a unified municipal code (amongst all IVHS contract cities) as well as a unified fee structure.
39-EMO	Create a Coyote Management Plan	<p>TO DO: Development of a Coyote Management Plan in Conjunction with IVHS and State of CA Fish and Wildlife; The intent of the plan is to provide guidance for staff and the Glendora community in managing coyotes and expectations; Policy will require City Council consideration.</p>	Enhance and Modernize the Organization	Police	X	X		Yes	Staff Time/General Fund	After robust public feedback and partnerships with Fish and Wildlife and IVHS, a comprehensive Coyote and Wildlife Plan was adopted in late 2020. Additionally, staff has recently joined the SGV COG Coyote Management Agreement. which will reduce most if not all staff time related to the tracking, mapping and community engagement/access to coyote management programs and services. Website link to be updated by December 2021, with an update to City Council in January 2022.
40-EMO	Glendora Public Library Friends Foundation Memorandum of Understanding	<p>TO DO: Work with Friends Foundation to established an updated MOU.</p>	Enhance and Modernize the Organization	Library update 10/2021: add City Attorney	X	X		Yes	Staff Time and Legal Review	Foundation and City staff have exchanged draft changes over the past 18-months. Representatives from City Council, Foundation, City administration, legal counsel, and Library administration have been conferring over final points of clarification. Staff anticipates presenting an MOU to the City Council for consideration in January 2022.
41-EMO	Administrative Manual Policy Update	<p>TO DO: The City's current administrative manual policy is outdated. To update the policies, staff must: Work with each City department on polices applicable to their area; Research, benchmark, and review for conformance with existing systems, rules/regs, etc.; Meet and confer with employee groups, where necessary; Seek City Council approval, where necessary.</p>	Enhance and Modernize the Organization	City Clerk / All Departments	X	X	X	Yes	Staff Time and Legal Review	Received approval in FY2021-22 budget to utilize a Policy Management Software, this project is scheduled to kick-off in January 2022. Updating of policy manual will also include a review of policy structure for other areas of the City (e.g. personnel policies, financial policies, etc.).
42-EMO	Use of Force Policy Changes	<p>TO DO: Use of Force Policy Changes, includes: Advocating for a comprehensive review process, involving a spectrum of stakeholders, across all agencies in California; Adopt any legislative changes;</p>	Enhance and Modernize the Organization	Police	X	X	X	Yes	Staff Time and Legal Review	Completed and on-going into 2022/2023. New legislation such as SB2 will have local impacts on the Police Department. Body Worn Cameras as an approved budget item in adopted budget, paired with Use of Force Policy Changes, enhances public trust and transparency while providing modernization (reaching industry standards)
43-EMO	Provide Enhanced Activities For Seniors and Youth	<p>TO DO: During COVID-19, staff is currently reviewing all classes and offering to determine: How best to provide classes to 14 or fewer individuals; Possibility of adding Snow Day; Options to continue to annual Halloween event; Leverage grant and fundraising opportunities; Attract/sponsor new civic/community events that center on a variety of cultural celebrations.</p>	Enhance and Modernize the Organization	Community Services	X			Yes	Staff Time	Staff offered Recreational classes outdoors in adherence with current LA County Department of Public Health Guidelines. Staff members created 2 new classes, led by recreation staff which encouraged kids 6-12 to get outside and be active. One class had PE type games and activities each class, the other class was an outdoor hiking club. Events that were added/changed due to restrictions were: drive-thru Easter, drive-thru Earth Day, Virtual 4th of July Home Decorating Contest, drive around monster hunt, Virtual Halloween Costume Contest, Virtual Halloween Home Decorating Contest, Santa Express drive-thru, Virtual Christmas Tree Lighting. For Seniors, we offered an online Coffee & Chat where seniors met once a week to stay connected. When they were able to come back in person, we started offering an in person Coffee & Tea on the porch of the La Fetra Center. The Nutrition Program pivoted to a drive-thru once a week lunch pick up with 2 box lunches and 3 frozen lunches.
44-EMO	Establishment of Technology Governance Board	<p>TO DO: Establishment Technology Governance Board will include key stakeholders from each department that meet regularly to guide the City's current and future technology needs. TIED TO: 47-IMCIF, 59-EMO, & 60-EMO</p>	Enhance and Modernize the Organization	City Clerk Technology / All departments	X	X	X	Yes	Staff Time	The Technology Committee has been established and staff members from each City Department have been identified. The first meeting will commence in early November, and will continue providing updates to the Executive Team on recommendation and future investments needed.
45-EMO	Agreement for Supplemental Technology Services	<p>TO DO: The Technology Division will work with City departments to: Identify ongoing funding for as-needed technology services; Identify services needed to better utilize and expand existing software capabilities; Identify services needed to provide recommendations on specific needs (e.g. new workflows, report writing, etc.) TIED TO: 14-IFSS, 44-EMO, 47-IMCIF, 59-EMO & 60-EMO</p>	Enhance and Modernize the Organization	City Clerk Technology / All departments	X	X	X	Yes	Staff Time and TBD	While the City undertakes several large technology projects (e.g. ERP and Land Management), staff has included budget for supplemental staffing services to provide assistance with implementation, optimizations, and ad-hoc services (e.g. report writing, future system integrations, etc.)

58-EMO	Update City Council Meeting Rules	<p>TO DO: Review City Council meeting rules with the City Council to determine what changes are necessary.</p> <p>TIED TO: 41-EMO</p>	Enhance and Modernize the Organization	City Clerks Office	X	X		Yes	Staff Time	<p>City Council met on several occasions to review public meeting protocols and inconsistency with council policy (Resolution 07-17) and current practice. During this review changes there were 6 major areas of consideration: i) Council Directives; ii) Public Meeting Regulations and Governing Proceedings; iii) Protocol Inconsistencies; iv) Discussions with City Attorney and City Manager; v) Provide Flexibility and Increase Productivity; and, vi) COVID Pandemic, Restrictions and Available Technologies. Changes incorporated related to: 1) meeting curfew; 2) Community recognitions; 3) Order of Business; 4) Rules of Parliamentary Procedure; 5) City Council Regular Meetings; and 6) Protocols apply to all City of Glendora Boards, Commissions and/or Committees. In February 2021, Ordinance No. 2058 and Resolution CC 2021-02 were adopted which established new rules for the conduct of public meetings, proceedings and business and went into effect starting April 2021.</p>
59-EMO	ERP System Implementation	<p>TO DO: Replacement of the City's existing enterprise resource planning system (ERP), which typically includes finance, budgeting, purchasing, human resources, payroll, central cashing, AR/AP, and related functions.</p> <p>TIED TO: 47-IMCIF & 60-EMO</p>	Enhance and Modernize the Organization	Administrative Services / City Clerks Office	X	X	X	Yes	Fund 321	<p>Business Process Review underway with consultant to build scope for selection of new ERP System. City Council approved an agreement with Client First to assist with the Business Process Review, development of RFP documents and review of responses. Based on current timelines, staff anticipates selecting a vendor by August 2022.</p>
60-EMO	Land Management/Permitting System Implementation	<p>TO DO: Replacement of City's Land Management/Permitting System, which typically includes online plan submittal, Planning/Building/Engineering permits, Code Enforcement, Special Permits, Right-of-Way permits, integration with GIS system, other land development approvals.</p> <p>TIED TO: 47-IMCIF & 60-EMO</p>	Enhance and Modernize the Organization	Community Development / City Clerks Office	X	X	X	Yes	Fund 321	<p>Business Process Review underway with consultant to build scope for selection of new Land Management System. City Council approved an agreement with Client First to assist with the Business Process Review, development of RFP documents and review of responses. Based on current timelines, staff anticipates selecting a vendor by June 2022.</p>
61-EMO	Comprehensive Alley Way Review	<p>TO DO: Complete an assessment of alley ways; mapping, delineation, community input, stakeholder input, develop local legislation to address findings, which may include an enforcement and community outreach component.</p> <p>TIED TO: 29-EMO</p>	Enhance and Modernize the Organization	Police Department / Public Works	X	X		Yes	Staff Time and Legal Review	<p>Comprehensive review presented to City Council over several sessions. After council direction, local legislation (a Glendora Municipal Code) was authored, presented and approved by council. Code will become in effect and enforceable November 24, 2021. Continued community education and outreach will occur for another 30 days (warnings) before the full enforcement strategy will commence.</p>
EMO TOTAL=26										

#	GOALS	GOAL SUMMARY	CURRENT STRATEGIC PLAN GOAL	DEPARTMENT(S)	FY 20/21	FY 21/22	FY 22/23	FUNDED (Y/N)	FUNDING SOURCE	ADDITIONAL COMMENTS / UPDATES
IMPROVE AND MAINTAIN THE CITY'S INFASTRUCTURE AND FACILITIES (IMCIF)										
46-IMCIF	Updated Capital Improvement Plan (CIP)	TO DO: Develop a 1, 2, 5 and 10 - year Capital Improvement Plan (CIP): Prioritization of projects based on facility/technology/infrastructure assessments, community needs and City Council input; Identify available funding sources; Establish realistic completion timelines. TIED TO: All items under IMCIF	Improve and Maintain the City's Infrastructure and Facilities	Administrative Services - Finance / Public Works	X	X		Partially	TBD	Development of the CIP will leverage other City plans (e.g. facility assessment, quality of streets, technology needs, assessment of water assets), including the identification of funding sources. Not all projects will have identified funding sources. A comprehensive update of the CIP will be provided to Council in November 2021, which a follow-up in December 2021. The November meeting will provide background on process improvements made to date to expedite service delivery of projects.
47-IMCIF	Evaluate Technology Needs	TO DO: Evaluation of Technology projects will include: Kronos (time keeping); network/wi-fi upgrades; Library mobile app (greater access to information/materials); Infosend (utility billing print/mail, online services, automated phone payments) Trackit Upgrade (permitting system); Geographic Information System (GIS) implementation; Electronic records management system (EDMS) TIED TO: 44-EMO, 45-EMO, 46-IMCIF, 59-EMO & 60-EMO	Improve and Maintain the City's Infrastructure and Facilities	Administrative Services - Finance / City Clerk-Technology	X	X		Partially	TBD	COVID-19 has highlighted a number of technology needs and changes. Almost all major systems are in need of a replacement or upgrade, including ERP and Land Development; the City was able to set aside money to fund these critical projects as part of the FY 2021-2023 Two-year Budget. Investment in technology is crucial to future operations and the City's ability to better serve the community. Over the past several months, the technology department has progressed in the following areas: <u>Library App:</u> Infrastructure has been completed and is in testing; <u>Land Management:</u> RFP and business needs assessment in process; <u>ERP:</u> Business needs assessment and central cashing analysis are in process; and <u>GIS:</u> GIS foundation infrastructure has been completed. Staff and ESRI will work over the next year to develop robust data layers
48-IMCIF	Evaluate City Facility Needs	TO DO: Evaluation of City Facility projects includes: Additional requirements/upgrades needed for COVID-19 compliance to maximize use and re-open to the public; Completion of space planning and City facility need assessment; La Fetra Center, Teen Center, Legion Building, Scout Hut, Youth Center; Library, both from a service, space utilization and technology standpoint. TIED TO: 46-IMCIF, 47-IMCIF & 62-IMCIF	Improve and Maintain the City's Infrastructure and Facilities	Administrative Services - Finance / Public Works / Community Services / Library	X	X	X	Partially	Fund 321	Many City facilities are aging and in need of modernization. Changes include those vital to operational effectiveness, safety, and future needs. Many items for facility needs, will have a corresponding technology need as well. Staff is currently reviewing relevant cooperative purchasing contracts for facility condition assessment providers. Anticipate recommending award January 2022.
49-IMCIF	Evaluate Other Infrastructure Needs	TO DO: Evaluation of Other Infrastructure needs includes: Review of updated road quality/scoring reports (consolidate w/CIP); Review of needs for open space assets, including, South Hills, Big Dalton, and Urban Trail; Pursue funding to complete Phases 2 and 3 of San Dimas Wash, and a new trail utilizing Big Dalton Wash. GOAL DATE: TIED TO: 46-IMCIF & 51-IMCIF	Improve and Maintain the City's Infrastructure and Facilities	Administrative Services - Finance / Public Works / Community Development	X	X	X	Partially	Various	Staff has secured approximately 50% of the funding for the People Movement Project including Glendora/Foothill Boulevard improvements, San Dimas/Big Dalton/Little Dalton wash urban trail projects. Staff will continue to pursue opportunities to share the benefits of Urban Trails with the community.
50-IMCIF	Gladstone Park Splashpad and Renovation	TO DO: Work with Public Works to renovate Gladstone Park with a new splash pad, covered picnic shelter, expanded parking lot, and new playground surfacing. TIED TO: 46-IMCIF	Improve and Maintain the City's Infrastructure and Facilities	Public Works / Community Services	X	X		TBD	Various	Gladstone Park improvements will require a combination of grant funds (e.g. Prop 68), future grant opportunities (e.g. Measure A), Measure E, and Water Fund. The improvement will require a phased approach, beginning updates to playground equipment to ensure equal play opportunities for all children. This project has been funded in the FY 21-22 Capital Improvement Projects. The project has been put on hold for now due to the California drought. In lieu of this development, staff is proceeding with the demolition of the existing tank and surrounding parking lot improvement. This will reserve available space in the event that another tank will need to be installed. 100% plans was submitted to the City those are currently being reviewed prior to commencement of projects in ;ate 2021 or early 2022.
51-IMCIF	First Mile Last Mile (FMLM) Improvements	TO DO: Pursue grant funding for Glendora Avenue, Ada Avenue, and Foothill Blvd. improvements. The first project is Glendora Avenue, with a goal to complete construction prior to Gold Line Phase 2B commencing passenger service (2025/2026). TIED TO: 46-IMCIF & 49-IMCIF	Improve and Maintain the City's Infrastructure and Facilities	Community Development / Public Works	X	X	X	Partially	TBD	Staff has secured approximately funding for the People Movement Project including Glendora/Foothill Boulevard improvements, San Dimas/Big Dalton/Little Dalton wash urban trail projects. Staff will continue to pursue opportunities to share the benefits of
52-IMCIF	Historic Street Lights	TO DO: Initial project cost estimates ranged between \$1.5 - 3 million depending on updated engineering drawings and allowable methods used. TIED TO: 46-IMCIF	Improve and Maintain the City's Infrastructure and Facilities	City Council / Public Works	X	X	X	Partially	Fund 321/TBD	Through the State's appropriation process, Senator Portantino worked to secure \$1.5 million towards this project. Staff has received a proposal for initial design services to determine construction costs, and is in process of finalizing contract. Anticipate implementing initial design services contract in December 2021. Estimated project for investigation, design and cost estimates are anticipated to take three to four months. Based on information from design work, staff will return to the City Council for further direction, including funding identification, 218 process for lighting and assessment district and general timelines.

53-IMCIF	Review Signage Requests	<p>TO DO: Review opportunities for enhanced signage in the Downtown area by: Replacing/refurbishing Historical District sigs; Exploring "Glendora" arches at gateway locations (e.g. Glendora Avenue); Updating Civic Center signage needs; Review Gold Line (L-Line) Station Signage Plan; TIED TO: 46-IMCIF</p>	Improve and Maintain the City's Infrastructure and Facilities	Community Development / Public Works			X	Partially	Fund 321	Project will commence in FY 2022/23. Currently, staff is keeping an inventory of signage needs for discussion.
54-IMCIF	Transportation Fleet and Infrastructure Modernization	<p>TO DO: Continue to update the City's Transportation Fleet and capabilities by: Using grant funding to acquire one zero-emission large van; Using grant funding to acquire two dial-a-ride vans; Using grant funding to acquire/implement new dispatching software; Identify funding and opportunities to expand electric vehicle charging infrastructure. TIED TO: 46-IMCIF</p>	Improve and Maintain the City's Infrastructure and Facilities	Community Development	X	X	X	Partially	Grants and Trans. Funds	Staff is awaiting grant funding from the South Coast AQMD regarding purchase of EV chargers and installation. SoCal Edison has provided agreement for ChargeReady Transport Program. One electric bus is in production and second can be procured during execution of SoCal Edison agreement. Two replacement dial-a-ride vans were purchased and placed into service. Two additional replacement vans are in procurement. Dispatching software is in development.
62-IMCIF	Council / Meeting Chambers Remodel	<p>TO DO: Expand and modernize the City's City Council Chambers: Increased capacity; Updated lighting, audio and visual equipment; Expanded outdoor waiting area for larger audiences; Address possible ADA issues. TIED TO: 48- IMCIF</p>	Improve and Maintain the City's Infrastructure and Facilities	Public Works		X	X	Partially	Fund 321 / ARPA	Pending the evaluation of the on-call master consultant request for qualifications, staff will be requesting design proposals from qualified consultants. Staff anticipates bringing master consultant list to Council for approval in December 2021; with possible award of work in the first quarter of 2022. With drawings and City Council input, construction will likely commence by late 2022.
IMCIF TOTAL - 10										

#	GOALS	GOAL SUMMARY	CURRENT STRATEGIC PLAN GOAL	DEPARTMENT(S)	FY 20/21	FY 21/22	FY 22/23	FUNDED (Y/N)	FUNDING SOURCE	ADDITIONAL COMMENTS / UPDATES
IMPLEMENT STRATEGIC HOMELESSNESS SOLUTIONS (ISHS)										
55-ISHS	Develop a Sub-Regional Homeless Housing Program	TO DO: The San Gabriel Valley can be broken up into sub- regions. As it relates to homelessness, the Foothill communities of Glendora, San Dimas, Glendora and Claremont are considered a sub-regional for this project. Staff will work with the County of Los Angles, LAHSA, State of California, and local agencies to develop a sub-regional homelessness strategy, including short-term and long-term housing options.	Implement Strategic Homelessness Solutions	Community Services - Human Services	X	X	X	No	TBD	Staff is working with the County of Los Angeles and LAHSA to provide funding, both capital and operational for future projects. This project seems to have taken a backset to the Blue Ribbon Commission on Homelessness. The City Manager and Assistant City Manager will be reporting to the commission on Wednesday, November 3, 2021
56-ISHS	Update Homelessness Strategic Plan	TO DO: The City's Homelessness Strategic Plan was developed in 2017 and 2018. Since that time, many changes have occurred at funding level (e.g. LAHSA Measure H grants), case law level (e.g. Boise), and City level (e.g. Hotel/Motel Housing). Updates will provide clarify into specific strategic initiatives over the next 3-5 years.	Implement Strategic Homelessness Solutions	Community Services - Human Services		X	X	Yes	Staff Time	Staff will work with the County of Los Angeles, LAHSA, and the SGVCOG to determine if additional Measure H funds are available for this project. Update is in progress. The Homeless initiative has changed their number of strategies to simply the process.
57-ISHS	Supplement Homeless Operations	TO DO: Continue to apply and secure grants and other forms of funding for the needs of Glendora's homeless community. Grant opportunities may include temporary housing, permanent housing, job programs, and transportation. Additionally, continue the relationship with LA County Department of Mental Health to facilitate the MET program and other similar related programs.	Implement Strategic Homelessness Solutions	Community Services - Human Services	X	X	X	Yes	Staff Time / Grant Funding	In August 2020, Los Angeles County Department of Mental Health (DMH) partnered with Community Services to address mental illness follow up with housed homeless. As of September 2020, MET is back up and running for patrol interactions, while grant funding is available. The Human Services/Homeless staff, Glendora Police Department, MET team, LAHSA, Union Station Homeless Services has been having monthly meeting with LA County Department of Mental Health on 10-12 individuals that are homeless and have severe mental health problems. In November 2021, Glendora will be the first LA County City to testify as part of the Blue Ribbon Committee on Homeless that will center on LAHSA and lack of Measure H funding provided to local agencies.
ISHS TOTAL=3										
GRAND TOTAL=62										