

**2020-2023 THREE YEAR STRATEGIC PLAN**  
SUMMARY UPDATE: AUGUST 2022 TO JANUARY 2023

STRATEGIC PLAN ITEM			STATUS		FUNDED
#	Name	% Complete	Previous		
1-ISED	Progress Made	Start and Complete General Plan Housing Element Update	90%	80%	Yes
2-ISED	No Change	Implement Local Early Action Plan (LEAP) Grant (\$150,000)	50%	50%	Yes
3-ISED	No Change	Begin Comprehensive General Plan Update	10%	10%	Partial
4-ISED	No Change	Development of a Village Vision and Development Plan	10%	10%	Partial
5-ISED	No Change	Development of a Gold Line (L-Line) Vision and Development Plan	10%	10%	Partial
6-ISED	No Change	Complete SB2 planning grant projects (\$160,000)	40%	40%	Yes
7-IFSS	Progress Made	Sierra Madre Landscape Maintenance District (LMD)	50%	40%	Partial
8-IFSS	Progress Made	Water Rate Study	70%	50%	Yes
9-IFSS	Complete	Citizens Ad Hoc Committees Report Follow-Up	100%	100%	Yes
10-IFSS	Progress Made	Implement Pro-Active Risk Management Practices	80%	60%	Yes
11-IFSS	No Change	Comprehensive Fee Study and Update	0%	0%	Yes
12-IFSS	Complete	Recapture COVID-19 Lost Revenues and Offset Increased Expenditures	100%	100%	Yes
13-IFSS	Complete	Comprehensive Purchasing Policy Review	100%	100%	Yes
14-IFSS	Complete	FY 2021-2023 Two Year Budget	100%	100%	Yes
15-EEDR	Progress Made	Part-Time Employee Workforce Modernization	80%	10%	Yes
16-EEDR	Progress Made	Comprehensive Review and Update of all Personnel Policy and Procedures, including the Development and Adoption of the Employee Employer Relations Resolution (EERR).	50%	40%	Yes
17-EEDR	Progress Made	Training for City Staff: to include, leadership, safety, and equity, inclusion, and diversity.	30%	20%	Yes
18-EEDR	Complete	Water Division Classification and Compensation Study	100%	100%	Yes
19-EEDR	Progress Made	Library Department Classification and Compensation Review	30%	20%	Yes
20-EEDR	Progress Made	Facilitate recruitments/hiring for filling vacant positions	70%	60%	Yes
21-EEDR	Progress Made	Employee Wellness	70%	50%	Partial
22-EEDR	Progress Made	Succession Planning	80%	70%	Partial
23-EEDR	Complete	Explore Childcare and Recreational Opportunities for Children During COVID-19	100%	100%	Yes
24-EMO	No Change	Update Urban Forestry Manual	10%	10%	Partial
25-EMO	Progress Made	Create a Communication Strategic Plan	30%	30%	Yes
26-EMO	Complete	Conduct Elections for District 1 and 4 and Update Council District Boundaries following 2020 Census.	100%	90%	Yes
27-EMO	No Change	Sunshine Ordinance for Agendas	80%	80%	Yes

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STRATEGIC PLAN ITEM			STATUS		FUNDED
#		Name	% Complete	Previous	
28-EMO	Complete	<i>Citizens Academy Updates</i>	100%	90%	Yes
29-EMO	Complete	<i>Community Survey Update</i>	100%	90%	Yes
30-EMO	Complete	<i>Medal of Merit Program (Program Investigation)</i>	100%	100%	Yes
31-EMO	Complete	<i>Update to Employee Group Memorandum of Understands (MOUs)</i>	100%	80%	Yes
32-EMO	No Change	<i>Payroll Modernization</i>	30%	30%	Yes
33-EMO	Complete	<i>Business Tax License Municipal Code Modernization</i>	100%	60%	Yes
34-EMO	Complete	<i>Paperless Fair Political Practices Commission (FPPC) Campaign Filings</i>	100%	90%	Yes
35-EMO	Complete	<i>Community Partner Coordination</i>	100%	80%	Yes
36-EMO	Progress Made	<i>Glendora Unified School District Memorandum of Understanding</i>	50%	30%	Yes
37-EMO	Complete	<i>Short Term Rental Program</i>	100%	100%	Yes
38-EMO	Complete	<i>Review of Animal Control Program with Inland Valley Humane Society</i>	100%	100%	Yes
39-EMO	Complete	<i>Create a Coyote Management Plan</i>	100%	100%	Yes
40-EMO	Complete	<i>Glendora Public Library Friends Foundation Memorandum of Understanding</i>	100%	100%	Yes
41-EMO	No Change	<i>Administrative Manual Policy Update</i>	40%	40%	Yes
42-EMO	Complete	<i>Use of Force Policy Changes</i>	100%	100%	Yes
43-EMO	Complete	<i>Provide Enhanced Activities For Seniors and Youth</i>	100%	100%	Yes
44-EMO	Complete	<i>Establishment of Technology Governance Board</i>	100%	100%	Yes
45-EMO	Complete	<i>Agreement for Supplemental Technology Services</i>	100%	100%	Yes
58-EMO	Complete	<i>Update City Council Meeting Rules</i>	100%	100%	Yes
59-EMO	Progress Made	<i>ERP System Implementation</i>	30%	20%	Yes
60-EMO	Progress Made	<i>Land Management/Permitting System Implementation</i>	30%	20%	Yes
61-EMO	Complete	<i>Comprehensive Alley Way Review</i>	100%	100%	Yes
46-IMCIF	Complete	<i>Updated Capital Improvement Plan (CIP)</i>	100%	100%	Partial
47-IMCIF	Complete	<i>Evaluate Technology Needs</i>	100%	100%	Yes
48-IMCIF	No Change	<i>Evaluate City Facility Needs</i>	30%	30%	Partial
49-IMCIF	Complete	<i>Evaluate Other Infrastructure Needs</i>	100%	100%	Partial
50-IMCIF	Complete	<i>Gladstone Park Splashpad and Renovation</i>	100%	90%	Yes
51-IMCIF	No Change	<i>First Mile Last Mile (FLM) Improvements</i>	30%	30%	Partial
52-IMCIF	Progress Made	<i>Historic Street Lights</i>	50%	30%	Partial
53-IMCIF	No Change	<i>Review Signage Requests</i>	10%	10%	Partial
54-IMCIF	Progress Made	<i>Transportation Fleet and Infrastructure Modernization</i>	50%	30%	Partial
62-IMCIF	Progress Made	<i>Council / Meeting Chambers Remodel</i>	30%	20%	Yes
55-ISHS	Progress Made	<i>Develop a Sub-Regional Homeless Housing Program</i>	50%	30%	Partial
56-ISHS	No Change	<i>Update Homelessness Strategic Plan</i>	80%	80%	Yes
57-ISHS	Complete	<i>Supplement Homeless Operations</i>	100%	100%	Yes

#	GOALS	GOAL SUMMARY	CURRENT STRATEGIC PLAN GOAL	DEPARTMENT(S)	FY 20/21	FY 21/22	FY 22/23	FUNDED (Y/N)	FUNDING SOURCE	% COMPLETE	% COMPLETE (PREVIOUS)	ADDITIONAL COMMENTS / UPDATES
<b>IMPLEMENT STRATEGIC ECONOMIC DEVELOPMENT (ISED)</b>												
1-ISED	Start and Complete General Plan Housing Element Update	<b>TO DO:</b> Complete and obtain certification for 6th RHNA Cycle Housing Element by February 11, 2022 deadline. <b>TIED TO:</b> 2-ISED, 3-ISED	Implement Strategic Economic Development	Community Development	X	X		Yes	LEAP Grant	90%	80%	On December 13, 2022, the City Council adopted the 6th RHNA Cycle (2021-2029) Housing Element. The Housing Element has been submitted to State HCD for certification, which is anticipated in January 2023. With this significant milestone, staff will begin implementing the 31 "action items" approved by the Council and incorporated into the Housing Element.
2-ISED	Implement Local Early Action Plan (LEAP) Grant (\$150,000)	<b>TO DO:</b> 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). <b>TIED TO:</b> 1-ISED	Implement Strategic Economic Development	Community Development / Public Works	X	X	X	Yes	LEAP Grant	50%	50%	The total amount of the LEAP grant is \$150K. The grant funds the Housing Element, and the following projects: 1) Study the sewer/water infrastructure capacity around the Gold Line (L-Line) (COMPLETE); and 2) Develop a "yield analysis" of two sites around the Gold Line (L-Line) to determine how many housing units a site will support. Specific sites will be selected from the Housing Element Sites Inventory.
3-ISED	Begin Comprehensive General Plan Update	<b>TO DO:</b> 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. <b>TIED TO:</b> 1-ISED, 2-ISED, 4-ISED, and 5-ISED	Implement Strategic Economic Development	Community Development			X	Partial	General Plan Maint. Fee	10%	10%	Housing Element is adopted and submitted to State HCD for certification. A contract for consultant services to update the Safety Element and add an Environmental Justice component will be presented to the City Council for approval in February 2023. The Safety Element update will coordinate with an update to the City's Local Hazard Mitigation Plan.
4-ISED	Development of a Village Vision and Development Plan	<b>TO DO:</b> 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. <b>TIED TO:</b> 3-ISED	Implement Strategic Economic Development	Community Development		X	X	Partial	TBD	10%	10%	The majority of the work under 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. Recently, with the addition of parklets, requests have been received for increased entertainment allowances, which is currently permitted in the Village with a CUP. Additionally, the City has previously begun this process through a partnership with Cal Poly San Luis Obispo, where based on community feedback, students generated possible development scenarios. In December 2022, staff submitted an application for METRO TOC funding. METRO will notice grant awards in March 2023.
5-ISED	Development of a Gold Line (L-Line) Vision and Development Plan	<b>TO DO:</b> 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	10%	10%	Similar to the Village Development Plan, the majority of this plan should occur in conjunction with the General Plan update. With the Housing Element update, staff explored 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. In December 2022, staff submitted an application for METRO TOC funding. METRO will notice grant awards in March 2023.
6-ISED	Complete SB2 planning grant projects (\$160,000)	<b>TO DO:</b> 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	40%	40%	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. An RFP for objective design guidelines was issued, and review of proposals is nearly complete. Award of contract for services is anticipated in April-May 2023.
<b>ISED TOTAL=6</b>												

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<b>INCREASE FINANCIAL STABILITY AND SUSTAINABILITY (EFSS)</b>												
7-IFSS	Sierra Madre Landscape Maintenance District (LMD)	<b>TO DO:</b> 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	X	Partial	Future District Property Tax Revenues and General Fund	50%	40%	The City continues to work with the Sierra Madre neighborhood, where the LMD previously failed, to address maintenance issues that would have been covered under the LMD; the most recent outreach, including mailers and door hangers, will occur in 2023. Balloting will be conducted for Zone 2 (W. Sierra Madre Ave.), Zone 3 (N. Bana Ave/Arrow Hwy.), Zone 11 (Kregmont Dr.) and Zone 15 (Greenfield Ct.). Preliminary estimates and concepts are being refined.  March 2023 - Property owner workshops to be held March 2023. May 9, 2023 - Intent meeting. May 12, 2023- Ballots mailed June 27, 2023 - Public hearing/ballot tabulation
8-IFSS	Water Rate Study	<b>TO DO:</b> 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	70%	50%	An updated water rate framework has been presented to the City by the consultant for consideration; City staff are in the process of reviewing the information and providing additional information requested, which includes benchmarking of City's rate structure against other water agencies and cities. The infrastructure assessment, including hydraulic analysis and priority projects (e.g. Glendora Ave Water Tank) is nearing completion. A special meeting between the City Council and Water Board will be held during the first quarter of 2023 to discuss infrastructure needs and possible rate structure changes.
9-IFSS	Citizens Ad Hoc Committees Report Follow-Up	<b>TO DO:</b> 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	100%	100%	Update was provided to the City Council in December 2020; no further action was taken at that time. Staff continues to utilize the initial report and follow-up report and findings to assist the City Council with future policy development options (e.g. South Hills, service delivery, etc.).
10-IFSS	Implement Pro-Active Risk Management Practices	<b>TO DO:</b> 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	80%	60%	In October 2022, the City Council received an update from ICRMA regarding the City's Plan/Program. Staff is working closely with ICRMA to implement more programs that will mitigate risks and costs. A comprehensive Liability and Workers Compensation report is anticipated to be presented to the City Council for review with the City Attorney to evaluate current claims. Certain programs will be proposed in the FY 2023-25 O&M Budget.
11-IFSS	Comprehensive Fee Study and Update	<b>TO DO:</b> 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	0%	0%	The fee study will occur after the Land Management & Permitting system and ERP System implementations are completed. Current processes and procedures will change with new technology.
12-IFSS	Recapture COVID-19 Lost Revenues and Offset Increased Expenditures	<b>TO DO:</b> 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	X	Yes	Staff time	100%	100%	The City implemented a robust advocacy plan and worked with the City's 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). With that funding, the City has been able to support local businesses, individuals experiencing homelessness, renters, non-profits, and other community members - a detailed plan for uses of the \$7.5 million ARPA funding was approved by the City Council in late 2021. Additionally, the City's financial position remains strong, making up the entire \$4 million in lost revenue.
13-IFSS	Comprehensive Purchasing Policy Review	<b>TO DO:</b> 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	100%	100%	In June 2022, the City Council adopted the revised Purchasing Ordinance that went into effect in July 2022. This action streamlines the purchasing process and makes the purchasing of goods and services more efficient by: a) Increasing the Purchase Order threshold from \$1,000 to \$2,500 b) Increasing the City Manager's signing authority from \$25,000 to \$50,000 c) Assigning authority to the Library Board of Trustee for purchases peculiar to the Library, and; d) Establishing a local vendor preference.  Additionally, a Purchasing Coordinator has been hired.
14-IFSS	FY 2021-2023 Two Year Budget	<b>TO DO:</b> 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		Yes	Staff Time	100%	100%	The mid-cycle review for FY 2022-23 for City Council was approved in June 2022; only minor adjustments were experienced due to the streamlined and efficient biennial budget process implemented. In February 2023, the City Council will receive the Mid-Year 2022-2023 budget update. Based on current projections, the City's financial position continues to be strong.
<b>IFSS TOTAL=8</b>												

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<b>ENHANCE EMPLOYEE DEVELOPMENT AND RETENTION(EEDR)</b>												
15-EEDR	Part-Time Employee Workforce Modernization	<b>TO DO:</b> 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	80%	10%	City staff are finding new ways to utilize and develop part-time employees. two recreation aides were recently hired into full-time positions with the City. Additionally, staff are reviewing outdated job descriptions and working with Departments to update those for future development of existing employees and to provide more career growth that may be attractive to new hires.
16-EEDR	Comprehensive Review and Update of all Personnel Policy and Procedures, including the Development and Adoption of the Employee Employer Relations Resolution (EERR).	<b>TO DO:</b> 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- Milias-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	50%	40%	Over the last few months, staff has been focusing on negotiating successor agreements to MOU's that were expiring. To that end, staff learned of many challenges that will also be addressed in the major overhaul and update of the Personnel Rules and Regulations. Staff will be scheduling meetings with bargaining units to review the proposed Personnel Rules and Regulations that were drafted by the City Attorney.
17-EEDR	Training for City Staff: to include, leadership, safety, and equity, inclusion, and diversity.	<b>TO DO:</b> 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	30%	20%	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. While the process continues to move forward, staff have made free, self-paced, training opportunities available to staff through the City's partners.
18-EEDR	Water Division Classification and Compensation Study	<b>TO DO:</b> 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	100%	100%	City Council approved study changes in March 2021. All meet and confer items have been completed with the City's employee groups, and the changes have been implemented.
19-EEDR	Library Department Classification and Compensation Review	<b>TO DO:</b> 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	30%	20%	An Agreement has been awarded to CPSHR to conduct a classification study on the Library.
20-EEDR	Facilitate recruitments/hiring for filling vacant positions	<b>TO DO:</b> 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	70%	60%	Since July 2022, the City has filled 34 positions. There are currently 10 continuous recruitments, 23 active recruitments for 42 positions, and 8 candidates in the background process. The Human Resources Division continues to seek out the top qualified candidates for the City and are utilizing all means possible to attract the best people for the position.
21-EEDR	Employee Wellness	<b>TO DO:</b> 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	Partial	Staff Time	70%	50%	In September 2022, Executives, Councilmembers, and GMA decided to leave CalPERS medical for FDAC Medical. This move should result in more affordable and sustainable long term medical premiums. Moreover, staff is reinstating the Be-Well Committee to encourage and promote mental, physical, financial, and emotional health.
22-EEDR	Succession Planning	<b>TO DO:</b> 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	Partial	Staff Time	80%	70%	Human Resources is looking to start certain professional development academies for key positions to further retain and train employees to grow within the organizations.
23-EEDR	Explore Childcare and Recreational Opportunities for Children During COVID-19	<b>TO DO:</b> 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 <b>TIED TO:</b> 36-EMO	Enhance Employee Development and Retention	Community Services / Library / Administrative Services - Human Resources	X	X		Yes	Staff Time/ General Fund	100%	100%	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. Additionally, the Library provided resources on Social-Emotional Learning and partnered with GUSD on a Wellness Open House.
<b>EEDR TOTAL=9</b>												

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<b>ENHANCE AND MODERNIZE THE ORGANIZATION (EMO)</b>													
24-EMO	Update Urban Forestry Manual	<b>TO DO:</b> 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	Partial	Staff Time / General Fund	10%	10%		Staff are reviewing existing materials, comparing to other municipalities and industry best practices. Staff are also evaluating the need to potentially utilize a consultant to update the policy. This work will also include a review of existing city codes related to trees.
25-EMO	Create a Communication Strategic Plan	<b>TO DO:</b> 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	30%	30%		This initiative is kicked off in January 2022; the initial outline has been written and currently under review. Developing internal communications assessment survey questions as first step to determining baseline data for long-term implementation and evaluation. During the FY 2022-23 Mid Cycle Budget, part of the staffing changes included moving a position from Community Services to the Communication Division to better centralize marketing and communications staff.
26-EMO	Conduct Elections for District 1 and 4 and Update Council District Boundaries following 2020 Census.	<b>TO DO:</b> 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	100%	90%		2020 REDISTRICTING Redistricting relating to 2020 Census was completed and the final map for Glendora City Council districts was submitted to Los Angeles County on December 14, 2021. Due to issues created by SB 415 and SB 970, the City Council, at its September 14, 2021 meeting, adopted Ordinance 2062 changing the date of the City's General Municipal Election from March of even years to November of even years beginning in November 2022 and adjust City Council terms in office accordingly. Ordinance was submitted and approved by the Los Angeles County Board of Supervisors on November 2, 2021. Postcard notification of change of election date was mailed out to Glendora registered voters on November 12, 2021. 2020 Glendora City Council Redistricting has been completed and the new district maps are available via the City's website, cityofglendora.org/districts  2022 GLENDORA CITY COUNCIL ELECTION Election for District 1 and 4 will be conducted in November 2022, Resolutions calling election and setting candidate statement requirements will be taken before the Glendora City Council in July 2022 and then submitted to Los Angeles County. July 18 - August 12, 2022 is the Nomination Period. Los Angeles County has released that Calendar of Events relating to the November 8, 2022 General Election and is accessible via the City's website, cityofglendora.org/elections or via the Los Angeles County website, lavot.gov/home/voting-election/current-elections/upcoming-election. As of 8/13/2022 there were two qualified candidates for Glendora City Council Member open seats associated with Districts 1 and 4. And as such, the City Council will have the option to cancel the election and appoint both individuals below on August 23, 2022. District 1: Michael Allawos District 4: Karen Davis  Council Members Michael Allawos for District 1 and Karen Davis for District 4 were sworn into office on December 13, 2022.
27-EMO	Sunshine Ordinance for Agendas	<b>TO DO:</b> 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	80%	80%		For City Council meetings, in January 2022 staff began transitions to posting the agendas one week (7 days) prior to a meeting. In February 2022, postings started include all staff prepared attachments, including presentations. Exceptions will be provided for emergency items, and presentations and/or information from outside sources. As staff has transitions to a post-COVID environment, the City has begun its transition to a 7-day posting requirement which includes agenda, staff prepared attachments, including presentations. Once process is worked out a staff report and an ordinance for City Council consideration that will require the City to post agenda's and associated packets posted and made available to the public one week in advance of regularly scheduled public meetings before March 1, 2023.  MEETING SUCCESS RATES FOR POSTING AGENDA(S) 7 DAYS PRIOR TO MEETING Timeframe: January 2022 - current  City Council: 13 out of 32 meetings met 7 day timeframe (41%)  Board/Commission: 37/ out of 41 meeting met the 7 day timeframe (90%)  Remaining Task: 1. Create Ordinance and Staff report for Council consideration 2. Go Live 30 day following adoption 3. Market/Promote

28-EMO	Citizens Academy Updates	<b>TO DO:</b> 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	100%	90%	Citizen's Academy Classes resumed October 2021. Continued goal to increase frequency to promote community engagement, community relations and transparency. ESL class was developed and the class recruitment is underway. That has lead way to a program name change, going forward the program will called Community Academy. A Citywide Community Academy framework is being discussed; currently, other strategic plan objectives are taking priority.
29-EMO	Community Survey Update	<b>TO DO:</b> 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 <b>TIED TO:</b> 56-ISHS	Enhance and Modernize the Organization	City Manager's Office		X	X	Yes	General Fund	100%	90%	In early 2021, the City Council received an update on an Interim Community Survey update that centered around increased homelessness, which rose to the number one concern in the community. An updated Community Survey questionnaire for was developed in June 2022. True North Research, Inc. collected survey information during the mid-July through early August 2022 timeframe. Excellent topline survey results were provided to the City Council on August 12, 2022. The final report was made available by September 2022 and results were shared with the City Council in October 2022. The results will be utilized to help assist with the development of the City's next strategic plan.
30-EMO	Medal of Merit Program (Program Investigation)	<b>TO DO:</b> 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			Yes	Staff Time / Council Budget	100%	100%	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. To date, 11 medals have been presented; all to Eagle Scouts.
31-EMO	Update to Employee Group Memorandum of Understands (MOUs)	<b>TO DO:</b> 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 (TA)s 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	100%	80%	All Employee Group contracts have been successfully negotiated through 2024.
32-EMO	Payroll Modernization	<b>TO DO:</b> Payroll Modernization includes: Successful implementation of paperless paycheck stubs; Development and implementation of HR/Payroll Procedures; Successful implementation of Kronos. <b>TIED TO:</b> 59-EMO	Enhance and Modernize the Organization	Administrative Services - Finance		X	X	Yes	Staff Time	30%	30%	Tyler Technologies Munis contract was awarded on December 13, 2022. The Payroll and Time Keeping modules were included in the contract and will be implemented in Phase 2, which will begin in FY 2024
33-EMO	Business Tax License Municipal Code Modernization	<b>TO DO:</b> 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	100%	60%	In November 2022 the final Administrative changes to the Business License Ordinance were presented to the Council and went into effect January 2023. Staff continues to monitor customer services and implement continued process improvements on forms and the application process. Staff will continue to monitor progress of customer service enhancement as part of the normal course and scope of business. Changes to the existing fee schedule would require a vote during a regularly scheduled election, which is not a priority at this time.
34-EMO	Paperless Fair Political Practices Commission (FPPC) Campaign Filings	<b>TO DO:</b> 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	100%	90%	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 filings.  City staff is currently working to review and conduct a cleanup of "old" campaign filings that are required to maintained. The record cleanup was completed in August 2022 and import was completed before January 1, 2023.
35-EMO	Community Partner Coordination	<b>TO DO:</b> Work to identify areas of Community Coordination with key partners, including: Partner with Coordinating Council to acknowledge/celebrate/inform 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. <b>TIED TO:</b> 36-EMO	Enhance and Modernize the Organization	City Manager's Office	X	X	X	Yes	Staff Time	100%	80%	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). In the past six months, the City and GUSD have entered into two MOU's to assist with Glendora Youth Soccer's availability to access restrooms at school facilities and for the City's Youth Basketball Program to operation at with GUSD Middle Schools. Both MOU's centered around assuring that COVID protocols were followed (e.g. cleaning, masking, etc.) and all costs were paid by the City. In late August 2022, the City and GUSD resumed meetings with a sub-committee of Board and City Council members to discuss other areas of partnerships, including advocacy matters. In November 2022, GUSD and the City held a joint Special Meeting and approved an outline on how to move forward with the City/GUSD joint use agreements.

36-EMO	Glendora Unified School District Memorandum of Understanding	<p><b>TO DO:</b> 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 <b>TIED TO:</b> 23-EEDR &amp; 35-EMO</p>	Enhance and Modernize the Organization	Community Services / Library / Police / City Attorney/Public Works	X	X	X	Yes	Staff Time	50%	30%	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. Currently, City staff and GUSD staff are working on possible pool repairs at GUSD and have been engaged on water reduction measures. In November 2022, GUSD and the City held a joint Special Meeting and approved an outline on how to move forward with the City/GUSD joint use agreements. Additionally, staff have worked together on the needed improvements to GUSD's pool, which the City will have an \$600,000 obligation to provide assistance to.
37-EMO	Short Term Rental Program	<p><b>TO DO:</b> 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.</p>	Enhance and Modernize the Organization	Community Development / Police / Administrative Services - Finance	X	X		Yes	Staff Time	100%	100%	City Council, after robust discussion, adopted an urgency ordinance in 2020 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). In December 2021, the City Council adopted an ordinance amending STR regulation by adding a requirement for exterior signs, reducing daytime guest hours, and limiting the number of permits to one per parcel. The amended regulations went into effect in February 2022.
38-EMO	Review of Animal Control Program with Inland Valley Humane Society	<p><b>TO DO:</b> 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	X		Yes	Staff Time	100%	100%	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. As an add on, in March 2022, the City Manager will make a recommendation to the IVHS Board that a technical advisory committee (TAC) of City Manager's from each IVHS member agency be established. The TAC would be utilized to better understand current challenges and future changes to IVHS and subsequent service delivery challenges to agencies.
39-EMO	Create a Coyote Management Plan	<p><b>TO DO:</b> 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	100%	100%	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 joined the SGV COG Coyote Management Program, which has reduced most staff time related to the tracking, mapping and community engagement/access to coyote management programs and services. Website was updated in December 2021, with a program update to City Council in May 2022.
40-EMO	Glendora Public Library Friends Foundation Memorandum of Understanding	<p><b>TO DO:</b> Work with Friends Foundation to established an updated MOU.</p>	Enhance and Modernize the Organization	Library / City Attorney	X	X		Yes	Staff Time and Legal Review	100%	100%	Foundation and City staff have exchanged draft changes for approximately two years; representatives from City Council, Foundation, City administration, legal counsel, and Library administration conferred over final points of clarification. GPLFF and Library Board recommended approval by Council, which occurred at the January 25 Council meeting. MOU was declared fully executed by City Clerk in April 2022.
41-EMO	Administrative Manual Policy Update	<p><b>TO DO:</b> 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	40%	40%	Received approval in FY2021-22 budget to utilize a Policy Management Software. Kick-off meeting was held in February 2022 to review the City's current "Administrative Manual" and its policy structure for other areas of the City (e.g. City Council policies, administrative policies, personnel policies, financial policies, etc.).  In June 2022, staff conducted a final review of current policies associated with departments and submitted recommendations for areas that needed updates. In July 2022, a list of system users was created in PolicyStat that defined users and roles of staff members that will be involved in creating, reviewing, updating and approving City policies.  Next Steps: Submit organizational structure and policy template, including section descriptions, and policy definitions to City Manager for input no later than February 2023.
42-EMO	Use of Force Policy Changes	<p><b>TO DO:</b> 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	100%	100%	Completed, with typical on-going into calendar year 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	TO DO: During COVID-19, staff is currently reviewing all classes and offering to determine: How best to provide classes to 14 of 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.	Enhance and Modernize the Organization	Community Services	X			Yes	Staff Time	100%	100%	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	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	Enhance and Modernize the Organization	IT / Add Departments	X	X	X	Yes	Staff Time	100%	100%	The Technology Committee has been established and staff members from each City Department have been identified. The first meeting occurred in the middle of February 2022 and has continued providing updates to the Executive Team on recommendation and future investments needed.
45-EMO	Agreement for Supplemental Technology Services	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	Enhance and Modernize the Organization	IT / All Departments	X	X	X	Yes	Staff Time and IT Fund	100%	100%	While the City undertakes several large technology projects (e.g. ERP and Land Management), staff included budget for supplemental staffing services to provide assistance with implementation, optimizations, and ad-hoc services (e.g. report writing, future system integrations, etc.). To assist with the interim work of the RFP facilitation for the ERP and Permitting Systems, staff has contracted with Client First. Additionally, the City through its FY 2022-23 Annual Budget, moved to a hybrid IT staffing model. On August 23, 2022, the City Council will be asked to formally approve a multi-year agreement with SDI Presence for contracted IT services.
58-EMO	Update City Council Meeting Rules	TO DO: Review City Council meeting rules with the City Council to determine what changes are necessary. TIED TO: 41-EMO	Enhance and Modernize the Organization	City Clerk's Office	X	X		Yes	Staff Time	100%	100%	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.
59-EMO	ERP System Implementation	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. TIED TO: 47-IMCIF & 60-EMO	Enhance and Modernize the Organization	Administrative Services / IT	X	X	X	Yes	Fund 321	30%	20%	In December 2022, The City Council awarded the Financial and Land Permitting software to Tyler Technologies. Kick off meetings are scheduled in February 2023.
60-EMO	Land Management/Permitting System Implementation	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. TIED TO: 47-IMCIF & 60-EMO	Enhance and Modernize the Organization	Community Development / IT	X	X	X	Yes	Fund 321	30%	20%	On December 13, 2022, the City Council approved a contract with Tyler to acquire the Energov permitting and land management system. Implementation will commence in January 2023, with an anticipated "go-live" date of June-July 2024.
61-EMO	Comprehensive Alley Way Review	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. TIED TO: 29-EMO	Enhance and Modernize the Organization	Police Department / Public Works	X	X		Yes	Staff Time and Legal Review	100%	100%	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 effective and enforceable on November 24, 2021. Continued community education and outreach occurred for another 30 days (warnings) before the full enforcement strategy will commence. Since that time, staff has performed additional outreach via mailers and door hangers, much recently in July 2022.
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
<b>IMPROVE AND MAINTAIN THE CITY'S INFRASTRUCTURE AND FACILITIES (IMCIF)</b>												
46-IMCIF	Updated Capital Improvement Plan (CIP)	<b>TO DO:</b> 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. <b>TIED TO:</b> All items under IMCIF	Improve and Maintain the City's Infrastructure and Facilities	Administrative Services - Finance / Public Works	X	X	X	Partial	Various	100%	100%	Development of the updated CIP has leveraged other City plans (e.g. facility assessment, quality of streets, technology needs, assessment of water assets), including the identification of funding sources. The Quarterly Capital Improvement Program Update was presented to City Council on May 10, 2022, with the next update to be presented in September, 2023. Four water and street projects to begin construction in early 2023. The Active CIP Project list, Completed Projects, Upcoming Projects, and Pavement Management Program on available on the City website. During the Mid-Cycle budget review in June 2022, the City Council amended the CIP to fund additional projects. Projects for the FY 21-23 CIP as listed in the budget are underway.
47-IMCIF	Evaluate Technology Needs	<b>TO DO:</b> 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) <b>TIED TO:</b> 44-EMO, 45-EMO, 46-IMCIF, 59-EMO & 60-EMO	Improve and Maintain the City's Infrastructure and Facilities	Administrative Services - Finance / IT	X	X	X	Yes	Various	100%	100%	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, Land Development and GIS; the City was able to set aside money to fund these critical projects as part of FY 2021-2023 Two-year Budget. Investment in technology is crucial to future operations and the City's ability to better serve the community. Since the last update, further identification of the City's needs, including better internet data capacity, Wi-Fi, GIS and a Library App have all been funded and moved forward as active project. The evaluation of technology needs is complete; however, the process is always ongoing. The Glendora Public Library app went live in May 2022, and is available for both Apple and Android users.
48-IMCIF	Evaluate City Facility Needs	<b>TO DO:</b> 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. <b>TIED TO:</b> 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	Partial	Fund 321	30%	30%	Five proposals were received for Citywide Facility Condition Assessment. Staff are evaluating proposals and anticipate recommending award in September 2022, with completion of the assessment by March 2023.
49-IMCIF	Evaluate Other Infrastructure Needs	<b>TO DO:</b> 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. <b>GOAL DATE:</b> <b>TIED TO:</b> 46-IMCIF & 51-IMCIF	Improve and Maintain the City's Infrastructure and Facilities	Administrative Services - Finance / Public Works / Community Development	X	X	X	Partial	Various	100%	100%	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. Staff is reviewing street condition criteria, planning for FY24-25 street projects. In addition to the transportation projects, staff has identified an opportunity to facilitate additional recreation opportunities in South Hills, including various forms of biking. Staff will continue to evaluate options as they come forward.
50-IMCIF	Gladstone Park Splashpad and Renovation	<b>TO DO:</b> Work with Public Works to renovate Gladstone Park with a new splash pad, covered picnic shelter, expanded parking lot, and new playground surfacing. <b>TIED TO:</b> 46-IMCIF	Improve and Maintain the City's Infrastructure and Facilities	Public Works / Community Services	X	X		Yes	Various	100%	90%	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 with a new all-inclusive playground equipment to ensure equal play opportunities for all children. This project has been funded in the FY 21-22 Capital Improvement Projects and was completed in May, 2022. The splashpad portion of the project has been canceled due to the California drought. The demolition of the existing tank and surrounding parking lot improvement are nearly complete with the parking lot to open to the public in September, 2022. The project created additional parking, but will reserve available space in the event that another tank will need to be installed. If funding is secured, staff would like to install a shade structure to allow for additional picnic space for residents.
51-IMCIF	First Mile Last Mile (FLM) Improvements	<b>TO DO:</b> 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). <b>TIED TO:</b> 46-IMCIF & 49-IMCIF	Improve and Maintain the City's Infrastructure and Facilities	Community Development / Public Works	X	X	X	Partial	TBD	30%	30%	Staff has secured approximately \$12 million in funding for the People Movement Project. Phase 1 includes Glendora Avenue and Foothill Boulevard improvements, San Dimas and Little Dalton Wash Urban Trail projects. Design and construction plans for the San Dimas Wash, Glendora Avenue, and Foothill Boulevard to be completed by Summer 2023, with construction to occur in late 2023. Funds are still needed to complete the Big Dalton Wash and additional first/last mile improvements on Ada Avenue and Vermont Avenue. Staff secured bus stop enhancement grant funds for Glendora Avenue/Route 66. Installation will be complete in early 2023.
52-IMCIF	Historic Street Lights	<b>TO DO:</b> Initial project cost estimates ranged between \$1.5 - 3 million depending on updated engineering drawings and allowable methods used. <b>TIED TO:</b> 46-IMCIF	Improve and Maintain the City's Infrastructure and Facilities	City Council / Public Works	X	X	X	Partial	Fund 321/TBD	50%	30%	Through the State's appropriation process, Senator Portantino worked to secure \$1.5 million towards this project. Final designs were completed, and the project was publicly advertised for bid, with the bid opening in October 2022. As no bids were received, the project was publicly bid a second time, with a bid opening in December 2022. An ad-hoc citizen's advisory panel was formed to provide input on the potential for the creation of an Antique Streetlight Maintenance Assessment District. The Panel will present its recommendations at the at the January 24, 2023 meeting.

53-IMCIF	Review Signage Requests	<p><b>TO DO:</b> 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; <b>TIED TO:</b> 46-IMCIF</p>	Improve and Maintain the City's Infrastructure and Facilities	Community Development / Public Works			X	Partial	Fund 321	10%	10%	Currently, staff is keeping an inventory of signage needs for discussion.	
54-IMCIF	Transportation Fleet and Infrastructure Modernization	<p><b>TO DO:</b> 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. <b>TIED TO:</b> 46-IMCIF</p>	Improve and Maintain the City's Infrastructure and Facilities	Community Development	X	X	X	Partial	Grants and Trans. Funds	50%	30%	ChargeReady Transport Program Agreement is completed and four changers and two zero-emission buses are on order. SoCal Edison is developing final site plans and then will proceed to construction, with completion estimated in June 2023. Four replacement dial-a-ride vans were purchased and placed into service. Dispatching software is in the testing phase and will be rolled out by Fall 2022. Staff is investigating necessary facility upgrades and seeking funding.	
62-IMCIF	Council / Meeting Chambers Remodel	<p><b>TO DO:</b> 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. <b>TIED TO:</b> 48- IMCIF</p>	Improve and Maintain the City's Infrastructure and Facilities	Public Works			X	X	Yes	Fund 321 / ARPA	30%	20%	Staff selected ONYX, an architectural firm to prepare 3 layout concept plans that were presented to the City Council in November 2023. Based on feedback, the staff will look into a fourth option that consists of improvements within the existing footprint of City (what currently exists, but consider moving internal walls), with the addition of a patio/seating area and closed session chambers. Updated designs and cost estimates will be provided to the City Council for consideration in March 2023.
<b>IMCIF TOTAL - 10</b>													

#	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
<b>IMPLEMENT STRATEGIC HOMELESSNESS SOLUTIONS (ISHS)</b>												
55-ISHS	Develop a Sub-Regional Homeless Housing Program	<b>TO DO:</b> 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 Angeles, 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	Partial	TBD	50%	30%	Staff is working with the County of Los Angeles and LAHSA to provide funding, both capital and operational for future projects. Staff worked with the cities of La Verne, San Dimas, and Claremont on the project, but were unable to gain assurances on the project deliverables from each City (e.g. guaranteed emergency beds, access center, etc.). Additionally, this project seems to have taken a backseat to the Blue Ribbon Commission on Homelessness. The City Manager and Assistant City Manager testified before to the commission on November 3, 2021 and that testimony has been utilized in the draft recommendations, which includes allocating more funding to local agencies. With City Council direction staff to exploring the possibility of a project within the community to serve the local population of individuals experiencing homelessness.
56-ISHS	Update Homelessness Strategic Plan	<b>TO DO:</b> 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	80%	80%	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. The Homeless initiative has changed their number of strategies to simplify the process. However, in the interim, staff have completed a community survey on homeless and performed its own PIT count to better understand the City's homeless community and their needs. Additionally, staff is gearing up to support the upcoming PIT count led by LAHSA.
57-ISHS	Supplement Homeless Operations	<b>TO DO:</b> 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 / ARPA	100%	100%	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. Additional operations the City has undertaken are regular encampment clean-ups and service delivery to those impacted individuals, purchase of a vehicle to assist with transportation and service delivery (which is currently being prepared for use), an independent PIT, long-term agreements with motels for access to rooms for emergency beds, and investigation of a change of service providers from Union Station to a company with access to a guaranteed number of emergency shelter beds. Long-term agreements continues with motels for access to rooms for emergency beds. The City awarded a contract with LA CADA paid with ARPA funds. This contract provides the City with 8-beds, case management, and wrap around services. While the City has been successful in supplementing homeless operations, additional services may be added at a later date, subject to available funding (e.g. interim/emergency housing).
<b>ISHS TOTAL=3</b>												
<b>GRAND TOTAL=62</b>												