

2020-2023 THREE YEAR STRATEGIC PLAN
SUMMARY UPDATE: NOVEMBER 2021 TO FEBRUARY 2022

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

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26-EMO	Progress Made	Conduct Elections for District 1 and 4 and Update Council District Boundaries following 2020 Census.	50%	20%	Yes
27-EMO	Progress Made	Sunshine Ordinance for Agendas	40%	0%	Yes
28-EMO	Progress Made	Citizens Academy Updates	50%	30%	Yes
29-EMO	Progress Made	Community Survey Update	20%	0%	Yes
30-EMO	Complete	Medal of Merit Program (Program Investigation)	100%	100%	No
31-EMO	Progress Made	Update to Employee Group Memorandum of Understands (MOUs)	80%	0%	Yes
32-EMO	Progress Made	Payroll Modernization	20%	0%	Yes
33-EMO	Progress Made	Business Tax License Municipal Code Modernization	50%	10%	Yes
34-EMO	Progress Made	Paperless Fair Political Practices Commission (FPPC) Campaign Filings	90%	70%	Yes
35-EMO	Progress Made	Community Partner Coordination	50%	20%	Yes
36-EMO	Progress Made	Glendora Unified School District Memorandum of Understanding	20%	10%	Yes
37-EMO	Complete	Short Term Rental Program	100%	90%	Yes
38-EMO	Complete	Review of Animal Control Program with Inland Valley Humane Society	100%	100%	Yes
39-EMO	Complete	Create a Coyote Management Plan	100%	50%	Yes
40-EMO	Complete	Glendora Public Library Friends Foundation Memorandum of Understanding	100%	70%	Yes
41-EMO	Progress Made	Administrative Manual Policy Update	10%	0%	Yes
42-EMO	Complete	Use of Force Policy Changes	100%	100%	Yes
43-EMO	Complete	Provide Enhanced Activities For Seniors and Youth	100%	100%	Yes
44-EMO	Complete	Establishment of Technology Governance Board	100%	20%	Yes
45-EMO	Progress Made	Agreement for Supplemental Technology Services	50%	10%	Yes
58-EMO	Complete	Update City Council Meeting Rules	100%	100%	Yes
59-EMO	Progress Made	ERP System Implementation	10%	0%	Yes
60-EMO	Progress Made	Land Management/Permitting System Implementation	20%	10%	Yes
61-EMO	Complete	Comprehensive Alley Way Review	100%	70%	Yes
46-IMCIF	Progress Made	Updated Capital Improvement Plan (CIP)	80%	10%	Partial
47-IMCIF	Progress Made	Evaluate Technology Needs	80%	20%	Yes
48-IMCIF	Progress Made	Evaluate City Facility Needs	20%	0%	Partial
49-IMCIF	Progress Made	Evaluate Other Infrastructure Needs	40%	10%	Partial
50-IMCIF	Progress Made	Gladstone Park Splashpad and Renovation	50%	20%	Yes
51-IMCIF	Progress Made	First Mile Last Mile (FMLM) Improvements	20%	10%	Partial
52-IMCIF	Progress Made	Historic Street Lights	10%	0%	Partial
53-IMCIF	Progress Made	Review Signage Requests	10%	0%	Partial

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54-IMCIF	No Change	<i>Transportation Fleet and Infrastructure Modernization</i>	20%	20%	Partial
62-IMCIF	Progress Made	<i>Council / Meeting Chambers Remodel</i>	10%	0%	Yes
55-ISHS	Progress Made	<i>Develop a Sub-Regional Homeless Housing Program</i>	30%	0%	Partial
56-ISHS	Progress Made	<i>Update Homelessness Strategic Plan</i>	20%	0%	Yes
57-ISHS	Progress Made	<i>Supplement Homeless Operations</i>	50%	0%	Yes

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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-ISED, 3-ISED	Implement Strategic Economic Development	Community Development	X	X		Yes	LEAP Grant	60%	50%	The Planning Commission and City Council have received and approved several iterations of the City's proposed Housing Element. Subsequent to these conversations and approvals, the City submitted the Proposed Housing Element to HCD. First round of State review comments received in November 2021. Updated draft Housing Element submitted to State for second round of review in December 2021. Comments from State due by late February 2022. Only 3 cities in the SCAG region have an approved Housing Element by HCD; it is anticipated the City, based on feedback from other agencies, will likely require a 3rd submittal back to the State (HCD).
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-ISED	Implement Strategic Economic Development	Community Development / Public Works	X	X	X	Yes	LEAP Grant	30%	30%	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-ISED, 2-ISED, 4-ISED, and 5-ISED	Implement Strategic Economic Development	Community Development			X	Partial	General Plan Maint. Fee	10%	0%	Housing Element anticipated to be certified and adopted before June 2022. Required rezoning of housing sites to be completed by October 2022. In November 2021, an RFP was issued for proposals to update the Safety Element. Staff is currently reviewing RFP responses. Safety Element will coordinate Planning and Public Safety to also update the City's Local Hazard Mitigation Plan.
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-ISED	Implement Strategic Economic Development	Community Development		X	X	Partial	TBD	10%	0%	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.
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	10%	0%	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.
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	30%	30%	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												

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INCREASE FINANCIAL STABILITY AND SUSTAINABILITY (IFSS)												
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	X	Partial	Future District Property Tax Revenues and General Fund	20%	0%	Resident questionnaires surveying interest in potentially re-establishing LMDs were mailed to owners in what were formerly the W. Sierra Madre, Banna/Arrow Hwy, Kregmont, and Greenfield Court zone, and results tabulated. Staff are returning to the City Council for direction on whether to move forward with 218 process at in February 2022 - party of the reports includes historical details on the maintenance requirements in those areas. The balloting process would tentatively be complete by August 2022, and pending results, zones added back to District on FY22/23 Engineer's Report.
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	10%	0%	A contract to undertake the assessment and rate study was awarded to AKM Consulting Engineers on February 8, 2022, in the amount of \$549,942.80 and a kickoff meeting was held on February 9, 2022. The consultant has begun work with both the assessment and rate study slated to be completed by December 2022. Public meetings on feeds can begin in early 2023 with possible City Council adoption by June 2023.
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	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	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	50%	0%	The City's Risk Administrator hired in November 2020. To date, staff has: 1) created internal report(s) to track frequency, severity and trends both for GL & WC exposures; 2) applied point of contact communication to ensure timely reporting and handling of claims filed with TPA; and 3) continued review and verification of insurance certificates when doing business with outside vendors and consultants to transfer risk probability. Process & policy strategy review and updates are 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	0%	0%	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	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; \$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 - 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	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	20%	10%	A centralized purchasing position has been requested for Mid-Year approval, which would replace an existing position in Administrative Services. The existing purchasing policy is undergoing revision and is anticipated to be brought forth to the City Council in July 2022 for approval. Staff is currently reviewing and training with the existing bidding software to better leverage its functionality City-wide.
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		Yes	Staff Time	100%	100%	The Finance Department is preparing the mid-cycle review for FY 2022-23 for City Council approval in June 2022. Only minor adjustments are anticipated due to the streamlined and efficient biennial budget process implemented.
IFSS TOTAL=8												

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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	10%	0%	Staff is in the process of overhauling the City's Personnel Rules and Regulations to include part-time labor for the City. Based on initial discussions with the City Attorney's Office, this will also require an ordinance to cleanup the City's Municipal Code. the process will provide the necessary authority to define and clarify the role of part-time labor throughout the City.
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- Millias-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	20%	0%	Staff has enlisted the assistance of the City Attorney to re-write the Personnel Rules and Regulations from 1985. The project is in progress with a draft for review anticipated in May 2022. Next steps include engaging with the bargaining units to review and provide input and reviewing applicable changes needed in the City's municipal code.
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	10%	0%	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	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	100%	100%	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	0%	0%	Impact of Library Classification and Compensation is included in the FY 2021- 2023 Two-Year Budget; any increases in the current year will be offset by vacancy savings. Currently the Human Resources Division is working with the Library Department to identify 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	40%	0%	Staff is currently utilizing the assistance of seasonal part-time employees from Community Services who are interested in a government career path and gives them exposure to other departments and provides the help needed when vacancies take place. Additionally, the City Council has approved up to \$12,000 bonuses for difficult to recruit positions (e.g. police officers), which is paid over two years and contingent upon continued service to the City.
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	Partial	Staff Time	50%	30%	Staff have hosted an all employee wellness and benefits event for each of the past two years. Additionally, the City has updated its agreements with its employee mental health providers. In the upcoming employee bargaining (all units expire between June 2022 and January 2023), staff will also focus on employee wellness with staff.
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	Partial	Staff Time	20%	0%	Over the past two fiscal years, staff have reviewed staffing levels by department to ensure the right mix of positions and outsourced help are in place to meet community expectations and fulfill the City's strategic plan. Over the next 18-months, staff will begin the process to formally identify employees with a desire to take the next steps in their careers both in the near-term and long-term.
23-EEDR	Explore Childcare and Recreational Opportunities for Children During COVID-19	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	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. 10/2021 update: Additional educational opportunities: Library provided resources on Social-Emotional Learning and partnered with GUSD on a Wellness Open House.
EEDR TOTAL=9												

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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	Partial	Staff Time / General Fund	10%	0%	The manual review will 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	10%	0%	This initiative is kicking off January 2022 with an estimated completion by June 2022. 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, with estimated availability for review end of February 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	50%	20%	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
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	40%	0%	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. Overall Success Rate Posted 7 day(s) prior: 8 out of 9 meeting met the 7 day timeframe (94.44%) Posted with all attachments, including presentations: 7 out of 9 meeting were posted with all attachments, including presentations (86.11%) City Council Meeting Success Rate Posted 7 day(s) prior: 2 out of 3 meetings met 7 day timeframe (66.67%) Posted with all attachments, including presentations: 2 out of the 3 meetings (66.67%) As staff transitions to a post-COVID environment, other boards and commissions will also transition to a 7-day posting requirement and the requirement that postings include all staff prepared attachments, including presentations. Once process is worked out an ordinance will be prepared for City Council consideration.
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	50%	30%	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	<p>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</p> <p>TIED TO: 56-ISHS</p>	Enhance and Modernize the Organization	City Manager's Office		X	X	Yes	General Fund	20%	0%	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. The updated Community Survey for 2022 is under development. Staff have met with the City's consultant and will have a draft survey for internal review by April 2022. Anticipated completion and availability of final survey results are anticipated in June/July 2022.	
30-EMO	Medal of Merit Program (Program Investigation)	<p>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.</p>	Enhance and Modernize the Organization	City Clerk / Community Services		X		No	Staff Time	100%	100%	<p>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.</p> <p>To date, five medals have been presented; all to Eagle Scouts.</p>	
31-EMO	Update to Employee Group Memorandum of Understands (MOUs)	<p>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.</p>	Enhance and Modernize the Organization	Administrative Services - Human Resources		X	X	Yes	Staff Time	80%	0%	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	<p>TO DO: Payroll Modernization includes: Successful implementation of paperless paycheck stubs; Development and implementation of HR/Payroll Procedures; Successful implementation of Kronos.</p> <p>TIED TO: 59-EMO</p>	Enhance and Modernize the Organization	Administrative Services - Finance			X	X	Yes	Staff Time	20%	0%	Kronos and current ERP system did not communicate effectively, which required the return to paper as new ERP system process continues. Since that time, City staff has continued to evaluate the current ERP system and have determined that an upgrade is necessary prior to migration to a new system. The upgrade of the current system will ensure that payroll and other modules are up to date with required local, state, and federal payroll requirements (e.g. taxes, CalPERS, etc.). The completion of this objective will be combined with conversations about scheduling software and workorder management in the new ERP system.
33-EMO	Business Tax License Municipal Code Modernization	<p>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.</p>	Enhance and Modernize the Organization	Administrative Services - Finance			X	X	Yes	Staff Time and Legal Review	50%	10%	HdL has reviewed the City's Business License Tax Municipal Code and provided recommendations on modernization. City staff have reviewed the recommendations provided by HdL and will need to make a recommendation to the City Council to move forward with a voter approved initiative to amend tax rates and business categories or move forward with a business fee (not tax) structure and substantial rewrite of the City's municipal code. This update will be presented to the City Council by June 2022.
34-EMO	Paperless Fair Political Practices Commission (FPPC) Campaign Filings	<p>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.</p>	Enhance and Modernize the Organization	City Clerk		X	X	Yes	Staff Time	90%	70%	<p>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.</p> <p>Training for filing campaign statements electronically will be organized and scheduled to take place in May, 2022, in anticipation of the upcoming November 2022 election.</p>	
35-EMO	Community Partner Coordination	<p>TO DO: 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.</p> <p>TIED TO: 36-EMO</p>	Enhance and Modernize the Organization	City Manger's Office		X	X	X	Yes	Staff Time	50%	20%	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.
36-EMO	Glendora Unified School District Memorandum of Understanding	<p>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</p> <p>TIED TO: 23-EEDR & 35-EMO</p>	Enhance and Modernize the Organization	Community Services / Library / Police / City Attorney/Public Works		X	X	X	Yes	Staff Time	20%	10%	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	<p>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.</p>	Enhance and Modernize the Organization	Community Development / Police / Administrative Services - Finance	X	X		Yes	Staff Time	100%	90%	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 go into effect 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	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>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	100%	50%	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 / City Attorney	X	X		Yes	Staff Time and Legal Review	100%	70%	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. GPLFF and Library Board recommended approval by Council, which occurred at the January 25 Council meeting. As of February 11, documents are in the hand of Foundation for signing.
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	10%	0%	Received approval in FY2021-22 budget to utilize a Policy Management Software, this project is scheduled to kick-off in January 2022. Kick-off meeting has been scheduled for February 16, 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.).
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	100%	100%	Completed, with 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 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.</p>	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	<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	IT / Add Departments	X	X	X	Yes	Staff Time	100%	20%	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 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	IT / All Departments	X	X	X	Yes	Staff Time and IT Fund	50%	10%	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. TIED TO: 41-EMO</p>	Enhance and Modernize the Organization	City Clerks 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	<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. TIED TO: 47-IMCIF & 60-EMO</p>	Enhance and Modernize the Organization	Administrative Services / IT	X	X	X	Yes	Fund 321	10%	0%	Request for Proposal is near completion to be released at the beginning of March 2022. Based on current timelines, staff anticipates selecting a vendor by August 2022.
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. TIED TO: 47-IMCIF & 60-EMO</p>	Enhance and Modernize the Organization	Community Development / IT	X	X	X	Yes	Fund 321	20%	10%	The RFP for a new permitting and land management system was issued in December 2021. Proposals are due on February 23, 2022. Selection of a vendor is scheduled to be completed by June 2022, with implementation of a new system to carry on through the year. The anticipated "go-live" date early to mid 2023.
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. TIED TO: 29-EMO</p>	Enhance and Modernize the Organization	Police Department / Public Works	X	X		Yes	Staff Time and Legal Review	100%	70%	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.
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 INFRASTRUCTURE 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	X	Partial	Various	80%	10%	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. A comprehensive update of the CIP was presented to Council on November 9, 2021, with a follow-up on January 11, 2022. Through identified efficiencies, staff was able to move forward several water and street projects to begin work two years early. Additionally, the City has adopted an On Call Consultant List and process to further streamline project delivery. During the Mid-Cycle budget review in June 2022, the City Council will have the ability to further amend the CIP to fund additional 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 / IT	X	X	X	Yes	Various	80%	20%	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 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 substantially complete; however, the process is always ongoing.
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	Partial	Fund 321	20%	0%	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 evaluating the pros and cons of utilizing cooperative purchasing agreement opportunities versus conducting a formal RFP process. Anticipate recommending award April 2022, with completion of assessment by November 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	Partial	Various	40%	10%	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		Yes	Various	50%	20%	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 splashpad portion of 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, which required revised plans and engineering. The project will create additional parking, but will reserve available space in the event that another tank will need to be installed. Public bid opening for reservoir removal and parking lot improvements construction is on February 24, 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	Partial	TBD	20%	10%	Staff has secured approximately \$6 million in funding for the People Movement Project including Glendora/Foothill Boulevard improvements, San Dimas/Big Dalton/Little Dalton wash urban trail projects. Design and construction plans for the San Dimas Wash and Glendora Avenue to be completed in 2022, with construction to occur in 2023. Additionally, Staff is working with the Gold Line Authority to design and construct improvement along Ada Ave, which include additional drop-off locations and FMLM connectivity.
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	Partial	Fund 321/TBD	10%	0%	Through the State's appropriation process, Senator Portantino worked to secure \$1.5 million towards this project. Initial design is underway. 65% plans, to include anticipated construction scope and construction cost estimate, expected to be completed in March 2022. Based on information from design work, staff will return to the City Council for further direction, including funding identification, 218 process for addition of the lights to lighting assessment district, and general timelines.
53-IMCIF	Review Signage Requests	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	Improve and Maintain the City's Infrastructure and Facilities	Community Development / Public Works			X	Partial	Fund 321	10%	0%	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	Partial	Grants and Trans. Funds	20%	20%	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	Yes	Fund 321 / ARPA	10%	0%	Staff will be requesting design proposals from qualified consultants from the On Call consultant list. 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 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	30%	0%	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 backset 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 more funding to local agencies.
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	20%	0%	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 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.
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 / ARPA	50%	0%	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, 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.
ISHS TOTAL=3												
GRAND TOTAL=62												