

2023-2025 ADOPTED STRATEGIC PLAN

April 11, 2023

INTRODUCTION

Beginning in 2020, the City of Glendora transitioned to a multi-year strategic planning process. The 2023-2025 Strategic Plan builds upon progress made from the goals and objectives set forth in the 2020-2023 Strategic Plan. Additionally, the plan is inclusive of insights from the City's 2022 Community Survey, layered with requirements under federal/state/local rules and regulations, and crafted based on feedback from the City Council, City Boards/Commissions, and City staff.

The 2023-2025 Strategic Plan will be incorporated into the FY 2023-2025 Two-Year Budget to implement a, "what gets funded, gets done" philosophy. Further, the objectives and tasks will be incorporated into the workplans of City staff to ensure the entire workforce is operating to achieve the vision set forth by the City Council through its seven strategic goals.

In addition to setting the strategic goals, the City Council adopts the objectives within the strategic plan, which represent major initiatives aimed to further the strategic goals. City staff is responsible for the development of the tasks (major milestones) needed to complete these objectives. Periodically, staff will review the tasks and make necessary changes where applicable to ensure the objectives are met in a timely manner. Lastly, changes to the tasks help ensure the process in which to achieve the objectives continues to be clearly articulated to the City Council and greater Glendora community.

As with any meaningful long-term plan, certain items will require work longer than the plan itself. These items are denoted to with "long-term" designation and the tasks associated with these objectives signify the work that will be completed during the 2023-2025 Strategic Plan. To ensure transparency, City staff will provide quarterly updates of the strategic plan to the City Council.

GOAL 1: IMPLEMENT STRATEGIC ECONOMIC DEVELOPMENT (ISED)

OBJECTIVE 1: *Update the Economic Development Action Plan to facilitate development/attraction of desired housing and commercial venues/restaurants/office in the City.*

TASKS:

1. Host a public workshop on modern economic development practices.
2. Create an incentive package for identified industry clusters that includes possible development subsidies and a streamlined, fast-tracked, development process.
3. Identify top 10 economic leakage opportunities.
4. Re-branding and marketing of the City with materials and media.
5. Evaluate Staffing needs based on City Council priorities.
6. Identify changes necessary to Route 66 and Arrow Highway Specific Plans needed to attract desired mix of commercial and housing projects.
7. Identify private property owners who want to work with the City to improve, develop, and/or sell their properties.

OBJECTIVE 2: *Continue Comprehensive General Plan Update. (Long-Term)*

TASKS:

1. Complete Safety and Environmental Justice sections with recently approved consultant.
2. Prepare for remaining sections (land use, circulation, noise, open space, historic preservation, and air quality elements; and, accompanying environmental impact report) and issue an RFP to for consultant to assist the City with work starting in 2025.

OBJECTIVE 3: *Complete Village projects.*

TASKS:

1. Business Improvement District Changes (BID survey results, goal setting workshop, possible expansion, City involvement, etc.)
2. Meda Avenue and Bus Plaza Improvements
3. Outdoor Dining Program
4. Outdoor sign and display rules and regulations
5. Policy for use of public space in Village

OBJECTIVE 4: *Create a Vision and Development Plan for the Village/Gold Line area.*

TASKS:

1. Complete conceptual development plans for future housing and commercial developments.
2. Identify key sites for targeted development.
3. Identify daytime vs nighttime needs.

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4. Approve certain allowances and incentives for targeted businesses.
5. Coordinate community-based place marking to include Civic buildings and possible changes to the civic complex.

OBJECTIVE 5: *Sixth Cycle Housing Element follow-up.*

TASKS:

1. Complete rezoning required for density increases.
2. Implement 31 action items approved by City Council and Planning Commission.
3. Develop objective design guidelines.
4. Identify and implement areas of CEQA streamlining.
5. Identify and implement affordable housing programs and incentives.
6. Update subdivision code.

OBJECTIVE 6: *Complete disposition of San Jose site.*

TASKS:

1. Follow required HCD process for disposition of City property.
2. Identify best use for site.
3. Identify a developer or buyer to move forward with best use.

OBJECTIVE 7: *Develop and implement a comprehensive public art policy.*

TASKS:

1. Survey of surrounding cities' public art programs.
2. Complete summary of Glendora's public art policies.
3. Based on City Council feedback, finalize recommendations for a comprehensive public art plan.

OBJECTIVE 8: *Prioritize City investment to compliment City priorities and programs.*

TASKS:

1. Finalize approach to the preparation of the City's Capital Improvement Plan (CIP) that incorporates the City's economic development and housing strategy to ensure the City's infrastructure meets current and future needs.
2. Facilitate investment in City parks and facilities to promote greater access and use to improve quality of life in the City.
3. Ensure foundational plans - such as facility assessments, parks master plan, housing element, first/last miles improvements, sewer master plan, water assessment and other - are included in future development decisions.

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OBJECTIVE 9: *Consider possible annexation of County islands within the City's sphere of influence.*

TASKS:

1. Provide overview of annexation process through LAFCO.
2. Development of Cost of Services Study.
3. Identify population changes with possible new residents and how that compares to current population trends.

GOAL 2: MAINTAIN FINANCIAL STABILITY AND SUSTAINABILITY (MFSS)

OBJECTIVE 1: *Safeguard long term security of revenues to fund core public services.*

TASKS:

1. Conduct a comprehensive fee study to ensure that fees and rates are adequate to sustain quality services to the residents and businesses.
2. Ongoing review and update of fees and rates in a timely manner.
3. Pursue alternative sources of funding by consistently reviewing new and old services provided to the community and the region and consider issuing debt to fund ongoing capital improvement projects.
4. Leverage public/private/non-profit partnerships to augment service delivery options for the community.
5. Pursue additional grant funding opportunities by retaining grant writing services to develop proposals that seek funds from public /private/non-profit partners, search for new grant opportunities, and assist with the preparation and submittal of grant applications.
6. Evaluate the appropriate balance of land uses (residential, commercial, industrial) to maintain a diversified local economy that generates ongoing revenue for the City.
7. Consider re-establishment of assessment districts to for landscaping and lighting to ensure assets and areas are maintained without impacting the City's General Fund. This would include outreach, balloting proceedings, and various City Council actions.

OBJECTIVE 2: *Enhance fiscal responsibility for the use of resources.*

TASKS:

1. Implement new finance software and train city staff on how to leverage the system to streamline and improve purchasing processes.
2. Actively manage investments to maximize returns for cash on hand.
3. Optimize the budget process to be more transparent by implementing a new chart of accounts for resource allocation.

OBJECTIVE 3: *Enhance the City's risk management program.*

TASKS:

1. Provide frequent updates and reports to stakeholders to address and mitigate problematic areas throughout the City.
2. Proactively address areas of concern, including sidewalks and trees, through a needs assessment and increases in spending in the City's capital improvement plan.
3. Conduct monthly safety training for all employees.
4. Complete annual audits (financial, liability, and worker's compensation).

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OBJECTIVE 4: *Develop a program to proactively address ongoing management and operations of City assets to maximize use of local resources.*

TASKS:

1. Prepare plans specific to City assets – fleet, water, traffic infrastructure, community facilities – to evaluate the total cost of ownership and operations, through the use of data from the implementation of a new asset management system.
2. Take necessary steps to participate in the Uniform Public Construction Cost Accounting Act program, including adopting a resolution to become subject to the Act and the requisite accounting procedures.

OBJECTIVE 5: *Continue developing affiliation between the City and Glendora Public Library Friends Foundation.*

TASKS:

1. Implement the elements of the Memorandum of Understanding between the Public Library Friends and the City, including technology transition.
2. Assess the impact to the City's budget of absorbing the costs related to some ongoing programming, services and content for the public and platforms.

GOAL 3: ENHANCE EMPLOYEE DEVELOPMENT AND RETENTION (EEDR)

OBJECTIVE 1: *Create a positive work experience and support employee work-life balance through engagement and wellness.*

TASKS:

1. Establish a Wellness Committee that meets regularly to deploy programs that will create exceptional employee experiences.
2. Initiate a Performance Management Program to motivate and develop employees.
3. Deploy Human Resources software that will enhance accessibility to employment actions.
4. Continue efforts to engage employees with more employee centric program benefits.
5. Conduct employee satisfaction survey.
6. Evaluate all positions for remote work ability.

OBJECTIVE 2: *Attract, recruit, and retain qualified and diverse individuals to the organization.*

TASKS:

1. Initiate diversity, equity, inclusion (DEI) training and programs.
2. Enhance marketing and communication strategies to expand outreach to increase the pool of candidates.
3. Develop a Succession Plan that grows and develops internal staff to move into higher positions in the future.
4. Offer learning and development opportunities that include training (leadership, supervisory, customer service, cross-functional), academies, conference attendance and coaching initiatives to help retain and upskill talent.
5. Enhance the onboarding experience to include training and exposure to all City departments and processes.
6. Establish a formal internship/apprenticeship program to develop the next generation of employees.

OBJECTIVE 3: *Maintain positive working relationships with City's labor groups.*

TASKS:

1. Update and provide training on personnel rules and regulations.
2. Monitor and revise MOU's, as appropriate, to further clarify implementation of the terms of each agreement.
3. Evaluate and modernize organizational structure and positions to address the ever-evolving workload environment and needs of the community.

GOAL 4: ENHANCE AND MODERNIZE THE ORGANIZATION (EMO)

OBJECTIVE 1: *Update Urban Forestry Manual.*

TASKS:

1. Issue a request for proposal (RFP) for a consultant to assist the City with updating of the Urban Forestry Manual.
2. Review frequency of grid trimming against best practices and funding available.
3. Review fees associated with development.
4. Present preliminary finding of draft plan to City Council and possibly Planning Commission.
5. Incorporate final document, where necessary, into the various development and capital improvement plan (CIP) processes.

OBJECTIVE 2: *Create a communications strategic plan.*

TASKS:

1. Define the vision and purpose of the City's communications plan, including consideration of a destination marketing element.
2. Develop the framework for creating a Communications Task Force, comprised of multiple departments.
3. Evaluate unique ways to engage the City Council and Board/Commissions in more robust information sharing.
4. Evaluate unique ways to communicate with different groups in town (e.g. Ministerial Association, service clubs, etc.)
5. Develop a strategic communications and marketing outline for the next two to four years.
6. Find ways to engage the community through feedback and other forms of communication/outreach.

OBJECTIVE 3: *Develop and enhance City branding.*

TASKS:

1. Develop a City "tagline" to utilize in the branding of City (e.g. various public information campaigns).
2. Create/update style guide and incorporate into overall communication strategy.
3. Redesign/organize City's website to make it intuitive for all constituents to navigate in order to encourage greater use of digital assets and allow for greater community engagement.
4. Revised website will incorporate additional opportunities for the community to stay informed on city related news and program offerings.

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OBJECTIVE 4: *Develop and approve an updated Glendora Unified School District memorandum of understanding.*

TASKS:

1. Return to City Council and Board of Trustees with updates in 2023: March/April, June/July, Sept/Oct.
2. Ensure adopted plan incorporates feedback from 2022 City Council / Board of Trustee Joint Meeting.
3. Ensure updated MOU explores expansion of field accessibility, number of school site locations, and possible water efficiency projects.
4. Return to City Council and Board of Trustees for approval in December 2023 to January 2024.
5. Review funding options for site improvements, including user fees and possible bond measures.

OBJECTIVE 5: *Update Administrative Manual. (Long-Term)*

TASKS:

1. Complete review of all policies.
2. As needed, meet and confer with City's bargaining groups.
3. As needed, present policies to City Council for approval.

OBJECTIVE 6: *Complete enterprise resource planning (ERP – Finance/HR/Payroll) system, land management/permitting system, and asset management with City mobile application implementation.*

TASKS:

1. Deploy and configure the software to automate and streamline manual processes.
2. Clean and migrate complete and accurate data.
3. Test the system and train all users.
4. Go Live with core software modules.
5. Provide public outreach and marketing to community on how to use and access ability to make payments and submit work requests and development applications.

OBJECTIVE 7: *Complete implementation of ESRI geographic information system (GIS).*

TASKS

1. Finalization of base layer used for all City uses (e.g. permitting, water billing, etc.)
2. Deployment of ESRI tools to City staff.
3. Establish process for layer development and maintenance.
4. Determine what additional tools are needed for deployment to the public.

OBJECTIVE 8: *Continue with technology modernization.*

TASKS:

1. Issue a request for proposal (RFP) for an updated, internet based, phone system.
2. Continue with movement of legacy infrastructure to the cloud to enhance current systems and improve back-up and disaster recovery.
3. Prepare for a 311 communication system.

OBJECTIVE 9: *Continue to evaluate City's organization structure to further enhance service delivery.*

TASKS:

1. Restructure departments and divisions to be more customer service oriented.
2. Practice proactive solutions that are oriented to reflect community needs.
3. Compare services provided by staff to those provided by the private sector to determine the best way to provide services to the public; includes contract services to supplement City operations (e.g. building plan review, engineering services).
4. Timing of changes to coincide with the budget process (e.g. adoption, mid-year, and mid-cycle).

OBJECTIVE 10: *Support and implement short and long-term continued access to the world of ideas as facilities for the Library are assessed and modernized.*

TASKS:

1. Complete Library structural assessment.
2. Determine long and short-term impacts of necessary building changes.
3. Identify funding opportunities for capital and services necessary to continue Library services in a variety of ways.
4. Identify opportunities for services to be modified, as needed, to sure access to the world of ideas and both virtual and physical materials

OBJECTIVE 11: *Increase access to information with implementation of usable digital services and centralized records.*

TASKS:

1. Create citywide data entry standards.
2. Transition OnBase ECM to cloud based solution to improve accessibility, functionality and preservation of records.
3. Migrate Police Department data from legacy systems to ensure accessibility, security and comply with various state and local requirements/standards.
4. Research the feasibility of a centralized record system.
5. Complete the citywide digitization and document imaging project.

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OBJECTIVE 12: *For the Library, ensure continued access to Glendora-specific information sources through local history digitization initiatives.*

TASKS:

1. Assess any intersection with City Clerk digitization efforts.
2. Manage initial GPL Friends Foundation grant.
3. Identify initial targets for digitation.
4. Address initial copyright/permission needs.
5. Identify vendors and move forward with selection.
6. Expand geographic-based access to community resources.

GOAL 5: IMPROVE AND MAINTAIN THE CITY'S INFRASTRUCTURE AND FACILITIES (IMCIF)

OBJECTIVE 1: *Consider environmentally sustainable design in facility improvements.*

TASKS:

1. Consider solar panels at older facilities that need roof improvements.
2. Evaluate artificial turf installation at various parks throughout the City to promote greater water conservation.
3. Update Public Works' standard designs and specifications to incorporate sustainable materials and practices.
4. Complete space planning and facility needs assessment.

OBJECTIVE 2: *Implement the Water Division infrastructure assessment.*

TASKS:

1. Reconsider the Five-Year CIP in light of Water infrastructure needs.
2. Implement water rate adjustments to fund improvements to the water infrastructure.
3. Develop engineering capabilities to support the unique water infrastructure needs.

OBJECTIVE 3: *Build and expand upon existing infrastructure to improve mobility options throughout the City.*

TASKS:

1. Pursue grant and budget appropriation opportunities to fully fund and complete the People Movement Project (Urban Trails and First/Last Mile Improvements).
2. Develop a comprehensive plan to improve and update the City's traffic signal infrastructure to improve mobility.
3. Update the Citywide traffic study to account for post-pandemic mobility patterns and better assess appropriate speed limits throughout the City.
4. Update the City Pavement Management Plan and facilitate street improvements taking into consideration other capital related infrastructure improvements to leverage resources.
5. Explore the feasibility of constructing a pedestrian oriented bridge over the flood control channel, from Valley Center Avenue to East Bennett Avenue or Comstock Avenue.

OBJECTIVE 4: *Develop and implement a Citywide beautification program.*

TASKS:

1. Consider establishing area-wide beautification events, to encourage residents to address potential compliance issues.
2. Enlist the support of non-profit partners to assist residents improve their properties (i.e., Habitat for Humanity A Brush of Kindness).

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3. Leverage existing City water conservation programs to facilitate landscape improvements.
4. Work with community-based partners to grow community cleanup days and activities.

OBJECTIVE 5: *Undertake a comprehensive update to the City's sign code to promote local businesses and community assets, and limit visual clutter.*

TASKS:

1. Create a directional signage design standard to enhance various community assets (i.e., Glendora Village, Gold Line Station, South Hills, People Movement Project, City facilities and parks, etc.).
2. Replace and/or refurbish existing historic district signs.
3. Update the City's sign code in manner that ensures compliance with recent legal determinations, incorporates standards for political signs, and appropriately balances business needs while limiting visual clutter.

OBJECTIVE 6: *Continue with the modernization of the City's fleet and related infrastructure.*

TASKS:

1. Develop a five-year plan for the replacement of all City vehicles, that incorporates the expansion of hybrid, electric, and other zero-emission platforms for all non-emergency vehicles.
2. Pursue grant funding opportunities to continue with the acquisition of electric and other zero-emission transportation vehicles and related infrastructure.
3. Pursue grant funding opportunities to expand the availability of public electric vehicle charging infrastructure.

OBJECTIVE 7: *Update the Parks and Trails Master Plan to guide the development of parks and recreational facilities in the City.*

TASKS:

1. Develop a South Hills Wilderness Park Plan with a focus on turning it into a regional attraction for passive and active outdoor recreation, including potential biking facility improvements.
2. Develop an Urban Forest Master Plan providing comprehensive guidance for long-term and day-to-day management, including a review and recommended updates of relevant sections of the Glendora Municipal Code.
3. Pursue grant funding opportunities and legislative budget appropriation requests to facilitate improvements to the City's park and recreation facilities.

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OBJECTIVE 8: *Continue exploring the feasibility of restoring the operability of the antique streetlight system to working condition.*

TASKS:

1. Evaluate the bid package to consider alternative approaches that may reduce the total estimated project cost.
2. Ballot property owners within the boundaries of a proposed antique streetlight district to establish an annual assessment that could potentially fund construction and ongoing maintenance and operation of the streetlights.

GOAL 6: IMPLEMENT STRATEGIC HOMELESSNESS SOLUTIONS (ISHS)

OBJECTIVE 1: *Strengthen outreach and engagement activities.*

TASKS:

1. Recruit, hire, and train a Human Services Coordinator that will be responsible for coordinating homelessness programs among different service providers and organizations.
2. Collect and analyze data to prioritize operational needs to address critical service gaps in the City.
3. Establish program budgets that address different areas of homelessness.

OBJECTIVE 2: *Evaluate the establishment and expansion of collaborative regional programs among cities in the surrounding region to address the challenge of homelessness.*

TASKS:

1. Explore the feasibility of restarting the development of a sub-regional homeless housing and service program with the cities of San Dimas, La Verne, and Claremont.
2. Engage public agency partners to develop short- and long-term housing and service options.
3. Find ways to prioritize assistance to individuals experiencing homelessness locally.
4. Evaluate sites for acquisition to implement localized solutions for individuals experiencing homelessness.

OBJECTIVE 3: *Pursue ongoing funding opportunities to support and supplement local resources to address the challenge of homelessness.*

TASKS:

1. Continue to engage public agency partners to pursue the City's fair share of funding to support local efforts to address homelessness.
2. Explore funding opportunities through community-based and non-profit organizations.
3. Advocate for and pursue ongoing funding opportunities for housing and services.

OBJECTIVE 4: *Update the Homelessness Strategic Plan to reflect the scope of the programs currently underway and assess gaps in the City's response model.*

TASKS:

1. Explore and expand partnerships with non-profit organizations working to address homelessness.
2. Continue the development of housing and service options based on the needs of individuals experiencing homelessness.
3. Reassess current programs to determine efficacy.
4. Explore the use of technology to better collect, track, and report data.

GOAL 7: ENHANCE COMMUNITY ENGAGEMENT AND PRESENCE (ECEP)

OBJECTIVE 1: *Build trusting relationships with the community that sustain cohesive communities.*

TASKS:

1. Establish a “Season of Service” Program that allows employees, residents and businesses to collaborate on community projects.
2. Develop civic awareness through an intentional citywide approach to departmental volunteering.
3. Enhance staff membership and presence in community organizations.

OBJECTIVE 2: *Communicate and expand the number of opportunities that residents and businesses can engage and give back to their community.*

TASKS:

1. Develop a centralized citywide volunteer program.
2. Expand and create local adopt-a-park, street, and related programs.
3. Look for internship opportunities with local high schools.
4. Develop a large, yearly City-sponsored beautification/volunteer day/event.

OBJECTIVE 3: *Work with the Glendora Chamber of Commerce to transition the State of the City from a daytime event to an evening event.*

TASKS:

1. Work with the Chamber to allow greater access to the community.
2. Invite groups that typically receive an individual updates.
3. Identify a facility to hold the event.

OBJECTIVE 4: *Review City events for possible changes and expansion.*

TASKS:

1. Add a multi-cultural event.
2. Consideration of a 4th of July event (evaluate historical challenges of fireworks, identify alternatives, determine budget impacts, etc.).

OBJECTIVE 5: *Review opportunities to for Code Enforcement to be more proactive to address certain key issues raised by the City Council and community.*

TASKS:

1. Evaluate staffing needs for additional work.
2. Determine areas of concern and develop work plans for staff.

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OBJECTIVE 6: *Address quality of life issues along Arrow Highway corridor.*

TASKS:

1. Explore partnerships with LA County, City of Covina and City of Azusa.
2. Develop and implement options for addressing homelessness.
3. Develop and implement options for addressing illegal vending.

OBJECTIVE 7: *For the Library, support connections to information and other human services, guiding services and partnership development, through Library and and partner conducted surveys.*

TASKS:

1. Determine what information should be surveyed periodically and what should be situational.

OBJECTIVE 8: *Crime prevention through environmental design, implementation and enforcement.*

TASKS:

2. Add sworn management staff member to project review team (development process).
3. Create standard set of conditions for various development project types to address public safety considerations.
4. Engage existing businesses and residents when areas of concern arise.
5. Establish a proactive outreach program to crime victims to help eliminate future and re-occurring issues.