



Workplan for FY 2023-24

INTRODUCTION

The City of Glendale's Workplan outlines priority areas and action items to achieve City Council priorities. Glendale held a City Council governance workshop in the form of a Special City Council meeting on March 21, 2023 to provide an opportunity for Councilmembers to discuss governance norms, review and establish consensus on priorities for Fiscal Year 2023-24 Workplan, and strengthen teamwork. As part of the priority setting discussion, the following four areas were identified by the City Council as the focus for the Workplan:

- Financial Sustainability
- Economic Development
- Mobility, Traffic & Pedestrian Safety
- Operational Efficiency

Following the March 21st workshop, City staff prepared a draft workplan that identified projects, programs and initiatives, designed to carry out the Council's four highest priorities. The City Manager presented the draft workplan to Council on May 9, 2023, at a public meeting. After review and discussion, Council added, modified and removed items.

Staff also presented the Council Follow-up List to Council containing a list of items requested by various Councilmembers from 2018. Council reviewed each of the 21 items and gave direction to fold some of them into the Workplan, eliminate others and put some on hold.

Items that were on the prior year's FY 2022-23 Workplan that were not completed as of 6/30/2023 or are being continued, are noted as **"FY 2022-23 Carryover Item"**.

The following is a list of City Departments and abbreviations that are assigned Workplan items to implement:

City Attorney (CA)
 City Clerk (CC)
 City Treasurer (CT)
 Community Development Department (CDD)
 Community Services & Parks (CSP)
 Finance Department (FIN)
 Glendale Fire Department (GFD)

Glendale Water & Power (GWP)
 Human Resources Department (HR)
 Information Technology (IT)
 Library, Arts & Culture (LAC)
 Management Services Department (MSD)
 Glendale Police Department (GPD)
 Public Works Department (PWD)

FINANCIAL SUSTAINABILITY

1. Adequately fund internal service funds. (FIN/MSD)
2. Explore and develop new revenue streams. (FIN/MSD)
3. Implement Infrastructure Bond for roads and underground utilities. (FY 2022-23 Carryover Item) (PWD/FIN)
4. Implement a standard fee recovery process in the Fire Prevention Bureau for permits issued annually to City Departments and to Glendale Unified School District. (GFD)

ECONOMIC DEVELOPMENT

1. Perform a study on rezoning of City-owned parking lots and identify “highest and best use” development opportunities including green space and public-private partnerships. (CDD)
2. Enhance Glendale’s brand through promotional and educational opportunities as it relates to economic activity and quality of life. (CDD)
3. Continue implementing Economic Development Strategic Plan. (CDD)
4. Complete public engagement and education of BRC process and fees citywide. (CDD)
5. Market City as an Arts destination by working with a public relations firm. (LAC)

MOBILITY, TRAFFIC & PEDESTRIAN SAFETY

1. Explore the pros and cons of establishing a Department of Transportation. (MSD)
2. Complete Citywide Bicycle Transportation Plan. (FY 2022-23 Carryover Item) (CDD)
3. Advance the Verdugo Wash project into refined design and environmental review including a cost benefit analysis. (FY 2022-23 Carryover Item) (CDD)
4. Complete the development of the Vision Zero policy. (FY 2022-23 Carryover Item) (CDD/GPD)
5. Develop traffic impact mitigation fee. (CDD/CA)
6. Enhance directed enforcement and education efforts through increased traffic personnel deployments, utilization of a data-driven approach focused on primary collision factor data, along with an increased emphasis on integrating enforcement technology, namely exploring enforcement cameras and real-time traffic monitoring. (FY 2022-23 Carryover Item) (PD)
7. Develop and implement automated speed enforcement pilot program pending State passage of legislation. (FY 2022-23 Carryover Item) (GPD)
8. Develop a strategy to increase post-pandemic bus ridership including evaluating existing routes, and completing a shady study for improving bus shelter coverage at existing bus stops. (PWD)
9. Implement Phase II projects for Citywide Pedestrian Safety Plan. (FY 2022-23 Carryover Item) (PWD)
10. Incorporate high visibility and creative crosswalks at appropriate locations. (FY 2022-23 Carryover Item) (PWD)
11. Implement permanent slow streets program, once Council has approved the results of the Pilot project. (FY 2022-23 Carryover Item) (PWD)
12. Identify public parking lots for cool pavement asphalt resurfacing and for implementing EV and solar. (FY 2022-23 Carryover Item) (PWD/GWP)

OPERATIONAL EFFICIENCY

1. Establishment of City Council Districts with voter input at March 2024 election. (CA/MSD)
2. Implement a centralized tracking system for Council and constituent requests. (MSD/IT)
3. Participate in Bloomberg Philanthropies City Data Alliance to increase City Hall capacity for data-driven decision making. (MSD/IT)
4. Automate the employee on-boarding, performance evaluation and training process. (IT)
5. Implement Service Request and IT Tracking System. (IT/MSD)
6. Complete independent third-party evaluation of existing zoning code, development standards, and entitlement process; and continue to implement changes that will expedite, streamline, and make the entitlement process more efficient and predictable. (FY 2022-23 Carryover Item) (CDD)
7. Complete restructuring of Neighborhood Services Division and general approach to resolving cases that is more proactive and customer-oriented. (CDD)
8. Complete implementation of SolarAPP. (CDD)
9. Develop density bonus guidelines and public process. (CDD/CA)
10. Complete zoning and development standards changes for Tropico and Citywide multi-family. (FY 2022-23 Carryover Item) (CDD)
11. Complete update of Land Use Element. (CDD)
12. Create Transparency, Audits, and Accountability Bureau (TAAB) to include quarterly public reporting, legislative mandates and internal audits. (GPD)
13. Implement Zoom Grant Management System in order to streamline grant application process and monitoring. (CSP)
14. Implement online reservation system for recreational programs. (CSP)
15. Implement Aqueous Ozone Technology for park restroom maintenance. (CSP)
16. Digitize Form 700 submissions and applications for Boards & Commissions. (CC)
17. Advertise vacancies on Boards & Commissions using targeted social media ads with translations. (CC)
18. Bring forward a plan for increased communication and community outreach. (MSD)
19. Complete City's Facilities Needs Assessment study. (PWD)
20. Develop a facilities masterplan to include gender accommodations and identify structural needs and deficiencies in the fire stations. (FY 2022-23 Carryover Item) (GFD/PW)
21. Develop strategic plans for each City department. (All)
22. Investigate what costs are associated in providing a living wage for hourly City staff. (HR)
23. Address staff turnover by analyzing and reporting out on exit interviews. (HR)
24. Provide training opportunities for all employees based on specific needs. (HR)
25. Examine cycle time to hire and analyze where efficiencies leveraging technology could be effective & apply DEI techniques. (HR)
26. Conduct review of contract and insurance terms. (CA)
27. Improve multilingual access by updating library signage and website. (LAC)

MISCELLANEOUS ITEMS

1. Complete Climate Action and Adaptation Plan. (FY 2022-23 Carryover Item) (MSD)
2. Conduct outreach and enforce regulations to encourage the diversion of organic waste and ensure compliance with food waste regulations. (PWD)
3. Continue implementation of City's fleet electrification. (PWD)
4. Complete Storm Drain Master Plan. (FY 2022-23 Carryover Item) (PWD)
5. Hire a Communication Liaison Officer to increase community outreach on topics concerning emergency preparedness, recruitment, events, and establish, manage, and implement the department's diversity, equity, and inclusion (DEI) initiatives. (GFD)
6. Improve safety & security in libraries by implementing a safety plan. (LAC)
7. Improve facilities by implementing high priority Service Area Study recommendations, beginning with Central Library Youth Spaces construction, and initiating Grandview Library Critical Maintenance project. (FY 2022-23 Carryover Item) (LAC)
8. Conduct studies associated with electric infrastructure goals of other City departments that want to integrate into the GWP system (City Fleet Electrification). (GWP)

ITEMS ADDED FROM THE 2018-2022 LIST OF COUNCIL REQUESTS

1. Consideration to implement local hire component throughout development projects within the City's jurisdiction and purchasing preference to female and minority owned businesses. (CA/CDD)
2. Report on feasibility of establishing our own Virtual Power Plant Program. (GWP)
3. Discussion on number of gun stores in the City/potential for CUP process. (CDD/GPD)
4. Converting Lot 15 to a mini-park to cater to residents in the downtown area, located on Orange, between Wilson & California. (CSP)
5. Sign at Rockhaven with a QR Code that leads back to informational webpage where people can donate. (CSP)
6. Discussion on Glendale's infrastructure priorities, coordination with other cities to identify common interests in response to availability of large amount of infrastructure funding. (PWD/FIN)
7. Naming of a square in honor of Homenetmen Ararat Chapter & Sadao Munemori. (MSD)
8. Host an electric bike test ride event. (GWP)
9. Extension of Building Electrification to "major remodels" including programs to help homeowners do things like update to energy efficient retrofits. (CDD/MSD)
10. Discussion to exceed solar installation policy above current 110% maximum. (GWP)
11. Consideration of limit on what landlords can charge as an application fee for potential tenants. (CDD/CA)

NEW "NON-PRIORITY" COUNCIL ITEMS REQUESTED

1. Discussion of family leave including adoption, fostering, bonding, etc. (HR) (5/2/2023 by Asatryan)
2. A report to adopt a resolution opposing antisemitism. (MSD) (6/6/2023 by Brotman)
3. A report to consider launching of an initiative to address dangerous, divisive and hate speech in Glendale. (MSD) (6/13/2023 by Brotman)