



2021-2023

STRATEGIC PLAN





David Torres
Mayor



Scarlet Peralta
Mayor Pro Tem



Angie M. Jimenez
Councilmember



Salvador Melendez
Councilmember



Georgina Tamayo
Councilmember



René Bobadilla
City Manager

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STRATEGIC PLAN

2021-2023

The City of Montebello's Strategic Plan is a guiding document that will assist the City in its quest to meet identified short and long-term goals. The Plan was initiated by the City Council through a visioning workshop held on May 1, 2021. The Strategic Plan is a living document that is designed to reflect changes in priorities, time, challenges and opportunities which frame the environment in which the City policy makers provide direction to the City Manager. The Goals and Objectives of the Strategic Plan are developed to address the City's policy direction and may change due to shifts in the economy, community needs, force majeure, technological advances, or other outside factors.

The Strategic Plan was drafted to include a summary of the visioning workshop, staff participation, and City Council interviews. Based on the discussions by the consultant with the five City Council members, the consistent themes were synthesized as the following City Council Strategic Goals, 1-7:

- | Goal | City Council Strategic Goals |
|----------|--|
| 1 |  Increase Economic Development Opportunities |
| 2 |  Improve City Owned Infrastructure |
| 3 |  Improve Beautification |
| 4 |  Incorporate the Arts |
| 5 |  Create Opportunities for Affordable Housing |
| 6 |  Diversify Programming for Parks and Recreation |
| 7 |  Implement Workforce Development & Workplace Efficiency |

Each of strategic issues, defined as goals are further defined with objectives to meet the outcomes of the policy makers goals.

To further support the Strategic Plan efforts and Organizational Values, each Department Goals will be developed with performance measures during the annual budget process. These Department Goals will be integral to the evolution and success of the Plan implementation.

Part of the Strategic Plan includes Organizational Values that incorporate the City Council's visioning as per the Strategic Plan and reflects the greatness to which the City organization aspires, and the principles by which the City conducts business. Organizational Values are operational performance goals, priorities and strategic focus on the following areas that we strive to achieve:

- Fiscal Responsibility
- Efficiency & Adaptability
- Economic Vibrancy
- Infrastructure Improvements
- Civic Engagement
- Communication & Technology
- Public Safety
- Quality of Life



GOALS 2021-2023

During the May 1, 2021 Special Meeting, the City Manager presented the 2021-2023 Organizational Values Goals:

Launch a new City branding campaign and visual guidelines

Launch Agenda Management Software

Launch the new development and production of a new City podcast program

Initiate and complete the renovation of the west wing of City Hall for improved ADA compliance, customer encounter experience, and workstation layout

Continue to promote the development of the Montebello Hills Project and approve the final design of the park/open space project

Continue to work with Costco site ownership to redevelop the site

Seek funding for the repair and maintenance of the City's sewer system

Expand the use of technology to introduce virtual city hall features including pay-online, permit processing, digital plan check and launch the website.

Complete the onboarding process of the GovQA software for public records request management.

Continue towards implementing the Top Golf and Golf Course Renovation Project

Seek City Council approval for a 2-year City-wide Computer and Hardware infrastructure upgrade program

Seek City Council approval for a comprehensive City facilities security camera upgrade program

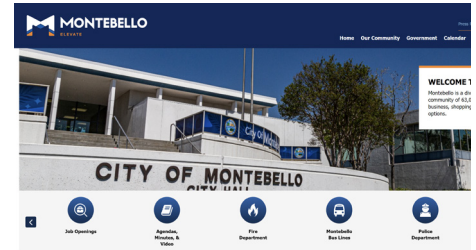
Request City Council approval to release a RFP for a comprehensive City Wide records storage and archiving program this includes a data management component

Continue to coordinate efforts with the Washington Coalition to advance the Metro light rail project on Washington Boulevard including the planning for Transit Oriented Development

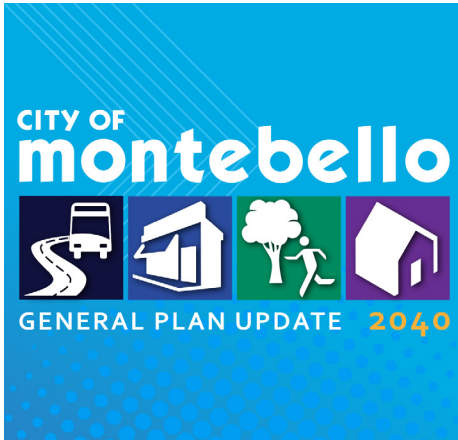
Advance the General Plan update and Downtown Specific plan for consideration for City Council approval

Complete Parks and facilities Master plan for City Council approval

Complete the City's website development and migration project



GOALS 2021-2023



Complete the road improvements as identified in the Paving the Way program area

Initiate a Comprehensive Municipal Code Update

Initiate a Civil Service Rules Update

Complete Traffic Calming City-Wide Plan

Complete MOU negotiations and approval of Comprehensive MOU's prior to December 31, 2021 expiration dates

Initiate the development of a full and part-time employee policies and procedures handbook

Develop a comprehensive City-wide fleet inventory and replacement plan

Initiate the process to develop and adopt a updated City-wide fee study

Develop Economic Development strategy

Seek City Council approval for adoption of an Art In Public Places Program

Purchase and install more EV charging stations as funding opportunities become available

Prepare as part of FY 2022/23 budget process a comprehensive 5, 10, 15 year capital improvement facility plan based on the findings of the parks and facilities master plan

Expand investment portfolio beyond LAIF and CDs

Continue to advocate for the City Council approved sale of the City's Water System

Solicit for the design of the installation of a Fire and Police Memorial by June 30, 2021

Fire Department will seek approval by the City Council for the purchase of ballistic vests and a fire training trailer

Identify opportunity sites for new housing development to accommodate future regional housing needs (RIHNA) under the 6th Cycle.

Implement records destruction process and continue proper Records Retention Program

Develop an Agenda Procedures Guidebook

Establish contract management procedures and standardize City's agreement



THE SHOPS AT MONTEBELLO

BJ's
RESTAURANT
BREWHOUSE

PATIO CAFES

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SUBWAY
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GOAL 1

INCREASE ECONOMIC DEVELOPMENT OPPORTUNITIES

| 1A Objective: Create an Economic Development staffing plan | | | | | |
|--|-----------------------|---------------------------|--|--|---|
| Purpose: A staffing plan will identify the essential positions, roles and responsibilities in establishing an Economic Development Plan | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| Spring 2022 | Community Development | Initiate Hiring Process | TBD | Mid-Year Adjustment FY 21/22 | Complete |
| 1B Objective: Issue a Request for Qualifications/Proposal for Economic Development Strategy for City | | | | | |
| Purpose: The development of an Economic Development Strategy with short and long term goals will provide a framework for ED staff to seek and attract business interests | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| Spring 2022 | Community Development | Prepare RFQ/RFP Proposal | \$200,000 | At time of award | Initiated |
| 1C Objective: Finalize Downtown Specific Plan as part of the General Plan Update | | | | | |
| Purpose: The development of a Specific Downtown Plan will incorporate the City Council's vision for the future of Montebello Blvd | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| 2024 | Community Development | Part of Rangwala contract | Included in current General Plan Scope | General Fund, Grants FY 20/21 FY 21/22, FY 22/23 | Initiated, Expected Completion January 2024 |
| 1D Objective: Establish and maintain a vacant commercial building/lot registry | | | | | |
| Purpose: Maintain a list of commercial property for use by staff to provide to potential investors with detailed property specs (lease, sale, use, zone, price per/sq ft) may require procurement of a vendor | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| October 2021 | Community Development | Designate staff or vendor | \$50,000 | Mid-Year Adjustment FY 21/22 | Completed |
| 1E Objective: Establish a commercial façade program | | | | | |
| Purpose: To provide an opportunity for local businesses to enhance the character and physical appearance of their buildings | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| Fall 2022 | Community Development | Propose plan | TBD | Grants | Completed |

GOAL 2

IMPROVE CITY OWNED INFRASTRUCTURE

| 2A Objective: Invest in Sewer Infrastructure and identify funding opportunities | | | | | |
|---|--------------|----------------|---------------------------|--|-----------|
| Purpose: Address deferred maintenance in the sewer inventory and seek funding alternatives to the general fund | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| Immediately | Public Works | Council Action | \$1,000,000 First Year | FY 21/22 ARPA eligible | Initiated |
| 2B Objective: Transfer Sewer Maintenance to Los Angeles County Public Works | | | | | |
| Purpose: In addition to service requests, transfer maintenance and operation of the City's sewer system to Los Angeles County Public Works | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| Fall 2022 | Public Works | Council Action | TBD | Property Assessment – Prop 218 process | Initiated |
| 2C Objective: Adopt the Parks & Facilities Master Plan and identify funding opportunities | | | | | |
| Purpose: A Master Plan provides a detailed document of current parks and facilities inventory and conditions. | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| July 2021 | Recreation | Council Action | \$383,749 | General Fund/FY 21-22 | Completed |
| 2D Objective: Identify City-Wide IT infrastructure needs and identify funding opportunities | | | | | |
| Purpose: Investing in technology is critical for a 21 st Century municipal organization | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| Fall 2021 | HR/IT | Council Action | TBD | All funds | Completed |
| 2E Objective: Invest in Storm Drain Infrastructure | | | | | |
| Purpose: Address deferred storm drain maintenance and gain compliance with environmental regulations | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| Immediately | Public Works | Council Action | TBD | TBD | Pending |
| 2F Objective: Invest in streets and sidewalk improvements | | | | | |
| Purpose: Continue to identify streets and sidewalks that need to be repaired/replaced | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| Ongoing | Public Works | Council Action | TBD | Gas Tax, SB1, Metro Local Return, State and Federal Grants | Initiated |





GOAL 3

IMPROVE BEAUTIFICATION

| 3A Objective: Develop a Streetscape/Median Landscape Master Plan | | | | | |
|---|----------------|--------------------------|----------------------|------------------------|-----------|
| Purpose: Creates a standard design concept that meets state water conservation requirements and best practices of complete streets | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| May 2022 | Public Works | Prepare RFQ/RFP Proposal | TBD at time of award | Gas-tax, LR eligible | Pending |
| 3B Objective: Develop a branding plan that includes entry signs/placemaking scape | | | | | |
| Purpose: Integrate a new brand that will be included as part of 3A and wayfinding opportunities | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| January 2022 | Public Affairs | Prepare RFQ/RFP Proposal | \$50,000 | FY 21/22 | Initiated |
| 3C Objective: Seek funding for street improvements projects for walking/biking | | | | | |
| Purpose: Apply for grant Call for Projects to improve walking/biking opportunities on streets | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| Availability of grants | Public Works | Research | TBD | ATP | Ongoing |
| 3D Objective: Complete the City Hall west and paint exterior of City Hall | | | | | |
| Purpose: Complete the City Hall west design and consider exterior improvements such as painting | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| Summer 2022 | Public Works | CC Action | TBD | At time of award | Ongoing |
| 3E Objective: Implement and complete the Utility Box Program | | | | | |
| Purpose: The Program will incorporate local youth and adult visual arts on utility boxes throughout City | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/FY | STATUS |
| June 2021 | Recreation | Call for artists | ~ \$6,000 per round | General Fund/ FY 21/22 | Ongoing |

GOAL 4

INCORPORATE THE ARTS

| 4A Objective: Provide opportunities to incorporate the visual and performing arts in City events | | | | | |
|---|-------------------------------|--------------------------|--------|-----------------------|-----------------------|
| Purpose: Opportunities include music, dance, visual art performances and art exhibits at City events | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| City Events | Recreation | Varies | Varies | General Fund | Completed/ Ongoing |
| 4B Objective: Begin an Art in Public Places Program | | | | | |
| Purpose: Establish standards for art in public places and an in-lieu fee option for future development projects | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Fall 2021 | Community Development | Adopt by City Council | TBD | TBD | Initiated |
| 4C Objective: Adopt a public art policy | | | | | |
| Purpose: Incorporate visual impressions (murals, street banners, utility box program, public facility art exhibits, etc.) in public facilities | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Summer 2022 | Community Development/Rec. | Adopt by City Council | TBD | TBD | Ongoing |
| 4D Objective: Identify opportunities to incorporate arts in classes with visual, performing, and music art expressions | | | | | |
| Purpose: Offer fee-based and free classes to community | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Ongoing | Recreation | Program Development | Varies | General Fund | Completed/ Ongoing |



GOAL 5

CREATE OPPORTUNITIES FOR AFFORDABLE HOUSING

5A Objective: Provide for opportunities to develop in-fill housing, work force housing and a inclusionary Housing Ordinance for new development projects

Purpose: In-fill housing will be incorporated into the next Housing Element (i.e. tiny-house village for temporary housing of un-housed population)

| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
|-------------|-----------------------|------------------------|------|-----------------------|-----------|
| Winter 2021 | Community Development | Update Housing Element | TBD | TBD | Completed |

5B Objective: Identify housing opportunities to comply with the 6th Cycle Regional Housing Needs Allocation (“RHNA”) in connection with the City’s Housing Element and General Plan

Purpose: In-fill housing will be incorporated into the next Housing Element

| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
|-----------|-----------------------|------------------------------------|----------|-----------------------|----------------------|
| Fall 2022 | Community Development | Incorporate in General Plan Update | Included | Appropriated | Initiated, On Target |

5C Objective: Consider the establishment of a tiny-house village for temporary housing of unhoused population

Purpose: Provide opportunities for temporary housing for case-managed clients in need of housing

| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
|-----------|------|-------------------|------|-------------------------------|-----------|
| Fall 2022 | Fire | Identify location | TBD | SGVCOG/Gateway COG and grants | Completed |



GOAL 6

DIVERSIFY PROGRAMMING FOR PARKS & RECREATION

| 6A Objective: Provide for opportunities for community members to engage in classes that improve their mental and physical health | | | | | |
|---|------------|---------------------|--------------------|----------------------------|-----------------------|
| Purpose: Offer fee-based and free classes to community | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Ongoing | Recreation | Program Development | Varies | General Fund | Completed/ Ongoing |
| 6B Objective: Incorporate findings from the Parks and Facilities Master Plan into program development | | | | | |
| Purpose: Review existing programs and determine continued viability based on Master Plan outcomes | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Ongoing | Recreation | Varies | Varies | General Fund | Ongoing |
| 6C Objective: Expand volunteer opportunities through events and placement | | | | | |
| Purpose: Continue to identify volunteer opportunities | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Ongoing | Recreation | Program Development | \$2,000 per event | General Fund | Completed/ Ongoing |
| 6D Objective: Implement a Farmers and Artisan Market | | | | | |
| Purpose: Incorporate a Farmers Market concept that includes a artisan marketplace seasonally | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Seasonal Ongoing | Recreation | Program Development | \$5,000 per season | General Fund | Completed/ Ongoing |
| 6E Objective: Incorporate opportunities for walking trails and outdoor fitness | | | | | |
| Purpose: Increase opportunities for healthy living through improved amenities in public spaces | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Ongoing | Recreation | Project Development | Varies | General Fund/Grant Funding | In-progress |





GOAL 7

IMPLEMENT WORKFORCE DEVELOPMENT & WORKPLACE EFFICIENCY

| 7A Objective: Provide for opportunities for diversity, inclusion and equity in hiring | | | | | |
|---|------|--|----------|--|-----------|
| Purpose: Actively promote employment opportunities to a diverse population | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Ongoing | HR | Program Development | Varies | General Fund | Ongoing |
| 7B Objective: Incorporate a Muni-Versity concept to educate the Montebello workforce on job development, leadership and topics that relate to local governance | | | | | |
| Purpose: Encourage the workforce to improve their knowledge to expand their opportunities for growth | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Spring 2022 | HR | Program Development | Varies | General Fund / Training Budget | Ongoing |
| 7C Objective: Complete the class and compensation study | | | | | |
| Purpose: includes career paths | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Presented to City Council FY2021-2022 | HR | City Council Approved | TBD | General fund/ enterprise funds and grants | Completed |
| 7D Objective: Update the Policy and Procedure Handbook for Employees, Administrative Regulations and related Municipal Code | | | | | |
| Purpose: Revise outdated and conflicting employee reference materials that reflect changes to policy and related employee law | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Spring/Summer 2022 | HR | Review and revise documents and proceed with meet and confer process | \$50,000 | FY 21/22 | Initiated |
| 7E Objective: Create opportunities, activities and events that bring the workforce together for team bonding | | | | | |
| Purpose: To improve work culture, increase productivity, reduce turnover, and strengthen customer relationships | | | | | |
| WHEN | DEPT | ACTION | COST | FUNDING SOURCE/ FY | STATUS |
| Ongoing | HR | Program Development | TBD | General Fund / Training Budget | Ongoing |



1600 W Beverly Blvd.
Montebello, CA 90640
(323) 887-1200

www.montebelloca.gov

@CityofMontebello     