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CITY COUNCIL
Workshop 3: Funding Options and Next Steps

6:00 PM SPECIAL MEETING

Tuesday, September 15, 2026
Glendora Public Library Bidwell Forum
140 S. Glendora Avenue, Glendora

AGENDA

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NEW BUSINESS

1. **Workshop 3: Funding Options & Next Steps**

   Recommended Actions for the City Council:

   — 1. Receive and file the report on potential funding and revenue options for the City's major capital facility needs, including the Glendora Public Library and the City Corporate Yard;

   — 2. Provide direction to staff regarding which funding and revenue strategies should receive further evaluation and analysis;

   — 3. Provide direction to staff regarding a funding strategy for the Phase 1 Corporation Yard improvements identified in the 2026 IDS Phasing Report, consistent with City Council direction provided at Workshop No. 2 on July 21, 2026;

   — 4. Provide direction, as necessary, on the potential formation, scope, structure, membership, and timing of a citizen advisory committee to further study the City's facilities, infrastructure needs, and/or related funding strategies; and

   — 5. Provide any other direction to staff as deemed appropriate, including direction on next steps and an implementation timeline.

ADDITIONAL INFORMATION

Accessibility and Accommodation Requests:

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Date Posted: September 10, 2026 07:41 pm

STAFF REPORT

TO:	**Mayor and Council Members**	**DATE:**	**September 15, 2026**
FROM:	**Public Works**	**DISTRICT(S):**	**Citywide**

SUBJECT: Workshop 3: Funding Options & Next Steps

RECOMMENDATION

That the City Council:

1. Receive and file the report on potential funding and revenue options for the City's major capital facility needs, including the Glendora Public Library and the City Corporate Yard;
2. Provide direction to staff regarding which funding and revenue strategies should receive further evaluation and analysis;
3. Provide direction to staff regarding a funding strategy for the Phase 1 Corporation Yard improvements identified in the 2026 IDS Phasing Report, consistent with City Council direction provided at Workshop No. 2 on July 21, 2026;
4. Provide direction, as necessary, on the potential formation, scope, structure, membership, and timing of a citizen advisory committee to further study the City's facilities, infrastructure needs, and/or related funding strategies; and
5. Provide any other direction to staff as deemed appropriate, including direction on next steps and an implementation timeline.

STRATEGIC FOCUS AREAS

Goal 3 – New + Revitalized Facilities
Goal 4 – Sustainable Infrastructure

EXECUTIVE SUMMARY

This report concludes the three-workshop series unanimously authorized by the City Council on March 24, 2026, and framed in detail on April 28, 2026. Workshop No. 1 (June 16, 2026) established the foundation for the workshop discussion. It highlighted the City's significant financial and operational improvements, five years of strategic planning, community engagement, and facility assessments. The meeting produced City Council consensus on the use of approximately $11.88 million in one-time funds for streets and existing City facilities.

Workshop No. 2 (July 21, 2026) addressed the City's two largest facility needs, the Glendora Public Library and the City Corporate Yard; the discussion confirmed that neither project can be addressed through annual maintenance budgets or available one-time capital funding. Further, the City Council provided unanimous consensus on staff's work to continue pursuing state funding from Senator Perez, develop a cost estimate for a major Library rehabilitation project (e.g. structural improvements, modern library spaces, waterproofing, major system upgrades, and a patio/canopy over the Bidwell Plaza), and develop a funding plan for phase 1 of the Corporate Yard project.

Workshop No. 3 addresses the most significant question that remains: *How will the City pay for the work that has now been well documented and thoroughly discussed?*

Consistent with the framework adopted on April 28, 2026, and the direction provided at Workshop No. 2, this report is organized around two principal topics:

- *Funding and Revenue Options* — one-time funding, grants, land sales, issuance of debt, public-private partnerships, philanthropic endeavors, ballot measures, and other funding options; and
- *Citizen Ad-Hoc Committee* — the potential formation, scope, structure, membership, and timing of a citizen advisory body.

Again, staff notes at the outset that no single existing funding source is likely to fully fund either the Library or the Corporate Yard. As stated in the Workshop No. 2 staff report, successful implementation will likely require a combination of funding strategies developed over multiple fiscal years. The purpose of this workshop is to allow the City Council to identify which of those strategies it wants staff to pursue, in what sequence, on what timeline, and what the potential impacts of those decisions are.

LEGISLATIVE HISTORY / PREVIOUS ACTIONS

Over the last several years, the City Council and other boards/committees have held numerous discussions on the City's infrastructure, including streets, water, parks, and facilities. Below is a summary of recent actions. While not comprehensive, the 20+ meetings identified below provide a general framework for the types of policy conversations and actions that have recently been taken.

Date	Action
October 13, 2020	City Council adopted the 2020–2023 Three-Year Strategic Plan with six goals, including goal five to "Improve and Maintain the City's Infrastructure and Facilities."
April 1, 2023	AKM Consulting Engineers finalized the Water Master Plan, identifying $350 million in capital improvement needs: $158M for vertical facilities, $183M for pipe replacement, and $9M for hydraulic improvements.
April 11, 2023	City Council adopted the 2023-2025 Strategic Plan with seven goals, including goal five to "Improve and Maintain the City's Infrastructure and Facilities."
May 9, 2023	City Council considered project options and authorized the City Manager to submit a Round 2 application to the California State Library's Building Forward Library Facilities Improvement Program; cost estimates ranged from $5.1M–$7.65M for basic repairs to $35.8M–$71.6M+ for new construction.
January 9, 2024	City Council received a detailed presentation on the results of the Myers Houghton and Partners (MHP) structural analysis and programmatic visioning study of the Glendora Public Library.
August 27, 2024	True North Research presented results to City Council: 53% initial support for the $150M facilities bond (14 points below the two-thirds threshold); 45% for the $70M library bond; 86% rated quality of life excellent/good; 83% satisfied with City services. True North did not recommend pursuing a bond for November 2024.
November 12, 2024	City Council approved an agreement with IDS Group, Inc. for architectural, engineering, and consultant services for the Corporate Yard Improvement Project; preliminary cost estimate for full construction was approximately $12.6 million.
March 11, 2025	Staff presented the initial comprehensive report on City facilities capital needs and funding options, identifying more than $50 million in deferred maintenance and more than $250 million for a full facility revamp. The report discussed bond issuance scenarios, financing options, and revenue measures. Motion carried 5–0 directing staff to return with a refined assessment.

April 22, 2025	City Council adopted the 2025-2027 Strategic plan with five goals and 105 major indicators. The plan included Goal 3, New + Revitalized Facilities, and Goal 4, Sustainable Infrastructure.
September 9, 2025	City Council received updated Civic Center conceptual renderings and rough order of magnitude (ROM) construction cost estimates of approximately $125 million prepared by the DLR Group, together with updated structural and seismic context. Motion carried unanimously.
December 9, 2025	City Council received the 2025 Pavement Management Program Final Report (Bucknam Infrastructure Group), reporting a citywide weighted PCI of 63.2 (“Fair”), down from 65.4 in 2020, across 163.4 miles and a $439 million network replacement value, with 46% of streets rated Poor to Very Poor.
December 11, 2025	The City received a Notice of Intent to Circulate a Petition for a parcel tax to fund the construction, repair, rehabilitation, and improvement of City facilities, with a targeted election date of November 2026.
January 13, 2026	City Council adopted the updated conceptual Civic Center renderings as the baseline for future community conversations. City Council reviewed four funding methodology options and adopted Option 3 — a “wait and see” approach relative to the citizen revenue measure, while continuing to encourage staff to seek other revenue opportunities such as grants and earmarks. City Council directed staff to return at the mid-year budget update with one-time funding options. Motion carried 5–0.
February 24, 2026	City Council received the FY 2025-26 mid-year budget review and a report on anticipated one-time discretionary funding opportunities. City Council voted 5–0 to receive and file; no direction was given on the use of one-time funds.
March 24, 2026	Staff presented a report on citizen ad-hoc committees, City Council subcommittees, and direction on the use of one-time funds. A motion to immediately fund the Corporate Yard in phases did not move forward. A subsequent motion to conduct a series of three City Council workshops passed unanimously 5–0.
April 28, 2026	City Council received the detailed workshop framework and a presentation on available one-time funding. City Council voted 5–0 to accept Option C (approximately $8–$12 million). The Library and Corporate Yard were excluded from the one-time funding discussion and reserved for a separate workshop.
June 16, 2026	Workshop No. 1 – Foundation & Funding. City Council reached consensus on 72 items totaling approximately $11.88 million in one-time funding: $8.73 million for streets and roads and $3.15 million for existing City facilities.
July 14, 2026	City Council appropriated the first $3,000,000 to begin implementation of the projects approved through Workshop No. 1 direction.
July 21, 2026	Workshop No. 2 – Library and Public Works Yard. City Council directed staff to continue working with Senator Pérez's Office on State funding; to prepare an updated comprehensive cost estimate for renovation and modernization of the existing Glendora Public Library by November 2026; and to return to the City Council at Workshop No. 3 with a funding strategy for the Phase 1 Corporation Yard improvements presented in the 2026 IDS Phasing Report.
August 25, 2026	City Council appropriated $9,000,000 to fully fund all projects approved through Workshop No. 1.
September 22, 2026	Future Item: City Council will receive the first quarterly update on projects approved through Workshop No. 1.

SUMMARY OF ACTIONS TAKEN AT WORKSHOP NO. 1 (JUNE 16, 2026)

Purpose and Scope
Workshop No. 1 was structured around two components identified in the April 28, 2026 framework:

(1) *How We Got Here* — An overview of the City's significant financial and operational improvement, historical infrastructure challenges, strategic plans, community surveys, polling, and infrastructure and facility needs shared with the public over the preceding five years; and

(2) *One-Time Funding* — a finalized dollar amount, an adopted list of specific projects, and associated timelines. Consistent with the direction provided on April 28, 2026, the Library and Corporate Yard were intentionally excluded from the Workshop No. 1 funding discussion as each represents a major standalone capital investment requiring separate policy direction and a dedicated funding strategy.

City Council Consensus
City Council reached consensus on 72 items totaling approximately $11.88 million:

Category	Amount
Street and Roads	$8,725,000
Existing City Facilities	$3,153,669
TOTAL	$11,878,669

Streets and Roads - $8.73 Million
Segments were selected using the 2025 Pavement Management Program (Bucknam Infrastructure Group), and were prioritized based on coordination with planned water main replacement work, major corridor status, low PCI scores, standalone project readiness, and community benefit:

Corridor	Segments	Area (SF)	Treatment	Est PCI Gain	Cost
Route 66 (Barranca – Grand; Pasadena – Elwood; Compromise Line – Cataract)	3	833,000	2″ Grind & Overlay	+1.74	$4,600,000
Sunflower Avenue (Arrow – Juanita; Juanita – Gladstone; Gladstone - 210 Fwy)	3	270,000	2″ Grind & Overlay	+0.57	$1,850,000
Juanita Avenue (Glendora–San Dimas Wash; Wash–Bonnie Cove; Bonnie Cove–Sunflower)	3	186,000	Grind & Overlay / Slurry	+0.39	$975,000
Valley Center Avenue (Arrow Hwy–Juanita Ave)	1	85,000	2.5″ Grind & Overlay	+0.18	$800,000
Slurry Seal Program (Citywide)	—	—	Type II Slurry (expanded)	—	$500,000
Total	**11 items**	**1,374,000**	**—**	**+2.87**	**$8,725,000**

The selected work represents the largest single one-time pavement investment the City has ever funded and is estimated to produce a gross increase +2.87 points in the citywide PCI, measured against a static 2025 baseline of 63.2. Final calculation of the net citywide PCI change, accounting for planned projects less annual deterioration, remains underway.

Existing City Facilities — $3.15 Million

City Council reached consensus on 61 near-term repair and replacement items across 13 City sites and parks, all drawn directly from the Bureau Veritas Facility Condition Assessment (FCA) for the 2026–2030 period.

Site	Items	Key Work Funded	Subtotal
La Fetra Center	6	Foundation repair, roof, HVAC, kitchen	$1,056,401
Crowther Teen & Family Center	3	Gym roof, parking lots, exterior paint	$573,200
Finkbiner Park	11	Snack bar, roofs, HVAC, paint, fences	$372,942
Library/Police Station	3	Generator, electric panel, HVAC	$247,666
Big Dalton Canyon	12	Roofs, restrooms, retaining wall, paint	$205,515
City Hall	1	HVAC replacements	$194,789
Bus Plaza	3	Area lighting, drinking fountain, backflow	$150,348
Dawson Park Tennis Complex	1	Parking lots: grind, overlay, stripe	$109,693
Louise Pompei Memorial Sports Park	8	Snack bar fixtures & kitchen equipment	$98,220
Recreation & Human Services	3	Admin roof, HVAC, garage electrical	$82,049
South Hills Park	7	Restroom upgrades & park amenities	$39,747
Gladstone Park	2	Roof, drinking fountains, toilets	$20,322
Old Chamber of Commerce	1	Toilet replacement	$2,777
Total	**61**	**13 City sites & Parks**	**$3,153,669**

Implementation Status Since Workshop No. 1

- *July 14, 2026*: City Council appropriated the first $3,000,000, allocated from the proceeds of the sale of the San Jose site into a project account in Fund 301, to begin funding the streets and facilities work.
- *Streets:* The City has engaged TransTech to lead street engineering and design. Bid packages and engineering are to be completed within 60–90 days, with the work tentatively out to bid in early fall and construction commencing in late 2026 to early 2027.
- *Facilities*: Staff is packaging the facility projects, with scope confirmed across the 61 items at 13 City sites and parks, and bid and contract documents in preparation. A detailed implementation timeline will return to the City Council for verification.
    - *La Fetra Center Foundation:* The City condemned a portion of the building in 2005 following an assessment that found the older portion of the building lacked a functional foundation. Structural drawings were completed and subsequently approved by the City Council in March 2006. Following award of the contract in May 2006, construction repairs, including foundation work were completed and the City Council accepted the Notice of Completion in November 2006. The 2023 Bureau Veritas report identified cracking in the basement and in the walls, and ceiling of the floors above, near where the aforementioned work was completed. Based on the appearance of the cracking, the report recommended further evaluation to determine whether any additional structural work was necessary. Repairs to the walls and ceilings have since been completed. A third-party review will be requested to ensure the remaining basement cracks are not indicative of any structural concern. . Assuming the review confirms the City's expectation that no further corrective work is needed, the City Council could

reallocate the remaining funds to other street or facility improvements, including the work at the Library or Corporate Yard.

- *August 25, 2026*: City Council appropriated the remaining $9,000,000:
  - $3,100,000 from General Fund Contingency Reserves;
  - Reprioritized $900,000 set aside for the GUSD pool contribution; and
  - Reprioritized $5,000,000 in previous capital projects in Fund 301
- *Reporting*: Staff will report to the City Council on the progress of the one-time funding investment on a quarterly basis. The first quarterly report will be held on September 22, 2026.

SUMMARY OF ACTIONS TAKEN AT WORKSHOP NO. 2 (JULY 21, 2026)

Purpose and Scope

Workshop No. 2 provided the City Council with an update on the condition, long-term needs, and potential funding strategies for the City's two most significant existing capital facility projects: the Glendora Public Library and the City Corporate Yard. Both facilities are essential to the City's ability to deliver reliable public services. The Library is one of Glendora's most heavily used public facilities and serves as the City's designated Emergency Operations Center (EOC), while the Corporate Yard is the operational hub for Public Works, supporting Fleet Services, Streets, Facilities Maintenance, materials storage, emergency response, and the future consolidation of Parks, Landscape Maintenance, and Urban Forestry divisions. Subject to planning and funding, a potential Traffic Management Center will also be included in the project.

Glendora Public Library

The Library was completed in 1972 as part of the Civic Center complex. For more than five decades, the City has worked to address recurring water intrusion with Bidwell Plaza, which forms the roof over portions of the Library below. Additionally, the City has worked to address structural issues associated with building design, and other intrusions in many areas of the building. Historical records show these concerns began shortly after the building opened and have been evaluated repeatedly through engineering studies, repairs, and rehabilitation efforts. Despite those investments, many of the same underlying issues remain.

Workshop No. 2 presented the results of the 2026 MHP structural update, which incorporated additional historical records, evaluated the building under current building code requirements, and confirmed previous cost estimates. The updated report concluded that the primary structural concerns have remained generally stable over the last 2-3 years, but recommend near-term structural repairs to prevent further deterioration than has already been experienced since the 2003 and 2004 structural repairs.

City Corporate Yard

The City Corporate Yard, located at 1250 South Vladimir Street, was originally built in 1965 and developed throughout the 1970s/1980s. The facility serves as the operational center for the Public Works Department. Aging infrastructure, limited operational space, outdated buildings, and changing regulatory requirements have significantly reduced the site's efficiency and functionality.

The conceptual project consists of four primary buildings, expanding the site from approximately 8,270 square feet to 18,310 square feet:

Building	Proposed Use	Existing SF	Proposed SF
Building 1: Office	Offices for Facilities, Streets, Parks, Trees, and Landscape; potential traffic control center and alternate EOC	1,203 +/-	7,500 +/-
Building 2: Garage / Fleet Maintenance	Fleet office, maintenance garage, repair space, car wash station	4,346 +/-	5,510 +/-

Building 3: Sign & Tire Storage	Paint/sign shop and tire storage	1,200 +/-	1,800 +/-
Building 4: Facility Shops	Workshop space for wood and metal work	1,521 +/-	3,500 +/-
Total		**8,270 +/-**	**18,310 +/-**

As the Corporate Yard must remain operational throughout construction, the City directed IDS Group to develop a phased implementation strategy. The project is organized into four phases:

- *Phase 1A:* Construction of site improvements northwest of the Big Dalton Wash, including grading, storm drain improvements, Low Impact Development facilities, paving, and material storage areas.
- *Phase 1B:* Construction of the new Administration Building together with employee parking, primary circulation routes, and major utility infrastructure.
- *Transition Zone:* Completion of shared utility improvements necessary to maintain uninterrupted operations while preparing for demolition of the remaining facilities.
- *Phase 2:* Demolition of the existing buildings followed by construction of the Fleet Maintenance Building, Maintenance Shops, Sign and Tire Storage Building, vehicle wash facilities, parking areas, landscaping, emergency generator, and all remaining site improvements.

The phased approach is currently estimated to cost approximately $13.6 million, reflecting the additional expense associated with inflation and maintaining operations throughout construction.

Previous work, including design and construction drawings are complete, at a design cost of $725,581 under the Professional Services Agreement with IDS Group, Inc (May 12, 2026).

City Council Direction at Workshop No. 2
On July 21, 2026, the City Council provided the following direction for City staff:

1. *State Funding*: In line with past City Council direction from January 2026, continue to move forward with working with Senator Pérez's Office for State funding.
2. *Library Cost Estimate:* Direct staff to prepare an updated comprehensive cost estimate for renovation and modernization of the existing Glendora Public Library by November 2026 that incorporates the items listed below:
    A. Structural repairs identified in the 2023 MHP Phase 1 Structural Report and the 2026 MHP Structural Update;
    B. Bidwell Plaza waterproofing improvements recommended in the 2023 MHP Phase 1 report;
    C. Mechanical, electrical, plumbing, fire protection, accessibility, roofing, flooring, window, and other building system upgrades identified in the 2022 Facility Condition Assessment and the 2023 MHP Phase 2 Visioning Report;
    D. Interior renovations and facility improvements necessary to support modern library programming, flexible community spaces, technology enhancements, children's services, meeting rooms, and evolving community needs as noted in the 2023 MHP Phase 2 Visioning Report;
    E. Additional improvements necessary to support the Library's continued function as the City's Emergency Operations Center, as noted in the 2026 MHP Structural Update; and
    F. Evaluation and inclusion of the previously studied Bidwell Plaza shade/patio structure first evaluated in 2021 and 2022. The shade/patio structure should be similar in scope to the preliminary design shared during Workshop No. 2.

As authorized by the City Council at Workshop No. 2, staff has engaged MHP to prepare updated cost estimates for the Library Project based on the direction provided. Following the workshop, staff also obtained the preliminary concept drawings for the Bidwell Plaza patio/shade structure prepared by Robert A. Carter, Architect and presented during the meeting public comment period by resident Michael Matthews. The drawings depict the general concept and preliminary dimensions but do not include structural calculations; foundation and connection details; material specifications; construction details; evaluation of the structure's interface with the existing plaza, waterproofing, and drainage systems; identification of associated electrical, lighting, or other site improvements; a code and accessibility analysis; or a comprehensive cost estimate for the structure and related work.

To support development of a more complete scope and reliable cost estimate, and to ensure that the analysis does not misrepresent the patio/shade structure proposal, staff will be arranging a coordination meeting among MHP, City staff, architects, and others involved in the earlier patio/shade structure evaluation. The meeting is intended to confirm that prior assumptions, available documentation, site constraints, and related improvements are identified and incorporated into MHP's updated evaluation and cost estimate.

3. Corporate Yard Funding Strategy - Directed staff to return to the City Council at Workshop No. 3 with a funding strategy for the Phase 1 Corporate Yard improvements presented in the 2026 IDS Phasing Report.

DISCUSSION

The Funding Challenge in Context

Over the past decade, Glendora has restored its financial stability by addressing a $3.5–$4 million structural deficit through voter-approved sales tax measures, pension restructuring, organizational efficiency measures, reinvestment of efficiency savings into preventative street and facility maintenance, and stronger reserve and capital funding policies. The City's efforts have also been bolstered by significant grant awards. In total, these reforms earned the City a AAA bond rating and enabled generational investments in infrastructure, public safety, and homelessness response. The City has made over $60 million in improvements over the past seven years, including water projects, new streets and sidewalks, major park renovations, and facility upgrades, while aggressively pursuing grant funding whenever opportunities have been available.

Despite that progress, the documented need remains substantial:

Need	Source/Date	Magnitude	Progress
City facilities; deferred maintenance	March 11, 2025	$50 million+	In 2022, the City established a dedicated Facilities Division to centralize facility maintenance and implement projects identified in the Facility Condition Assessment. Approximately $4 million in facility improvements has been completed since FY 2023–2024, averaging more than $1 million annually. Workshop No. 1 also directed approximately $3.15 million toward 61 priority improvements at 13 City facilities and parks, with implementation underway.
City facilities; full modernization	March 11, 2025	$250 million+	Long-term modernization needs continue to be evaluated through the capital facilities workshop process; no citywide modernization program is currently funded.

Pavement network; replacement value	December 9, 2025 (2025 PMP)	$439 million+	The City is working toward increasing the average citywide PCI from 63.2 to 70 over seven years. Achieving this goal requires funding an estimated annual funding gap of approximately $3 million. The one-time priority pavement projects identified through Workshop No. 1 are estimated to produce a gross citywide PCI increase of 2.87 points across the pavement network.
Water system; 30 - year repair/ replacement need	September 12, 2023 (Water Master Plan)	$350 million	Approximately $30 million is programmed during the first five years, including major water-main projects along Glendora Avenue, Colorado Avenue, and Cypress Avenue.
Civic Center - ROM construction estimate	September 9, 2025 (DLR Group)	$125 million	Conceptual planning and a rough order of magnitude (ROM) construction estimate were completed by DLR Group; no design or construction funding is currently committed.
Corporate Yard - phased construction	July 21, 2026 (2026 IDS Phasing Report)	$13.6 million	The 2026 IDS Phasing Report established a phased improvement plan. Workshop No. 2 directed staff to return at Workshop No. 3 with a funding strategy for Phase 1, which is included in this report ($6.5 to $7 million).
Glendora Public Library	November 2026 (pending)	To be determined. ($4.0 - $4.5 million for essential rehabilitation works)	Following Workshop No. 2, MHP is preparing an updated comprehensive cost estimate addressing structural, waterproofing, building-system, modernization, EOC, and Bidwell Plaza shade/patio improvements. Completion is anticipated by November 2026 in accordance with City Council direction. Based on an initial cost estimate for construction only (excluding design, environmental, etc.), a $10.6 million funding request dated September 2, 2026, was submitted to Senator Perez's office.

Two structural constraints frame every option discussed below. First, Proposition 13 limits the City's property tax capacity and imposes supermajority voter requirements for City-initiated property taxes and infrastructure bonds. The Library and Corporate Yard, for example, could not be built today by the same financial practices utilized in the late 1960's and early 1970's. For example, in the late 1960's the City moved the Fire Department responsibilities to the County. The County raised property taxes on Glendora property to pay for fire services; the City did not lower its property tax revenue to offset the increases charged by the County. Instead, the excess revenue the City continued to receive was used to pay down the debt for the bonds issued to build the current Library. None of the actions undertaken by the City and County required a vote of the citizens of Glendora.

Second, the City has no dedicated funding source for either the Library or the Corporate Yard, and available annual resources must be balanced against many other capital priorities. Further, any operational funds redirected to facilities must be weighed against the loss of services provided to the community.

TOPIC 1: FUNDING AND REVENUE OPTIONS

Consistent with past City Council direction, this section addresses grants, land sales, issuance of debt, one-time funding, public-private partnerships, and ballot measures.

A. One-Time Funding

One-time funding remains the City's most immediately available resource and the only funding decision on which the City Council has already acted in this workshop series.

Available one-time discretionary funding as presented at the June 16, 2026 Workshop:

Funding Source	FY 2025-27	FY 2027-29	FY 2029-31
Available Fund Balance / Reserve	$7,020,000	$376,030	$470,000
Reallocation of CIP / Re-prioritization of Projects	$5,900,000	—	—
Property Sales	$5,120,000	$4,000,000	$4,000,000
Pension Set Aside	$14,500,000	$215,000	$210,000
OPEB Set Aside	$4,360,000	$78,000	$90,000
Totals	**$36,900,000**	**$4,669,030**	**$4,770,000**

These amounts are categorical totals existing across several funds, including the General Fund, Measures E/Z, GUSD JUA, and Pension Reserve; they are additive.

Based on the allocation of $12 million in projects in Workshop No. 1 and actions taken by City Council authorizing supplemental appropriations in the amounts $3 million and $9 million on July 14, 2026 and August 25, 2026, the following amounts are now available in one-time funding:

Funding Source	FY 2025-27	FY 2027-29	FY 2029-31	Notes
Available Fund Balance / Reserve	$3,910,000	$376,030	$470,000	$3.11 million of General Fund Reserve was allocated to Workshop 1 projects. Reserve from 40% to 35% of operating expenditures.
Reallocation of CIP / Re-prioritization of Projects	$0	$0	$0	$5.9 million of CIP Reserves were allocated to Workshop 1 projects.
Property Sales	$2,130,000	$4,000,000	$4,000,000	$2.99 million from the Sale of San Jose/Woodland was allocated to Workshop 1 projects.
Pension Set Aside	$14,500,000	$215,00	$210,000	
OPEB Set Aside	$4,360,000	$78,000	$90,000	
Totals	**$24,900,000**	**$4,669,030**	**$4,770,000**	**Amounts allocated from Workshop 1 total $12 million**

Fiscal Guardrails

Any additional one-time funding the City Council may wish to consider for the Library or Corporate Yard would draw from deeper within the City's reserve structure, most notably the pension set-aside. This represents a fundamentally different fiscal posture than Workshop 1, and staff recommends the City Council review a recommend guardrail framework before considering additional allocations:

- One-time funds may only be applied to distinct, one-time capital scopes;
- Any reserve draw must be paired with an identified replenishment source at the time of appropriation;
- The timing risk of that replenishment source must be explicitly evaluated; and
- A minimum pension reserve floor should be established that is not available for capital purposes under any circumstances.

The strategic use of pension set-aside funds can be beneficial when structured as a bridge between documented capital needs and known future revenues. Under this approach, the City Council could deploy $4 to $6 million from pension reserves toward the Library or Corporate Yard and backfill those dollars with future development proceeds. For example, approximately $2 million associated with the Dale development and approximately $4 million associated with the Barranca development are anticipated over the next two fiscal years. The Library and Corporate Yard needs are documented, designed (Corporate Yard), and subject to ongoing construction cost escalation. At the same time, the development proceeds are anticipated but arrive on the market's timeline rather than the City's.

Bridging the facility needs with reserves allows the City to capture current construction pricing on bid-ready work and restore the reserves as development proceeds are received, effectively converting idle reserve dollars into avoided escalation costs without new taxes or debt issuance. As the timing of development revenue is not within the City's control, staff can develop a probability-weighted timing range for each backfill source, size any reserve draw to the expected case rather than the best case, and return to the City Council with a restoration plan should a backfill source slip materially beyond its expected close.

The City Council should also weigh the trade-off inherent in this strategy: reduced financial flexibility during an economic downturn. The pension set-aside functions as the City's recession shock absorber and ability to pay off portions of it’s pension obligation bonds early (2029/2030), which would add cashflow savings of approximately $1 to $1.5 million for a five-to-seven-year period beginning in 2030. In a mild recession, the City could strategically draw pension reserve funds to absorb elevated CalPERS contributions or a temporary revenue decline without reducing service levels, buying the City Council time and preserving service delivery levels. Deploying $4 to $6 million of that reserve for facilities thins this buffer until development proceeds are received.

Overall, the City's multi-year forecasts remain positive and CalPERS has experienced three straight years of higher than anticipated returns. As such, the consequence of using pension reserve funds is not fiscal distress but rather timing: in a downturn occurring during the bridge period, policy-level service questions would come before the City Council sooner than they otherwise would. For example, in a recession, the current pension reserve levels would allow the City Council to defer community service level reductions for 18–24 months. With reduced pension reserves, a recession would require the City Council to make service level reductions within the first budget cycle of a downturn. The cost of this strategy is therefore measured less in dollars than in service levels; the recommended guardrails are designed to keep that reduction in flexibility bounded and temporary.

Among the legislative efforts, City staff is currently monitoring Assembly Bill 1383, Public Employees’ Retirement Benefits (AB 1383). AB 1383, if signed into law, will increase the City’s operating costs for employee pensions for active employees (both the employee and employers share) and groow the City’s unfunded liability. AB 1383 raises the PEPRA pension compensation cap (Miscellaneous and Safety) and lets Safety employees reach their top benefit factor two years earlier (age 57 to 55). Changes apply only to service earned on or after January 1, 2027; benefits already earned are unchanged. CalPERS has not prepared the specific impacts for each agency. AB 1383 is awaiting the Governor’s signature as of August 30, 2026. The Governor has until September 30, 2026, to sign or veto the bill. If the Governor does not take any action by September 30, 2026, AB 1383 automatically becomes law.

Policy Question for the City Council

The question before the City Council is not simply whether to spend reserves, but whether to trade a defined, temporary reduction in recession flexibility for the permanent avoidance of construction cost escalation on two well-documented facility needs (or other needs), supported by a named repayment source. If the City Council finds the Dale and Barranca development proceeds credible and the pension reserve floor is maintained, the strategic use of $4 to $6 million in pension set-aside funds represents a defensible and disciplined approach. If the City Council is not comfortable with the timing risk associated with future development proceeds, the fiscally disciplined alternative is to defer additional allocations until those proceeds are received, accepting construction escalation as the cost of preserved flexibility.

Based on conversations with the City's financial consultants, the City would likely be able to allocate another $4 to $6 million in one-time funding with identified repayment without impacting the City's AAA bond rating.

B. Grants and State/Federal Community Project Appropriations

The City has pursued grant funding aggressively and continues to do so ($62 million since 2020 across all types of capital improvements). Grant funding is attractive because it generally requires no repayment; it is limited because it is competitive, generally restricted in eligible use, frequently requires local match, and funding amounts may not cover all project costs.

Relevant history:

- **2023** — City Council authorized an $8,000,000 application to the State's Building Forward Library Facilities Improvement Program for waterproofing, electrical, HVAC, plumbing, and structural repairs at the Library. The application was not selected for funding; efforts were unsuccessful because the grant criteria favored communities with higher poverty rates.
- **1998** — The City sought funding through Proposition 14, the California Library Construction and Renovation Bond Act. Although the proposal would have funded structural repairs, renovation, and expansion of the Library, the program was ultimately oversubscribed and expired, and no comparable statewide funding program exists today. Historical City Council minutes also mention the City pursued similar funding in the late 1960's for the development of the current Library and was unsuccessful.
- **1990** – Approved by the voters of California in 1988, the Library Construction and Renovation Bond Act authorized the State to issue a $75 million bond for libraries. The City sought funding through this program in 1990 to facilitate improvements (deck replacement, seismic work, expansion, remodeling, and architectural services) totaling $4.38 million. The City's application was not selected for funding.
- **1969 –** The City submitted an application for funding under the Library and Construction Act program to facilitate construction of a new library. The City's application was not selected for funding.
- **2023 - Measure W** — The Finkbiner Park Stormwater Capture Project ($23,755,692) demonstrates the City's ability to secure large restricted-revenue funding where an eligible program exists.

Categories to pursue:

A. **State budget appropriations and earmarks.** Consistent with City Council direction from January 2026 and July 2026, staff continues to work with Senator Pérez's Office on a State budget appropriation for the Library. This remains the most promising near-term outside funding avenue for the Library.
B. **State competitive grant programs.** Staff will continue to monitor for the reauthorization of a statewide library construction bond program or successor to the Building Forward Library Grant Program. Under this Program, the State Library provided $489 million in funding for 279 local libraries over two funding rounds. Glendora's application is one of 104 applications ($276 million), that were not approved for funding.
C. **Federal programs.** Congressional Community Project Funding requests and federal infrastructure and resiliency programs, particularly those tied to the Library's Emergency Operations Center function and the Corporate Yard's emergency response role. The City has submitted applications for various City projects through this funding opportunity in years past, including for the Library, parks facilities, radios for the Police Department, as well as first/last mile project, among others. While most applications have not been selected for funding, including for the Library, the City has received funding for some; most recently, the City received $1.25 million for improvements to the sports fields at Sandburg Middle School.

D. **Emergency management and resiliency funding.** Because the Library serves as the City's designated EOC and the Corporate Yard supports emergency response, seismic and hazard mitigation programs may present eligibility that general facility programs do not.
E. **Stormwater / Low Impact Development funding.** Phase 1A of the Corporate Yard includes grading, storm drain improvements, and LID facilities that may qualify for Measure W or other regional stormwater funding.

C. Future Development and Land Sales

Future Development

Current Development Activity – Public Benefit Policy

Future development has been projected as the single largest category of future one-time discretionary funding available to the City ($4 million in FY 2027-2029) and ($4 million in FY 2029-2031). These funds would be generated through public benefit dollars the City has previously negotiated or is currently negotiating. Generally, in return for a rezoning of a property, the City would collect public benefit funding, which would allow the City Council to allocate funding for one-time items, such as streets/roads, city facilities, parks, etc. that benefit the quality of life for Glendorans.

- Azusa Unified School District (AUSD) Site is located at the southeast corner of Barranca Avenue and Galatea Street, and is approximately 9 acres. Site address is 1133 S. Barranca Avenue, and previously housed the Azusa Adult Education Center and San Gabriel Valley Regional Occupation Program. A development application has been received from Melia Homes for 163 market rate for sale units, consisting of 136 attached townhomes and 27 single-family detached homes.
- Glendora Unified School District (GUSD) Site is located at 350 W. Mauna Loa Avenue (Whitcomb Continuation High School), and is approximately 9 acres. Details about the number of units, or product type, are not available as staff is awaiting a development application from Lewis Group of Companies (Lewis). Based on preliminary conversations with GUSD and Lewis, staff anticipates the possibility of between 140 to 150 for sale units.

Future Development Activity

Glendora is a “built-out” community with new development primarily consisting of small-scale infill residential and commercial development. The City’s major corridors (Arrowy Highway and Route 66) have experienced the majority of recent development activity. New development typically involves the reuse of older commercial sites for townhome residential development. This development pattern is consistent with general plan and zoning changes that the City has made over the past 25 years to attract investment.

Current residential development activity includes 188 dwelling units under construction; 151 dwelling units entitled and in construction plan review; and 411 units in entitlement review. New commercial development is comparatively less active with current construction primarily consisting of the rehabilitation of existing buildings.

A comprehensive update to the general plan is in the beginning stages. The update is a generational opportunity to do long-range development planning and envision growth over a 25 to 30 year period. The City’s general plan was last comprehensively updated between 2005 and 2007. The City Council has previously provided staff with direction to investigate zoning changes along the City’s major corridors that could produce additional community benefit funding.

Development Related Revenue

Development creates revenue generation for the City’s General Fund and Measure E/Z Fund. It is important to note that the City receives the lowest allocations of sales tax amounts paid on purchases and near the lowest allocation of amounts paid for property tax.

- Sales Tax: If future development includes a retail portion, the City will receive a portion of those sales tax proceeds. The existing 10.75% rate in Glendora is allocated as such:
  - State: 6%
  - County of Los Angles: 2.75%
  - City of Glendora: 2% (includes Bradley-Burns 1% and combined 1% for Measure E and Z)

- Effective October 1st, the County Measure ER, which the City of Glendora took an opposition position, will raise the sales tax rate in Glendora to 11.25% through October 1, 2031. When this occurs, the County will receive another 0.5%, raising their total to 3.25%

For perspective, for each $1,000 in taxable sales, the City of Glendora receives approximately $20. These revenues pay for key services such as public safety, parks/recreations, library services, and trees/landscaping.

- Property Tax: In California, the base 1% property tax base rate, as required by Prop 13, is allocated to various taxing agencies. In Glendora, the amounts are generally allocated as follows:
  - County of Los Angeles, including Sanitation, Fire, Flood Control, and other County Agencies: 45%
  - State of California, including various education programs: 24%
  - Glendora Unified School District, Charter Oak Unified School District, or Azusa Unified School District: 18%
  - City of Glendora: 10%
  - Citrus College: 2%
  - Three Valley's Municipal Water District: 1%

For perspective, for every $100 million in assessed valuation of new development, the City of Glendora will receive approximately $100,000 annually. These revenues pay for key services such as public safety, parks/recreations, library services, and trees/landscaping.

- Development Fees
  - User Fees – As part of the City's Master Schedule of Fees for Services, Glendora has adopted fees for construction permits and inspections. These permit fees are designed to cover the cost of reviewing plans for compliance with development and construction standards. Additionally, the fees cover the cost of inspections during construction.
  - Impact Fees – The City has adopted two development impact fees: a "Park Development Fee," and a "Community Art Program (CAP)" fee.

Park Development Fee

Project Type	Fee
Residential	$2,273 / unit
Additional beyond 3 bedrooms	$200 / bedroom
Second dwelling, apartment, condominium unit	$1,591 / unit
Commercial Construction	$0.62 / square foot

Community Art Program

Project Type	Fee
Commercial (BPV $375,000+)	1% of Building Permit Value (BPV)
Tenant Improvements (BPV $375,000+	0.5% of Building Permit Value (BPV)
Residential 11+ units	0.025 of Building Permit Value (BPV)

Property Sales

The sale of City property is not a new idea for generating one-time revenue for major City needs. In November 2019, the City Council received the Final Report of the Ad-Hoc Citizens Advisory Committee on Revenue Options and Expenditures of the City's General Fund; the Preliminary Report issued in September 2018 recommend the pursuit of Measure E. The 20-member committee discussed several properties the City Council should consider further study on, including, Glen Oaks Golf Course, San Jose, South Hills Wilderness Park, and the Carlyle E. Linder Equestrian Park. Since the report was issued, the State of California Department of Housing and Community Development (HCD), has amended its rules regarding the disposition of property. Additionally, the use of park land for future development is a difficult and potentially net loss endeavor, given the requirements to replace that parkland.

Surplus Land Act

Surplus Land Sale Process

Before selling most City-owned property, the City must formally declare it surplus or exempt surplus land at a public meeting. If declared surplus, the City must then provide a Notice of Availability to the California Department of Housing and Community Development (HCD), specified public agencies, and qualified affordable-housing developers.

Interested entities generally have 60 days to respond. If a qualified entity expresses interest, the City must negotiate in good faith for at least 90 days. The proposed transaction must also be submitted to HCD for review before the property is sold or leased.

The Surplus Land Act does not require the City to sell property or accept less than fair market value. However, the process can extend the transaction schedule and increase legal, administrative, appraisal, and carrying costs.

Affordable-Housing Covenant

Current Surplus Land Act requirements generally require a covenant to be recorded against surplus property, including city property initially sold for commercial development. If the property is later developed or converted to include 10 or more housing units, at least 15 percent of those units must generally be affordable to lower-income households.

Although the covenant may not affect the immediate commercial use, it can reduce the property's future redevelopment potential and the amount a purchaser is willing to pay. The restriction may narrow the buyer and lender pool, reduce the value of future residential development, and create additional underwriting and compliance obligations.

Accordingly, the City may receive fair market value for the property as restricted, but that value may be less than the value of comparable unrestricted property. Based on the City's experience, the affordable housing covenant significantly reduces the value of the property.

Comparison With School Districts

School districts are not entirely exempt from the Surplus Land Act, but they have broader statutory authority than cities to retain or use property for commercial, investment, or revenue-generating purposes when those uses support district operations. School districts also benefit from certain education-specific exemptions, including not having to include an affordable-housing covenant, which materially increases the value of the property.

As a result, school-district property transactions are not directly comparable to municipal property sales. Cities generally have less flexibility to classify commercial or revenue-generating property as necessary for agency use.

Parkland and Open Space

Parkland and open space should be evaluated separately because the terms describe different types of property and may be subject to different disposal requirements.

Parkland generally consists of land formally dedicated, acquired, developed, or actively used for public recreation, such as neighborhood parks, sports fields, playgrounds, and community recreation facilities. Discontinuing a dedicated municipal park may require public hearings, a supermajority vote of the City Council, and voter approval. When parkland is converted to another public use, state law may also require replacement property with substantially equal acreage, comparable recreational characteristics and facilities, and a location serving generally the same users.

Open space is a broader category that may include hillsides, natural areas, habitat, drainage areas, trails, scenic land, watersheds, and substantially unimproved property retained for conservation, resource protection, public enjoyment, or recreation. California law defines open-space purposes to include public recreation, enjoyment of scenic beauty, and conservation or use of natural resources.

Open space is not automatically subject to the municipal park-discontinuance process merely because it is undeveloped or identified as open space. The restrictions depend on how the property was acquired, designated, funded, and encumbered. Open-space property may be difficult to sell or develop when it is subject to:

- A recorded conservation or open-space easement.
- A deed restriction, reversionary clause, or dedication.
- State, federal, or regional grant requirements.
- Habitat mitigation or endangered-species obligations.
- General Plan, zoning, voter-approved, or local initiative protections.
- Conditions requiring the property to remain in a natural, scenic, recreational, or conservation use.

A conservation easement is generally perpetual, runs with the land, and limits successive owners to uses consistent with retaining the property in its natural, scenic, historical, agricultural, forested, or open-space condition.

Therefore, parkland is generally presumed to be an active public recreational asset and may be subject to formal discontinuance, voter-approval, and replacement requirements. Open space may not require park replacement solely because it is open space, but recorded restrictions, conservation obligations, grants, habitat requirements, or voter-approved protections may impose equal or greater limitations.

Neither parkland nor protected open space should generally be considered a practical source of near-term revenue without a parcel-specific review of title, acquisition history, dedications, grants, easements, General Plan designations, environmental restrictions, and applicable voter-approval requirements.

Parking Lots and Other Property

An underused parking lot may be sold, leased, or retained for revenue generation. An outright sale provides immediate one-time proceeds and eliminates future maintenance costs, but the City permanently loses control of the property, future land appreciation, parking capacity, and potential civic or redevelopment uses.

A long-term ground lease may provide upfront and recurring revenue while preserving City ownership. However, leases longer than 15 years generally remain subject to the Surplus Land Act.

Converting free parking to paid parking ordinarily does not involve a sale or disposition of land and therefore generally does not trigger the Surplus Land Act. Paid parking can generate recurring revenue while retaining ownership and future development flexibility. Net revenue must account for equipment, enforcement, transaction fees, maintenance, security, signage, administration, and possible effects on nearby businesses and neighborhoods.

Other monetization opportunities may include short-term leases, shared parking, event parking, solar canopies, electric-vehicle charging, telecommunications facilities, concessions, advertising, and temporary commercial uses.

Past Transactions

- *Route 66 and Amelia Ave - Former Frozen Ropes Building*: The Glendora Redevelopment Agency purchased the Route 66 and Amelia Ave site in 2009 for $2.3 million. In 2020, the Successor to the Glendora Redevelopment Agency sold the property to Emanate Health for $2.4 million. Escrow closed in August 2020,

with net proceeds totaling $2,391,109.74. Sale proceeds were distributed pursuant to the redevelopment dissolution law. The City of Glendora received approximately 10% or $239,000. Emanate Health is currently constructing site and tenant improvements to operate administrative offices.

- *Parker Drive and Route 66* – Former Redevelopment Property: The Glendora Redevelopment Agency purchased the Parker site in 2008 for $1.2 million. In 2019, the Successor to the Glendora Redevelopment Agency entered escrow to sell the property for $900,000. Escrow closed in 2021, with net proceeds totaling $868,313.00. Sale proceeds were distributed pursuant to the redevelopment dissolution law. The City of Glendora received approximately 10% or $86,831. A mixed-use development is currently under construction.
- *San Jose/Woodland site:* The City sold the San Jose/Woodland site to the Olson Company for $3.9 million on December 17, 2025. The City Council previously allocated $1 million of the sale proceeds to achieve initiatives in accordance with the City's Economic Development Action Plan. The remaining balance of $2.9 million was appropriated on July 14, 2026 into a project account in the Capital Projects Fund 301 to begin funding the Workshop No. 1 streets and facilities work.

Current Transactions

- *1762 Dale Road / Mercy Housing* — The City Council's use of an Exclusive Negotiating Agreement and a City Council subcommittee on this affordable housing project provides a recent template for structured negotiation of a City property transaction. Staff anticipates possible funding received through the sale and development of land owned by other local agencies over the next five years, with an estimated $2.1 million to be received at the close of construction in 2029. Under the Exclusive Negotiating Agreement (ENA) with Mercy Housing, a land entitlement application was received and is in process. In the meantime, the City is starting the process to declare the property "exempt" from the Surplus Land Act (SLA). Once the land entitlement application is approved, the City and Mercy will execute a Purchase and Sale Agreement (PSA). The PSA will incorporate final terms of the sale, including close of escrow and payment of the purchase price.

Current Study Areas – South Hills

One of the most widely inquired about development opportunities is the South Hills Wilderness Park. Perhaps no other City owned property has been subject to more conjecture on value, historical development plans, and panacea for financial challenges than South Hills. Conversations about South Hills development potential centers around the City owning approximately 275 acres of property, and the fact that a future development would benefit from an already constructed freeway offramp at Sunflower Ave.

The 2025 Community Opinion Survey conducted by True North Research, Inc. included a dedicated question on South Hills development. When presented with a hypothetical scenario proposing that the City sell approximately 50 acres of the South Hills property adjacent to the 210 Freeway for commercial and residential development with a developer-funded requirement to improve trails and recreational amenities throughout the broader South Hills area, approximately 57% of respondents expressed support for the proposal, 32% opposed the proposal, and 11% were undecided, providing the City Council with a community-informed basis for proceeding with the feasibility analysis.

On June 9, 2026, the Glendora City Council unanimously approved a Professional Services Agreement with T&B Planning, Inc. for a South Hills Development Feasibility Analysis at a contract value of $130,000. The study covers approximately 275–276 acres of City-owned property located north of the 210 Freeway and east of Glendora Avenue, generally south of Big Dalton Wash, and west/southwest of existing residential subdivisions off Hunters Trail, Los Cerritos Road, and Elwood Avenue. The firm has teamed with QTative Development Solutions, a land development advisory firm specializing in land value assessment, grading feasibility, and site analysis, to bring focused technical expertise to the hillside property's complex topography and access challenges. The contract falls in line with the City's 2025-2027 Strategic Plan to further evaluate possible development in the South Hills based on the results of a scientifically valid community survey questions.

The scope of work was structured as a five-phase analysis:

- *Phase 1* involves a Physical and Regulatory Assessment, including an existing conditions report, review of applicable Glendora Municipal Code hillside development standards, General Plan policies, Surplus Land Act

considerations, due-diligence environmental review, and procurement and review of title reports and legal descriptions to map easements and other encumbrances.

- *Phase 2* covers a Development Potential Analysis evaluating three realistic maximum-yield scenarios: commercial-only, mixed commercial and residential, and residential-only development, paired with a civil and physical feasibility review addressing grading, drainage, utilities, and circulation.
- *Phase 3* will estimate land development costs and generalized land value implications across four stages of development readiness.
- *Phase 4* will produce illustrative site plans to visually communicate how each alternative scenario would appear relative to the site's topography, trails, and access points.

Phase 5 will conduct a fiscal analysis through market outreach and pro forma-based valuation modeling to assess demand, pricing, absorption, and which development scenarios offer the strongest economic potential. As of the writing of this report, the consultant team continues to proceed on all five phases of the development feasibility analysis. Notably, preliminary title research and a thorough review of existing conditions found that the principal impediments to development are the site's physical characteristics and the regulatory, environmental, infrastructure, and property issues associated with developing this mountainous area. Preliminary research finds that approximately 57 percent of the study area, or 156.1 acres, has slopes of 35 percent or greater, making grading and construction particularly challenging. In addition, prohibition of development within 35 percent slope areas has been a development standard since at least the early 2000s which is aimed at preserving steep slope areas from development. Similar general plan policies exist which also prohibit development on ridgelines. Any proposal to allow development within these steep slope areas or along ridgelines would require amending these standards and policies. The property also contains biological and drainage resources, wildfire considerations and utility and transmission easements. A preliminary title research, some of which included documents as far back as the 1890s, also found unresolved title and ownership matters which staff and the consultant continue to research.

It should be noted that any development, if deemed feasible, would likely take years, if not decades, to come to fruition. Accordingly, any potential development revenue should be viewed as a long-term opportunity rather than an immediate source of City proceeds, with the timing of revenue dependent upon the City's ability to establish a legally and physically developable site, obtain required approvals, complete infrastructure and site improvements, and successfully phase and market any resulting development.

To address these issues discovered during preliminary research, the City could commission an updated ALTA survey and complete title review; resolve ownership and easement questions; determine whether federal or grant restrictions apply; evaluate the requirements of the Surplus Land Act; and conduct geotechnical, grading, drainage, infrastructure, biological, environmental, and fire-access studies. The City could also evaluate necessary General Plan and zoning amendments and potential hillside ordinance relief, if the Council desires. Once these issues are resolved, any development program, costs, financing, timing, and developer return can be better understood to determine the actual residual land value—in other words, the amount that could reasonably be paid for the land after all of the costs and risks necessary to make the project successful have been taken into account.

<u>Past Study Area – Carlyle Linder Equestrian Park</u>

As previously mentioned, the Ad-Hoc Citizens Advisory Committee discussed several properties the City Council should consider further study on, including the Carlyle E. Linder Equestrian Park.

Located at 1000 N Glendora Mountain Rd, the Carlyle Linder Equestrian Park has been utilized for equestrian purposes for more than 60 years; over that time the underlying zoning has been open space and parkland . The property is located in a FEMA Flood Zone, adjacent to spreading grounds and a flood catch basin, both of which are owned by LA County. In fact, portion of the park to the South is on land owned by LA County. Additionally, LA County has several easements running to the west and south of the park which are necessary for access to their water facilities.

- The site's designation as a park could potentially present a hurdle to its disposition. City records note the site being identified as City property in 1965, although no acquisition instrument has been identified yet. At the request of Corral #35 (a local equestrian group) the City Council voted to designate the site as a City park in

1972. This could result in land replacement requirements outlined in the Government Code for the conversion of park land.

- These conditions could reduce the usable or developable area because LA County easements and access rights would need to be preserved.
- Require substantial coordination and approvals from LA County for grading, drainage, access, or development near flood-control facilities.
- Increase flood-related development costs through drainage studies, floodplain mitigation, engineering, and potentially higher construction and insurance requirements.
- Create title, boundary, and access complexities that would need to be resolved before a purchaser could confidently determine development potential.
- Reduce the property's market value, as a buyer would likely account for these restrictions, additional studies, approval uncertainty, infrastructure costs, and development risk when determining what it is willing to pay.
- Property value reduction from the State of California HCD surplus land process which requires a 15% affordability covenant before the City can sell the property.

Accordingly, affordability covenants, the property's proximity to major flood-control infrastructure, FEMA designation, possible park replacement requirement and existing County easements, create significant uncertainty regarding both development feasibility and ultimate land value.

Options Within This Category:

A. *Outright Sale of Surplus Property*: Sales of City-owned real property are subject to the Surplus Land Act and related State requirements, which constrain both how the property can be disposed and developed. SLA prioritizes that properties be used for affordable housing development and open space purposes. Sale proceeds can be dedicated to a capital project account. Properties less than half an acre and not contiguous to property owned by the City used for open-space or affordable housing may be exempt.

B. *Ground Lease:* The City can choose to retain properties and generate ongoing revenue through ground leases. However, 2023 amendments to the Surplus Land Act requires that long-term ground leases longer than 15 years are now subject to the Surplus Land Act process. Meanwhile, short-term ground leases of less than 15 years will be reviewed by HCD. Cities that have successfully used ground leases for revenue have been acquiring properties over a 20 year period with the intent of maximizing property value.

C. *Joint Development or Public-Private Partnership*: A private or agency partner contributes capital in exchange for development rights, an approach with local precedent in the Mercy Housing transaction. The City of Santa Cruz, population 62,000, has a current Library project under development through a public-private partnership agreement. In general, the City contributed a parking lot and dedicated library parcel tax funds ($20 million) to a housing developer who is constructing a housing project (124 units), new modern library with an observation deck (41,000 sq ft), new parking parage (240 spaces), and childcare center. The project is currently under construction.

D. *Lease of Surplus Capacity:* Currently, City facilities are generally at full capacity with staff. A possible example could be a coffee shop in a dedicated space of a modernized library. Often times, retail space within a City facility provides subsidized rent to support business growth and success.

Attachment C to this staff report provides a summary of City owned property that is currently being studied, or could be studied in the future.

D. Issuance of Debt

Debt financing is a mechanism capable of delivering the full cost of a major facility project in a single construction period. It is also the mechanism that has the ability to most directly constrain the City's future operating budget, because debt service is a fixed obligation paid from ongoing revenues. The City Council adopted the City’s Debt Issuance and Management Policy on September 11, 2018 (Administrative Policy 3.16). This policy provides written guidelines for issuing debt and guidance to policy makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt, and method of sale that may be used. Adherence to a debt policy helps ensure the debt is prudently issued and managed in order to maintain a sound financial position and optimal credit ratings (Attachment D).

Most Common Instruments available:

Instrument	Voter Approval	Repayment Source	Notes
Lease Revenue Bonds	None required	General Fund / Measures E/Z	Discussed January 13, 2026 for the Civic Center; no new tax required, but obligates existing operating revenue that would require service reductions equal to the amount of funding needed.
Certificates of Participation (COPs)	None required	General Fund lease payments	Functionally similar to lease revenue bonds; commonly used for city facilities, such as police headquarters, city hall, library, and public works facilities. While no new tax is required, it is possible that Lease Revenue Bonds and COPs are issued with the backing of a new revenue source.
General Obligation (GO) Bonds	Two-thirds	Dedicated ad valorem property tax override	Does not draw on the General Fund, but requires a supermajority under Proposition 13 (66%+1)
Interfund / internal borrowing	None required	General Fund / Measure E/Z / other funding identified and eligible to pay for a portion of the projects	Precedent exists: the City Council authorized a General Fund or Measure E/Z loan of approximately $601,000 at 0% interest over 30 years to the proposed antique streetlight district in March 2023. Two main constraints, needed funding to repay the loan, and a fund with enough fund balance to finance a project without impacting operations.

Private Placement	None required	General Fund / Measure E/Z / other funding identified and eligible to pay for a portion of the projects	Private placement debt is a direct, unrated loan from a single bank or private investor instead of a public bond sale, offering cities lower upfront issuance costs and faster execution. Precedent exists City issued 2009 Pension Obligation Bonds through Bank of America to pay-off the Safety Side Fund created by CalPERS restructuring.

Current Market Conditions and Context From Prior City Council Reports:

On January 13, 2026, staff reported that preliminary debt service on a $125 million Civic Center project would be approximately $9–$10 million annually. For context, $9 million annually is approximately 16% of total expenditures for the General Fund and Measures E/Z combined. In service-level terms, $9 million is approximately the total cost of total combined operations for the Administrative Services (Finance/HR/Risk), City Manager's Office, City Clerk's Office, Library, and Recreation/Human Services Departments. Alternatively, the Police, Public Works, and Community Development departments comprise approximately 70% of all General Fund and Measure E/Z expenditures.

The City Council was advised that if the City were to issue debt without a revenue measure, the City Council would need to consider possible service level impacts. Depending on the amount of funding needed to service the debt, the service level impacts may be significant.

Two debt financing structures were evaluated to create the table below. (1) Tax-exempt lease revenue bonds: a public offering secured by a General Fund lease, rated one notch below the City's 'AAA' issuer rating (implied 'AA+'), requiring only a Council majority (no election) and not subject to constitutional debt limits under the lease exception. The lower rating is due to the absence of pledged revenue for repayment. (2) A private placement: a privately placed, taxable-style loan that funds quickly, is prepayable, and avoids rating, trustee, and underwriting fees, but carries a higher interest rate.

Par Amount	Estimated Annual Debt Service	Share of Combined General Fund and Measures E/Z Expenditures
$25 million	$1.8 – $2.0 million	Approximately 3% to 4%
$50 million	$3.5 – $4.0 million	Approximately 7% to 8%
$75 million	$5.0 – $6.0 million	Approximately 9% to 11%
$125 million	$9.0 – $10.0 million	Approximately 16% to 19%

The tax-exempt lease revenue bond provide a lower true interest cost of roughly 4.5%-4.6% over 30 years than the private placement fully-amortizing loan of roughly 6.46% at 30 years. Additionally, the tax-exempt lease revenue bond incurs up-front costs the private placement loan avoids - underwriter's discount plus bond/disclosure counsel, municipal advisor, rating agency, trustee, and statutory fees - estimated at roughly $0.4M-$0.7M, or about 1.5% of par at $25M declining to under 1.0% at $75M as fixed costs spread over a larger issue. Even after these costs, the tax-exempt rate advantage leaves the bond the lower all-in cost of capital over a 30-year term.

As of early September 2026, benchmark rates remain elevated versus the past decade but have eased from their peak. Tax-exempt municipal yields continue to price below comparable Treasuries, which is why the City's indicative 30-year tax-exempt cost (~4.5%) sits below the 30- year Treasury (~5.25%) and well below taxable direct-lending rates. All figures are preliminary, indicative, and for discussion purposes only, final pricing is set at issuance and may differ.

Policy Impacts

Without project modifications, it is likely that debt financing is the only mechanism available to the City that can provide the full cost of a major facility project within a single construction period. Debt may also be used to fund a portion of a project as part of a broader funding strategy.

As previously reported, without a voter approved funding source, debt service would be paid from the City's existing operating revenues and would reduce the resources available for ongoing services. Debt service is a fixed and recurring obligation. Each dollar committed to repayment is unavailable for service delivery for the term of the financing.

Accordingly, the question before the City Council is not simply whether to issue debt, but whether the City Council is prepared to make the related policy decisions regarding service delivery that would be required if debt is issued without a new revenue source. The extent of those impacts will depend on the terms of the financing, including the amount borrowed, interest rates at the time of issuance, and the repayment period. Together, these factors determine the annual debt service obligation and its impact on the operating budget.

A fundamental budget principle is that a recurring obligation should be supported by a recurring funding source. If existing operating revenues are used to support debt service for 15, 20, or more years, any corresponding expenditure reductions must also be permanent and structural. One-time measures such as deferring purchases, drawing from reserves, relying on vacancy savings, or delaying maintenance may provide temporary budget relief, but they do not permanently reduce the City's ongoing cost structure and therefore cannot provide a sustainable source for long-term debt service.

Structural reductions require changes to the City's ongoing expenditure base. Depending on the amount of debt issued, these changes could include eliminating positions, discontinuing or modifying programs, restructuring service delivery, or reducing the City's involvement in functions determined to be a lower priority. Any reductions identified to support debt service should be capable of remaining in place throughout the repayment period rather than relying on actions that provide savings for only the first several budget cycles.

This distinction is also important from a credit perspective. The City's credit rating directly affects its cost of borrowing, and changes in the City's rating can materially increase or decrease total interest costs over the life of an issuance. Rating agencies evaluate whether recurring revenues are sufficient to support recurring expenditures, the strength of the City's reserves, debt affordability, financial policies, forecasting practices, and the City's demonstrated ability to make and sustain difficult financial decisions.

Maintaining reserves at levels consistent with City policy is also an important consideration. Using reserves on an ongoing basis to offset operating deficits or to compensate for expenditure reductions that cannot be sustained may negatively affect the City's financial position and could influence future credit evaluations. Other debt affordability measures considered by the credit markets may include annual debt service as a percentage of General Fund expenditures, debt per capita, and debt relative to assessed valuation. The City's explanation of its financial strategy and the permanence of any expenditure reductions would also be an important component of the financing process.

If expenditure reductions are required, a targeted approach is generally preferable to uniform reductions across all departments. Across the board reductions distribute impacts equally without necessarily reflecting the City Council's service priorities. They may also reduce the effectiveness of high-priority services while preserving lower priority activities. In addition, uniform reductions can be difficult to sustain over time as departments seek to restore funding through subsequent budget requests. Finally, given that many programs are funded through multiple funding sources (e.g. General Fund, water, capital, grants, etc.), not all funding reductions are eligible to be pledged against debt.

A targeted, program by program review provides the City Council with the opportunity to establish priorities and make specific policy decisions regarding which services should be maintained, modified, reduced, or discontinued. This approach can produce more durable savings because the underlying service model and cost structure are changed rather than temporarily reduced. It also provides greater transparency to the community by allowing residents to understand and participate in decisions regarding specific programs and service levels.

From a credit perspective, a deliberate and sustainable restructuring of expenditures may also be viewed more favorably than temporary or broadly distributed reductions that do not address the City's underlying cost structure. The objective should therefore not simply be to identify a percentage reduction sufficient to make a debt payment, but to establish an operating structure that can support both the City's priority services and the required debt service for the full term of the financing.

If the City Council determines that a facility project warrants a long-term commitment of existing operating revenues, debt financing may be a viable tool for funding the full project or a defined portion of the project. The amount issued should be consistent with the level of annual debt service the City Council is willing to support and the permanent service and expenditure changes necessary to maintain a structurally balanced budget.

If the City Council is not prepared to identify and sustain corresponding structural expenditure reductions or establish a new recurring revenue source, the more fiscally prudent approach would be to limit debt issuance to an amount that can be absorbed within the existing operating budget without material service impacts, or to defer issuance until a dedicated repayment source is secured.

In summary, debt financing can provide the resources necessary to complete a major facility investment, but it does not create additional financial capacity. In the absence of new revenue, it reallocates existing financial capacity from operations to capital investment for the duration of the financing. The principal policy decision for the City Council is therefore the amount of existing operating capacity it is willing to commit to a facility project and the corresponding service and expenditure decisions necessary to sustain that commitment.

E. Ballot Measures

As Proposition 13 constrains the City's property tax capacity, a voter-approved revenue measure is the only mechanism that creates a new, dedicated, and recurring funding stream of the magnitude the documented needs require for a comprehensive infrastructure program that addresses decades of underinvestment. It is also the only mechanism under which the City can incur a major obligation without displacing existing services.

Local Precedent

Over the last seventy years, several revenue and infrastructure measures have been placed before Glendora voters. The record is instructive in both directions: the community has approved sales tax measures twice in the last seven years, approved all water bonds, and has declined most property-based measure placed before it.

Measure	Date	Rate	Result
Water Revenue Bonds	April 26, 1955	Water Revenue Bonds principal sum of $650,000.	APPROVED (Yes 93% / No 7%

Library GO Bond	November 29, 1955	TBD after approval.	FAILED (Yes 32% / No 68%)
Water Bond	November 3 1964	Water Revenue Bonds principal sum of $1,200,000.	APPROVED (Yes 9,539 / No 1,850) 4.6 to 1 win
Police Department GO Bond	June 8, 1965	TBD after approval	APPROVED (Yes 86% / No 14%)
Open Space and Legacy of Parks	March 14, 1972	Reso. calling election approved March 14, 1972, no election date specified other than the election will be held within 180 days of receiving a grant. The City canceled the election and instead temporarily raised property tax by $0.50 per $100 in assessed valuation (0.5%) for one year to raised funds necessary to purchase land in South Hills. This raised the City's portion of property tax from $1.38 to $1.88 per $100 in assessed valuation (1.88%).	No Election
Water Bond	March 14, 1972	Reso. calling election approved March 14, 1972; no election date specified other than the election will be held within 180 days of the receipt of a grant for water infrastructure. The City didn't receive the grant and a bond issuance election was never held.	No Election
Hillside Protection (Measure A)	April 10, 1990	$0.20/$100 in assessed valuation. Avg. single family value of $250,000 would be $500 annually. Rebate for qualified income restricted owners. Tax duration would be 3 years.	FAILED (Yes 7% / No 93%)
Measure D	March 7, 2000	Shall the Glendora Commercial Specific Plan and related zone change be adopted for the Glendora Marketplace Project, allowing up to 474,000 square feet of retail and commercial space to be developed on the vacant 48 acres at the northwest corner of Lone Hill Avenue and Gladstone Street.	APPROVED (Yes 63% / No 36%)
Measure C	March 3, 2009	Shall an initiative entitled, "An Initiative to amend the Glendora Commercial Specific Plan (Glendora Municipal Code Chapter 21.08) to allow additional retail uses in Planning Area B and increase the building area that could be used for the additional retail uses in Planning Area B."	APPROVED (Yes 70% / No 30%)
Measure E	March 5, 2019	0.75% transactions and use tax	APPROVED (Yes 54% / No 46%)
Measure Z	November 5, 2024	0.25% transactions and use tax	APPROVED (Yes 58% / No 42%)

Voter Approval Thresholds

The applicable approval threshold depends on the type of measure and, critically, on who places it on the ballot. Proposition 13 (1978) capped property taxes at 1% of assessed valuation, limited annual increases in assessed valuation to 2% absent a sale or substantial improvement, and imposed a two-thirds voter approval requirement for new local taxes, including bond measures funded by property taxes. Proposition 46 (1986) reaffirmed the ability of local governments to issue general obligation bonds funded by property tax increases for capital improvements, but retained the two-thirds requirement. The citizen-initiative pathway derives from City of Upland v. California Cannabis Coalition (2017) and subsequent litigation, which established that measures placed on the ballot by voter petition are subject to a simple majority rather than the two-thirds threshold applicable to measures placed by a governing body.

Measure Type	Placed on Ballot by City Council	Placed on Ballot by Citizen Initiative
General Obligation bond (ad valorem property tax)	Two-thirds (66.7%)	Simple majority (50% + 1)
Special tax or parcel tax dedicated to a stated purpose	Two-thirds (66.7%)	Simple majority (50% + 1)
General tax (unrestricted; cannot be legally dedicated)	Simple majority (50% + 1)	Not applicable - general taxes are placed by the governing body
School district general obligation bond (Proposition 39)	*55% (shown for reference only)*	*Not applicable*

General Obligation Bond Measure Compared to Parcel Tax Measure

At the March 11, 2025 meeting, the City Council asked staff to provide additional information distinguishing general obligation bond measures from parcel tax measures. With the assistance of the City Attorney's Office, that comparison and two sample ordinances were provided as attachments to the June 24, 2025 report. The comparison is reproduced below:

Feature	GO Bond Tax Measure	Parcel Tax Measure
Purpose / use of funds	Capital improvements only (buildings, roads, parks)	Capital projects and operating expenses, including maintenance
Funding mechanism	Bonds issued and repaid over time	Tax revenue collected directly from parcels
Tax type	Ad valorem tax based on assessed property value, square footage, parcel type, or similar basis	Typically a flat rate or tiered formula per parcel
Who pays	Property owners based on tax type	All parcel owners regardless of value; exemptions may include income-qualified owners
Voter approval threshold	Two-thirds for cities (55% for school bonds under Proposition 39); possibility of 50% plus one on a citizen initiative	Two-thirds under Proposition 13 for a City Council-approved measure; 50% plus one for a citizen initiative
Flexibility of use	Restricted to voter-approved infrastructure projects	Flexible; may fund capital projects, programs, maintenance, services, and debt
Debt involvement	Yes — the City takes on debt and repays it over time	Proceeds may be pledged to a lease financing or installment sale financing associated with a revenue bond or certificate of participation

Duration / term	Typically 15 to 40 years	May be temporary (for example, 10 to 40 years) or ongoing
Security / backing	Backed by an ad valorem tax levied every year; legally obligated to repay	Optional; funds collected annually

Polling

On August 27, 2024, True North Research presented the Glendora Facilities Measure Survey results. Survey results showed there was a 53% initial support for a $150 million citywide facilities bond, approximately 14 points below the two-thirds threshold. Additionally, there was a 45% support for a $70 million Library-specific bond. Overall, 86% rated quality of life excellent or good; 83% satisfied with City services. The two highest-ranked quality of life improvements were improving infrastructure and roads (17.8%) and addressing homelessness (17.2%). True North did not recommend pursuing a bond measure for the November 2024 election.

Since the August 2024 polling results were released, the City Council as had many conversations about infrastructure, including facilities and streets/roads. The City Council may wish to provide direction to staff on additional polling options based on these conversations.

Citizen Initiative

On December 11, 2025, the City received a Notice of Intent to Circulate a Petition for a parcel tax to fund the construction, repair, rehabilitation, and improvement of City facilities. Key features:

- Applies to developed and vacant parcels within the City based on square footage, with variable rates based on property type;
- Revenues restricted to capital improvements for City-owned facilities;
- Accountability measures include independent audits, annual public reporting, and a citizen oversight committee;
- Staff estimates the measure could generate between $8 million and $9 million annually, depending on final levy rates and exemptions;
- The City Attorney prepared and submitted a ballot title and summary on December 22, 2025; proponents have 180 days from issuance to gather the required signatures, estimated at approximately 3,700 registered voters;
- Proponents have identified a targeted election date of November 2026.

At the May 12, 2026 City Council meeting, an announcement was made that an administrative notice had been sent to the City Clerk to officially announce the citizens group was no longer pursuing the initiative ordinance.

Citizen Initiative Procedural Requirements

Requirement	**Standard**
Governing law	California Elections Code sections 9200 – 9226 and 9600 – 9610
Signature threshold	10% of the City's registered voters, based on the most recent county registration report
Registered voters of record	35,909 as of the February 2025 Voter Registration Report, yielding approximately 3,600 valid signatures. The January 13, 2026 report estimated approximately 3,700. The applicable figure should be confirmed by the City Clerk.
Circulation period	180 days from issuance of the ballot title and summary

Recommended submission	A minimum of 134 days before the election, to allow for legally required processing. The June 24, 2025 report references both 134 days and 144 days; confirmation is recommended.
Qualification deadline	All processing — signature verification, City Clerk and County Elections Official review, City Council action, and required public notifications — must be completed no later than the 88th day before the election
Signature verification	Conducted by the Los Angeles County Registrar-Recorder/County Clerk within 30 business days of filing
Withdrawal	A proponent may withdraw an initiative at any time before the 88th day before the election
Estimated total process duration	12 to 18 months from initiation to election

State Legislative and Legal Developments

California's legal framework governing local taxes has developed through a series of constitutional amendments and court decisions that have progressively defined when local revenues require majority, 55 percent, or two-thirds voter approval.

Proposition 13, approved in 1978, limited the general ad valorem property tax rate to 1 percent of assessed value, generally limited annual increases in assessed value, and established a two-thirds voter-approval requirement for local special taxes*. Proposition 46, approved in 1986*, subsequently authorized local governments to levy property taxes above the Proposition 13 one-percent limit to repay qualifying general obligation bonds, provided the bonds receive two-thirds voter approval. *Proposition 218, approved in 1996*, further clarified the local tax structure by requiring majority voter approval for general taxes and two-thirds approval for special taxes; taxes whose proceeds are dedicated to specified purposes. *Proposition 39, approved in 2000*, created a separate 55-percent voter-approval threshold for qualifying school and community college facility bonds.

Citizen-Initiated Special Taxes

A significant change in the practical application of these requirements followed the California Supreme Court's 2017 decision in California Cannabis Coalition v. City of Upland. The Court concluded that certain Proposition 218 requirements directed at a "local government" did not necessarily restrict voters exercising their constitutional initiative power. Subsequent appellate decisions extended that reasoning to voter-approval thresholds, producing the current framework under which a bona fide citizen-initiated local special tax may be approved by a simple majority, while the same special tax placed on the ballot by a city council or other local governing body generally requires two-thirds approval. The Legislative Analyst's Office continues to recognize this distinction in its analysis of current law.

2024 Proposition 5

The November 5, 2024 election, did not alter this framework. Proposition 5, which originated as ACA 1 and was subsequently amended by ACA 10, would have lowered the voter-approval threshold from two-thirds to 55 percent for certain local general obligation bonds used for affordable housing and public infrastructure. It did not generally lower the voter threshold for city special taxes. Proposition 5 was defeated statewide, receiving approximately 45 percent Yes and 55 percent No, leaving the existing two-thirds requirement for these local bonds in place.

November 2026 – Proposition 43 and the Howard Jarvis Compromise

The most significant current development involves the Howard Jarvis Taxpayers Association (HJTA) and the November 3, 2026 statewide ballot.

In 2025, HJTA advanced the Local Taxpayer Protection Act to Save Proposition 13, which qualified for the November 2026 ballot. Among other provisions, the initiative would have required two-thirds voter approval for citizen-initiated local special taxes, limited certain charter-city real estate transfer taxes, and invalidated certain existing voter-approved property-related taxes that did not satisfy the proposed requirements after a two-year transition period. The Legislative Analyst estimated that the measure could have resulted in annual local government revenue losses of up to several billion dollars, with the largest effects concentrated in certain charter cities.

That measure has now been withdrawn following a June 2026 agreement between state legislative leaders and HJTA. As part of the compromise, the Legislature approved ACA 22, HJTA agreed to withdraw its broader initiative, and the Legislature separately removed ACA 13 from the November ballot. HJTA has described the agreement as preserving the principal objective of its initiative; the restoration of a uniform two-thirds voter-approval requirement for local special taxes, while eliminating the broader provisions contained in its original proposal. The Secretary of State formally recorded the HJTA initiative as withdrawn on June 25, 2026.

ACA 22 will appear on the November 3, 2026 ballot as *Proposition 43*, “Limits Voters’ Ability to Raise Revenues for Local Government Services. Legislative Constitutional Amendment.”

The outcome of Proposition 43 will have a direct effect on local revenue strategies. Beginning January 1, 2027, Proposition 43 would require any new, increased, or extended local special tax proposed through the citizen-initiative process to receive two-thirds voter approval. Local-government-sponsored special taxes are already subject to the two-thirds requirement. Accordingly, passage of Proposition 43 would effectively eliminate the simple-majority citizen-initiative pathway that developed following Upland and subsequent court decisions.

If Proposition 43 fails, the existing legal framework would remain in place. City-sponsored special taxes would continue to require two-thirds voter approval, while qualifying citizen-initiated special taxes could continue to receive approval by a simple majority under existing case law. The citizen-initiative pathway would therefore remain an important consideration in future local revenue discussions, although additional litigation or future statewide ballot measures could revisit the issue.

F. Additional Funding and Revenue Options Identified in Prior Reports

The following options appear in prior City Council reports and are included here for completeness, consistent with City Council direction to evaluate a full range of alternatives.

A. **Service level modifications.** Identified as Option 2 in the January 13, 2026 report; reducing or restructuring operating costs to create ongoing General Fund capacity for debt service.
B. **Assessment districts.** Available in concept, but the 2023 antique streetlight result (65% opposed, following failed efforts in 2007 and 2008) counsels caution.

Measure	Date	Rate	Result
Antique Streetlight Assessment District	February 13, 2007	Property assessment of $378.98/single family residence and $138.33/multi-family unit	FAILED (Yes 8% / No 92%)
Antique Streetlight Assessment District	April 22, 2008	Property assessment of $141.90/single family residence and $48.26/multi-family	FAILED (Yes 38% / No 62%)
Antique Streetlight Assessment District	June 13, 2023	Property assessment of $117/single family residence and multi-family varied based on size of development.	FAILED (Yes 35% / NO 65%)

Examples of assessment districts in other agencies include a citywide property assessment for specific items, based on property tax, for libraries, public safety, street improvements, etc. Currently, the City has two types of assessment districts in place

- Landscape Maintenance: The Landscaping and Lighting Act of 1972 permits cities to establish assessment districts for the purpose of installing and/or constructing new public improvements, or servicing and maintaining certain existing public improvements within the proposed district. The City of Glendora established its first Landscape and Streetlight Maintenance District in 1976. The District consists of seven zones, with six that may be adjusted annually as high as the March-to-March CPI ratio for the Los Angeles-Long Beach-Anaheim Area for All Urban Consumers in an amount not to exceed 5%. The CPI index for March 2026 compared to March 2025 equates to a rate adjustment of 3.4% per EBU.

Benefit Zone	**FY 2026/27 Levy/EBU**
Zone 1 – Highland Dr. & Oak Knoll Dr.	$556.41
Zone 4 – Glendora Mountain Rd. & E. Palm Dr.	$397.68
Zone 5 – E. Hampton St. & E. Gladstone St./S. Sunflower Ave.	$75.00
Zone 7 – N. Loraine Ave. & E. Palm Dr.	$43.22
Zone 8 – Glendora Mountain Rd. & Boulder Springs Dr.	$236.11
Zone 12 – Glendora Bougainvilleas & 437 E. Bennett Ave.	$155.42
Zone 16 – Hidden Springs Ln.	$61.68

Lighting District: The Landscaping and Lighting Act of 1972 permits cities to establish assessment districts for the purpose of installing and/or constructing new public improvements, or servicing and maintaining certain existing improvements within the proposed district. Glendora established its first Landscape and Streetlight Maintenance District in 1976. The Streetlight District includes 2,996 public streetlights and 65 signalized intersections with safety lights. The public streetlights include 2,744 owned and maintained by Southern California Edison (SCE) for a flat monthly fee. Private streetlights such as those owned by homeowners' associations within gated communities, public safety lights positioned atop traffic signals, or traffic signals themselves are not currently funded by the District. The City assumes certain costs for maintaining and servicing safety lights and traffic signals as a general benefit expense, and District funds are only used to maintain and service the "special" benefit portions of public streetlights.

Parcels within the District are divided into two different "Benefit Zones." Benefit Zone B includes parcels within gated communities that are served by no public lighting other than perimeter lighting, and Benefit Zone A includes all other parcels in the District. The District assessment rate may be adjusted annually as high as the preceding year's Consumer Price Index (CPI) ratio for the Los Angeles-Long Beach-Anaheim Area for All Urban Consumers, up to a maximum of 5%, without being considered a rate increase that would require a Proposition 218 hearing. The CPI index for March 2026 compared to March 2025 equates to a rate adjustment of 3.4% per EBU. The assessment rate in FY 2025/26 was $50.63 per EBU, and with the CPI adjustment, will be $52.35 per EBU in FY 2026/27 (detailed below).

Land Use	**Assessment Rate**	
	Benefit Zone "A"	**Benefit Zone "B"**
Single Family Resident	$52.35 / Unit	$2.61 / Unit

Multi-Family Residence	$15.44 / Unit	$0.78 / Unit
Non-Residential	$202.64 / Acre	$10.15 / Acre
Undeveloped	$67.53 / Acre	$3.40 / Acre

C. **Public-private partnerships and joint development.** Discussed above under land sales; also relevant to any future Civic Center approach.

D. **Philanthropic and Community Fundraising.** Not previously analyzed by the City Council, but a common component of library capital campaigns statewide. This option has not been evaluated in any prior report and would require direction before staff returns with additional information on options. Typically, a philanthropic or community fundraising campaign takes shape upon adoption of a final project (e.g. new library, library renovation, etc.).

TOPIC 2: CORPORATE YARD PHASE 1 FUNDING STRATEGY

On July 21, 2026, the City Council specifically directed staff to return at Workshop No. 3 with a funding strategy for the Phase 1 Corporate Yard improvements, as presented in the 2026 IDS Phasing Report.

Background

The City Corporate Yard, located at 1250 South Vladimir Street, was originally built in 1965 and developed throughout the 1970s/1980s. The facility serves as the operational center for the Public Works Department. Aging infrastructure, limited operational space, outdated buildings, and changing regulatory requirements have significantly reduced the site's efficiency and functionality.

The conceptual project consists of four primary buildings, expanding the improved site from approximately 8,270 square feet to 18,310 square feet. As the Corporate Yard must remain operational throughout construction, the City directed IDS Group to develop a phased implementation strategy. The project is organized into four phases:

- **Phase 1A** — Construction of site improvements northwest of the Big Dalton Wash, including grading, storm drain improvements, Low Impact Development facilities, paving, and material storage areas.
- **Phase 1B** — Construction of the new Administration Building together with employee parking, primary circulation routes, and major utility infrastructure. Offices for Facilities, Streets, Parks, Trees, and Landscape; potential traffic control center and alternate EOC. Includes modern facilities, including staff areas and restrooms.
    - **Total Phase 1 Costs**: $6.5 million
- **Transition Zone** — Completion of shared utility improvements necessary to maintain uninterrupted operations while preparing for demolition of the remaining facilities.
- **Phase 2** — Demolition of the existing buildings followed by construction of the Fleet Maintenance Building, Maintenance Shops, Sign and Tire Storage Building, vehicle wash facilities, parking areas, landscaping, emergency generator, and all remaining site improvements.
    - **Total Phase 2 Costs**: $7.1 million

The phased approach is currently estimated to cost approximately $13.6 million, reflecting the additional expense associated with maintaining operations throughout construction. On May 12, 2026, the City Council received confirmation that design and construction drawings are complete, at a design cost of $725,581 under the Professional Services Agreement with IDS Group, Inc.

Why Phase 1 First

Phase 1A (site improvements northwest of the Big Dalton Wash, including grading, storm drain, LID facilities, paving, and material storage) and Phase 1B (the new Administration Building with employee parking, circulation, and major utility infrastructure) can be constructed without disrupting current Public Works operations, because they occur on portions of the site not presently occupied by the buildings that must remain in service. Phase 1 therefore represents the logical first increment of investment.

Funding Strategy.

Staff recommends a layered approach rather than reliance on any single source.

Layer	Source	Amount	Rationale
1	Existing one-time discretionary funds: pension reserve	$4,000,000	Immediately available; no repayment obligation; future development projects at GUSD and AUSD school sites will replenish funding over next two to four years. One-time funding section in this report provides recommended City Council guidelines.
2	Existing one-time discretionary funds: water capital project fund	$1,500,000	New Administrative Building will serve as utility operations center – current facility is subject to frequent power outages and is located in a very high fire hazard severity zone. Building can also serve as a necessary SCADA backup to ensure water operations remain operational during an emergency.
3	La Fetra Foundation Work Funding Reallocation	$500,000	City condemned a portion of the building in 2005. Structural drawings were completed in early 2006. Construction repairs, including foundation work, was completed in late 2006. The 2023 Bureau Veritas report identified cracking in the basement, walls and ceiling where the aforementioned work was completed. The recommendation for work approved by the City Council was for a structural assessment to be completed first and determine if additional work is necessary.
4	Measure W (Municipal Program)	$1,000,000	On the November 2018 ballot, Los Angeles voters approved the Safe Clean Water Parcel Tax of 2.5 cents a square foot of “impermeable space.” Any use of Measure W funds will be for eligible expenditures as outlined in Chapter 16 of the Los Angeles County Flood Control District Code. In general, to be eligible the project expenditures must increase stormwater or urban runoff capture and/or reduce stormwater and urban runoff pollution and improve the quality of the stormwater/urban runoff.
	TOTAL	**$7,000,000**	**Includes a contingency of $500,000 (7.7%)**

The question before the City Council is not simply whether to spend reserves, but whether to trade a defined, temporary reduction in recession flexibility for the permanent avoidance of construction cost escalation on the corporate facility, supported by a named repayment source.

As discussed above in the “One-Time Funding” section, approximately $2 million associated with the Dale development and approximately $4 million associated with the Barranca development are anticipated over the next two fiscal years. If the City Council finds the projected Dale and Barranca (AUSD) development proceeds credible and the pension reserve floor is maintained, the strategic use of $4 million in pension set-aside funds represents a defensible and disciplined approach. If the City Council is not comfortable with the timing risk associated with future development proceeds, the fiscally disciplined alternative is to defer additional allocations until those proceeds are received, accepting construction escalation as the cost of preserved flexibility.

The City’s Water Yard, and main pumping facilities are located in very high fire hazard severity zones. One of the issues identified in the recent Eaton Fire just to the West of Glendora and past Colby Fire (2014), is the lack of a utility operations center and SCADA (water system) backup location that would be accessible during a fire emergency in the foothills. The Corporate Yard Phase 1B office building would allow for this needed and critical capability.

Included in the funding strategy is $500,000 of contingency for items such as environmental issues, undocumented underground utility challenges, and infrastructure inflationary impacts. Despite the lack of identified construction funding, the City has worked diligently on the Corporate Yard project, including a complete set of construction documents, to ensure staff could move quickly if given the ability to do so.

TOPIC 3: CITIZEN AD-HOC COMMITTEE

On March 24, 2026, the City Council received a comprehensive report on citizen ad-hoc committees and City Council subcommittees, prepared in response to direction given on February 24, 2026. That report, together with its decision matrix (Attachment C to the March 24, 2026 report), remains the governing background for this discussion and is summarized and updated below.

What Citizen Advisory Groups Do

Citizen advisory groups, variously called advisory boards, commissions, ad-hoc committees, or task forces, are bodies composed primarily of residents that:

- Study specific issues or policy areas;
- Gather input, research, and community feedback;
- Provide recommendations to the City Council (or staff) on policies, plans, or programs; and
- Do not have significant decision-making authority; they are advisory in nature, not legislative.

The City currently maintains several ongoing committees and boards, including the Planning Commission, Water Commission, Library Board, Recreation and Human Services Commission, and the Business Improvement District Board.

An ad-hoc committee is distinguished from a standing committee in that it is not permanent, but rather temporary, formed to address a specific short-term task or project, and dissolves once the issue is addressed or completed.

Council Member Participation

As a general rule, council members cannot serve as voting members or active participants on advisory boards, commissions, or committees appointed by the City Council. This avoids conflicts with the City Council's role in policy making and oversight; allowing city council members to vote would blur the line between legislative policy decision-making and citizen advisory input. While not common, some cities — including San Ramon, Dublin, and Beverly Hills have appointed City Council liaison(s) to citizen advisory bodies in conjunction with other City Council assignments.

For a City Council subcommittee, the City Council may form sub-committees or sub-groups that include one or two council members at the City Council's direction. In order to avoid Brown Act violations, no more than two council members can serve on a city council ad-hoc committee at one time.

Glendora Precedent

Citizen Ad-Hoc Committee: Revenue Options and Expenditures (April 2018 – December 2020)

During a strategic planning workshop on January 25, 2018, the City Council and Executive Team discussed the concern that current revenue sources and longer-term projections would not keep pace with anticipated expenditure trends, as multi-million dollar shortfalls were anticipated beginning in FY 2018-19. On April 10, 2018, then-Mayor Thompson and former Council Member Nelson formally presented an agenda item recommending creation of an ad-hoc citizen's advisory committee to evaluate:

- Why there may be a [revenue] problem;
- How and/or what might be recommended to create new revenue sources; and
- Are there other ways to address the “problem.”

Structure and outcomes:

- Recommended composition of 15–21 persons with diverse backgrounds; a financial background, especially with public entities, was highly valued;
- Open to city residents and city business owners; the vast majority of appointments were ultimately residents;
- Each City Council member appointed two members; remaining seats were selected similar to the appointment process for the City's commissions/boards;
- An appointed chair and vice-chair; primary staff liaisons were the Finance Director and Community Development Director;
- On May 16, 2018, 20 members were appointed; Michael Holmes was appointed Chair and Cliff Hamlow Vice-Chair;
    - Other members included: Sandra Blaydown, William Bresee, Timothy Cremins, John Doan, Rukshan Fernando, Anita Gutierrez, Linda Herman, Bob Kun, Jennifer Leos, James Martindale, Gene Morrill, Gene Murabito, Wendy Seyfert, Joseph Ward, Tomoko Toland, Brian Ursettie, Margaux Gibson, and Carol Ann Walls-Sandell
- First meeting June 7, 2018; the group met approximately twice per month through early September 2018;
- A preliminary report was presented September 11, 2018, recommending the City immediately take steps to conduct a special election for a sales and use tax initiative; a final report was delivered in November 2019;
- On December 8, 2020, the City Council held a follow-up agenda item on the November 2019 Final Report as part of the 2020–2023 Strategic Plan. The final report included, but was not limited to, historical staffing levels, outsourcing opportunities, land sales, and revenue measures. Several of the additional items in the report (e.g., San Jose, South Hills, and outsourcing) have been topics of conversation and action since issuance of the report in 2019. The City Council noted the option for the group to be reengaged, if needed, in the future.

This precedent is directly relevant to today. The 2018 Committee's charge included revenue options, land sales, and expenditure strategies, closely parallels the subject matter of this workshop. The Committee noted that while Measure E will assist the City in addressing its significant structural deficit, it warned that Infrastructure costs (especially streets), future environmental compliance (e.g. federal waste water), and the economy would be considerable area of future concern. Many of the items in the 2019 Final Report have been implemented, including land sales, modernization of City operations, strategic outsourcing, and re-investment into preventative maintenance for streets and facilities. See Attachment E for a summary of the Committee’s recommendations and City’s actions.

Ad-Hoc Antique Streetlights Citizen Committee (May 2022 – June 2023)
On May 10, 2022, the City Council authorized staff to develop an ad-hoc process for a group of no more than 11 people to begin a feasibility dialogue around restoration of the City's antique streetlights and the creation of an assessment district. On August 23, 2022, nine applicants were appointed, one seat was reserved for a Glendora Historical Society representative, and Patrick Hollanders was appointed Chair. The committee met on six occasions in 2022; each meeting was open to the public, broadcast virtually via Zoom, with agendas and supporting materials published to a dedicated project webpage that also included meeting schedules, historical information, the timeline of City Council actions, and responses to questions posed by committee members. The subsequent district vote failed on June 13, 2023, with 65% opposed.

This precedent is instructive on both process transparency and outcome risk.

City Council Subcommittee (2025–2026)
The City Council recently appointed Mayor Pro Tem Davis and Councilmember Allawos to a subcommittee focused on the 1762 Dale Rd. affordable housing project with Mercy Housing. The group was appointed in mid-2025 and provided insight to the City Council in early 2026, with a typically monthly meeting cadence among both council members, staff, and Mercy Housing. The City Council used the subcommittee's insight during project negotiations associated with the Exclusive Negotiating Agreement, informing direction on the project, funding options, housing mix, and community engagement.

Comparable Agencies

Rancho Palos Verdes – Civic Center Advisory Committee (CCAC)
Created by the City Council in March 2017 to help guide development of a long-term plan for the City's Civic Center campus at Upper Point Vicente Park. The seven-member committee was formed following a 2016 citywide survey showing resident interest in improving or redeveloping aging civic facilities. Comprised of resident appointees serving in an advisory role, the CCAC provides recommendations on the design, program, and financial considerations associated with redevelopment. The committee generally meets monthly in public meetings that generally adhere to Brown Act regulations, where members review conceptual designs, evaluate potential civic and community facilities, and discuss financing and implementation strategies. Meetings often include presentations from consultants and staff, along with opportunities for public input. The City Council approved the Civic Center Master Plan program framework in October 2019.

Hermosa Beach – Civic Facilities Project Advisory Group
Formed by the City Council in February 2024 to assist the City Manager in evaluating options for addressing aging municipal facilities, after the Council identified significant concerns with City Hall, the Police Department building, and the Public Works maintenance yard. The group consisted of approximately a dozen volunteer community members selected by the City Manager for professional experience in municipal management, construction, engineering, finance, planning, and community leadership. Rather than forming a formal Brown Act committee, the City structured the advisory group as an informal working group, allowing members to collaborate and review technical information outside of traditional public meeting requirements. The group met several times over roughly eight months, reviewing prior facility assessments, touring civic buildings, evaluating operational needs, and discussing financing strategies and redevelopment scenarios.

The group's recommendations are notably applicable to Glendora's circumstances: it concluded that replacement of the Public Works maintenance yard should be the City's highest near-term priority, citing operational limitations and safety concerns; identified renovation/expansion, new consolidated construction, or a phased hybrid approach for the broader civic campus; and recommended that the City pursue one major civic facilities project at a time and continue additional cost analysis and community outreach before making final decisions.

Policy Considerations for the City Council
Historically, the City Council has provided specific direction to citizen ad-hoc committees and City Council subcommittees regarding the scope of review and recommendations. If established, the work plan and financial guardrails of such a group will determine the amount of staff resources, use of consultants, and timeline.

The draft decision matrix presented on March 24, 2026 (Attachment C to that report) is organized by policy question. The principal questions before the City Council are:

Step 1: Does the City Council wish to establish a group to study the City's facilities and/or infrastructure needs?

Option	Policy Implication
A. Yes – establish a review group	May allow for deeper analysis and community input, but extends the timeline
B. No – continue review through regular and additional Council meetings	Handling within City Council maintains speed and direct policy control
C. Combination – City Council makes certain decisions now and establishes a review group to study specific issues/topics	Preserves momentum on decided items while studying open questions

Step 2: If yes, what structure should the group have?

Option	Policy Implication
A. Citizen Ad-Hoc Committee	May increase community engagement and provide additional technical input
B. City Council Subcommittee	Allows direct Council oversight and faster coordination with staff; could meet with staff from time to time to solicit input and recommendations
C. Combination – Citizen Ad-Hoc Committee with City Council liaison(s)	Blends community input with Council connectivity, consistent with the practice in San Ramon, Dublin, and Beverly Hills

Step 2A: If a Citizen Ad-Hoc Committee, what qualifications should applicants possess?

Establishing qualifications ensures expertise while maintaining community representation. The March 24, 2026 report identified experience in:

- Large-scale infrastructure projects;
- Public Contracts / Prevailing Wage;
- Transportation / streets;
- Engineering or construction management;
- Finance / capital planning;
- Project management; and
- Community representation.

Additional Questions the City Council May Wish to Address

Beyond the matrix, staff recommends the City Council provide direction on the following if a group is established:

A. Charge and scope — Should the group study funding and revenue strategies, capital project prioritization and phasing, or other?
B. Size and appointment method — The 2018 committee used 20 members with two appointed by each council member; the streetlight committee used 11; Rancho Palos Verdes uses 7; Hermosa Beach used approximately 12 selected by the City Manager.
C. Brown Act applicability — A formally appointed advisory body created by City Council action is generally subject to the Brown Act; an informal working group convened by the City Manager, as in Hermosa Beach,

generally is not. This choice materially affects transparency, staff workload, and the group's ability to review technical material efficiently.

D. Term and sunset — Ad-hoc committees dissolve once the issue is addressed. Staff recommends a defined term with a specified reporting deadline.
E. Staffing and budget — The 2018 committee was staffed primarily by the Finance Director and Community Development Director. The City Council should identify the lead department and whether consultant support (e.g., financial advisor, polling) is authorized.
F. Meeting cadence and public engagement — The 2018 committee met approximately twice monthly; the streetlight committee met six times over four months with a dedicated project webpage; Rancho Palos Verdes meets monthly. Staff recommends that any group established maintain a dedicated project webpage consistent with the antique streetlight committee practice.
G. Relationship to existing bodies — Whether and how the group would coordinate with the Library Board of Trustees, given the Library's central role in the remaining work.

TOPIC 4: ITEMS FOR CITY COUNCIL CONSIDERATION

Based upon the information presented in this report and the direction provided at Workshops No. 1 and No. 2, staff recommends that the City Council:

A. Receive and file this report on funding and revenue options and citizen advisory committee structures.
B. Identify which funding and revenue strategies should receive further evaluation: one-time funding (remaining and future); grants and State/Federal local community project appropriations; land sales, and leases; issuance of debt (lease revenue bonds, COPs, general obligation bonds, etc.); ballot measures; and other options identified in this report.
C. Provide direction on a funding strategy for Phase 1 of the Corporate Yard, including whether staff should move forward with the funding recommendations or return with additional options.
D. Provide direction on whether to establish a citizen ad-hoc committee, a City Council subcommittee, a combination, or neither, and if so, on the scope, structure, membership qualifications, term, and staffing of that body.
E. Provide direction on community engagement, including whether staff should conduct updated community survey or polling work.
F. Provide direction on next steps and an implementation timeline, including quarterly updates, timing of the updated Library cost estimate due in November 2026 and any subsequent follow-up workshop or agenda items.

FISCAL IMPACT

There is no fiscal impact associated with receiving and filing this report. Any future appropriation of one-time funding, property disposition, financing action, ballot measure, citizen ad-hoc committee formation, or other policy action will be brought back to the City Council for consideration, at which time the fiscal impact of the specific action will be evaluated and presented.

ENVIRONMENTAL DETERMINATION

Receiving and filing this report is not a project under the California Environmental Quality Act because it does not approve construction, authorize physical improvements, or commit the City to a specific project. Future project approvals for the Library and Corporate Yard or sale of land, will include appropriate environmental review prior to approval of construction or other discretionary actions.

Prepared By:	Adam Raymond, City Manager
Concurs With:	Not Applicable
Reviewed By:	Moises Lopez, Assistant City Manager
Certified to Availability of Funds:	Kyle Johnson, Finance Director/City Treasurer
Approved By:	Adam Raymond, City Manager

Legal Review:	Danny Aleshire, City Attorney
CEQA Review:	Not Applicable

Attachments

A_Workshop_1_Presentation.pdf
B_Workshop_2_Presentation.pdf
C_City_Owned_Property_List.pdf
D_Debt_Issuance_and_Mgmt_Policy.pdf
E_2019_AdHoc_Committee_Recommendations_Matrix.pdf
F. Possible Attachment_Property Tax.jpg.pdf
G. Possible Attachment Sales Tax.jpg.pdf
H_Workshop_3_Presentation.pdf

WORKSHOP 1: FOUNDATION AND FUNDING

June 16, 2026

RECOMMENDATION

What Staff Is Recommending

That the City Council:

1. **Provide direction** on how one-time funds should be allocated among major categories, specific projects or priorities, or a combination of both.

Scope of tonight's decision: Allocation of $8–$12 million in one-time funds, directed to streets and existing City facilities. Per prior City Council direction, the Library and Public Works Yard are not part of this discussion; they are the focus of Workshop 2.

Strategic Focus Areas

GOAL 3

New + Revitalized Facilities

Develop new and enhanced facilities including a modern civic center and improved Public spaces that foster connectivity, accessibility, and civic pride.

GOAL 4

Sustainable Infrastructure

Sustainable Infrastructure Plan and construct infrastructure that enhances street conditions, expands trail connectivity, improves traffic safety and mobility, upgrades water systems, and ensures compliance with regulatory standards for a resilient and accessible community

Strategic Plan progress to date

53	Actions completed (50%)
48	In progress (46%)
4	Not yet started (4%)
105	Total plan actions

EXECUTIVE SUMMARY

Where Glendora Stands Today

Stability restored

Organizational modernization, Measures E & Z, and pension restructuring eliminated a $3.5–$4M deficit and earned a AAA bond rating.

Needs remain

Significant facility, street, and infrastructure needs persist — well documented through years of studies and assessments.

A rare opportunity

Fiscal prudence created one-time funding capacity to address a meaningful share of those needs — without a new tax.

A MULTI-YEAR DISCUSSION, BROKEN INTO THREE FOCUSED MEETINGS

A Three-Workshop Series

YOU ARE HERE

01

Workshop 01 • June 16

Foundation & Funding

Reviews how five years of strategic planning, public engagement, and facility assessments shaped today's priorities. City Council to provide direction on $8–$12M in one-time funds for streets and/or facilities.

02

Workshop 02 • July 21

Library & Public Works Yard

The City's two most significant facility needs — structural assessments, repair vs. replacement costs, phasing options, and service-continuity considerations.

03

Workshop 03 • Sept 15

Funding Options & Next Steps

Grants, land sales, and debt issuance to pay for the work — plus the potential structure of a citizen-led advisory committee.

WORKSHOP 1 ANSWERS TWO QUESTIONS

Where We've Been — and What Comes Next

1

How did the City get here?

Five years of strategic planning, community surveys, facility assessments, infrastructure studies, pavement data, and Council direction. This is not the beginning of the conversation — it is the culmination of years of diligent work.

2

How should $8–$12M be allocated?

City Council provides policy-level direction on allocation among major categories, specific projects or priorities, or a combination of both.

SECTION ONE

How We Got Here

1

A fiscal turnaround, five years of study and engagement, and a deliberate decision to reinvest savings back into the City's core assets.

LOS ANGELES TIMES • JULY 5, 2002

“Upscale Suburb Warned Its Beauty Is Only Skin Deep”

> *It's a fairly well-to-do suburb with multimillion-dollar mansions in the foothills and a bustling commercial center, but* ***Glendora's infrastructure is crumbling, and the city cannot afford repairs.***
>
> — Los Angeles Times, July 5, 2002

~$100M in repairs identified for the city-owned water system

$22M more needed for City streets

$15.6M total in reserve — the City could not afford the work

“The sewer pipes are collapsing, the water pipes are collapsing… nothing's being done. This isn't Watts, this is Glendora.” — former councilman, 2002

THE SAME NEEDS — A DIFFERENT POSITION TO ACT FROM

What Has Changed Since 2002

Then — 2002

- An auditor identified ~$122M in water and street needs the City could not afford.
- Just $15.6M in reserve; a $4M water fund.
- Officials “long aware” of the problems but “unwilling to act.”
- Statewide, infrastructure spending had fallen 75% since the 1960s.

Now — 2026

- A $3.5–$4M structural deficit eliminated; a AAA bond rating earned.
- Voter-approved Measures E & Z plus pension restructuring stabilized finances.
- Organizational modernization (2019–21) freed ~$2M/year for reinvestment.
- For the first time in a generation, the City can fund $8–$12M of needs now.

THE FOUNDATION BENEATH TODAY'S DISCUSSION

The Fiscal Turnaround

Over the past seven years, Glendora restored financial stability by addressing a structural deficit through voter-approved measures, pension restructuring, organizational efficiencies, and stronger financial policies.

$3.5–$4M

structural deficit eliminated

AAA

bond rating earned

E & Z

voter-approved measures (2019, 2025)

+$2M

reinvested in maintenance annually

Organizational Modernization, 2019–2021

Since 2018, the City restructured departments, centralized functions, outsourced landscape maintenance, and created a dedicated Facilities Division. These reforms didn't just balance the budget — they generated recurring savings the City Council deliberately reinvested into public safety, streets, parks, and facilities.

EFFICIENCY SAVINGS, REINVESTED IN THE COMMUNITY

The Modernization Dividend

Public Safety

Measure E/Z funded the Police Department's Community Impact Team — 16.5% drop in serious (Part A) crime from 2023–2025.

A Dedicated Facilities Division

Created and staffed entirely through efficiency savings — moving the City from reactive repairs to planned, assessment-driven maintenance.

Preventative Maintenance

Net annual maintenance investment increased by ~$2M: facilities from $350K to $1.4M, and street preservation from $15K to $1M.

A Stable Workforce

All bargaining units settled through 2028; ~15 “boomerang” employees returned, citing culture change and professional management.

THIS IS NOT THE BEGINNING OF THE CONVERSATION

Years of Study, Engagement & Direction

JAN 2023	SEP 2023	JAN 2024	AUG 2024	FEB 2025
Library Structural Analysis	**Water System Assessment**	**Facility Needs + Survey**	**True North Survey**	**Mid-Year Update**
In-depth structural evaluation of the Library awarded to Myers Houghton & Partners.	Identified $350M+ in projects over 30 years; ~$30M programmed in the first five.	City Council directs a Citywide facility condition analysis and a community survey.	Community priorities and revenue-measure feasibility presented to the City Council.	~$50M in current facility needs; $250M+ in estimated modernization documented.

MAR 2025	APR 2025	DEC 2025	JAN 2026	APR 2026
Capital Needs Report	**FY25–27 Strategic Plan**	**2025 Pavement Program**	**Civic Center Renderings**	**Workshop Framework**
Comprehensive report on facility needs, deferred maintenance, and funding options.	Goals 3 & 4 adopted: New + Revitalized Facilities and Sustainable Infrastructure.	City Council directs staff to find $3–$3.5M/yr to raise PCI from 63 to 70 in seven years.	City Council adopts renderings as a starting point and directs grant pursuit.	City Council approves the three-workshop series and an $8–$12M one-time funding range.

SECTION TWO

Audited. Every Year.

2

Every dollar is reviewed by independent auditors and regulatory agencies — confirming that the City follows the rules and spends responsibly.

FY 2024–25 AUDIT & OVERSIGHT ENGAGEMENTS

Seven Layers of Independent Review

Clean — "Unmodified" opinion on the Annual Comprehensive Financial Report

AAA — Bond rating — the highest available

7 — Independent audit & agreed-upon-procedure engagements

1. **Annual Comprehensive Financial Report (ACFR)**
2. **Single Audit of Federal Grants**
3. **CA Housing Successor Compliance Audit**
4. **GANN Appropriations Limit (Prop 111)**
5. **City Investment Policy compliance**
6. **Metro Local Funds (Prop A/C, Measure M/R)**
7. **AQMD / AB 2766 Clean Air Fund**

Conducted under GAAP, GASB, and Government Auditing Standards by Badawi & Associates, CPAs. The Measure W (Safe Clean Water) fund is audited within the ACFR, with added oversight from LA Metro and SCAQMD. Measure E/Z spending is reported line-by-line for full transparency.

SECTION THREE

The Decision Before You

3

Fiscal discipline created a one-time opportunity. The question for City Council is how to direct it toward the community's most enduring priorities.

TRUE NORTH RESEARCH — COMMUNITY SURVEYS SINCE 2011

What the Community Is Telling Us

84%

rate Glendora's quality of life excellent or good

#1

streets & roads — the most durable priority since 2011

55%

satisfaction with road maintenance — down 8 points since 2022

70%

say the City manages its finances well

Priorities and cost-sensitivity, together

Residents consistently rank streets and infrastructure as the top quality-of-life priority, and view aging facilities as well beyond their service life, favoring basic repairs, safety, and code compliance.

At the same time, “taxes are already too high” was the leading reason residents hesitated on a bond measure (53% support; below the two-thirds threshold). This is exactly why one-time funding fits this moment: it addresses the community's most enduring priorities without a new tax burden.

PRESENTED FEBRUARY 24, 2026 — RECEIVED & FILED 5–0

One-Time Funding Capacity

Funding Source	FY 25–27	FY 27–29	FY 29–31
Available Fund Balance / Reserve	$7.02M	$0.37M	$0.47M
Reallocation of CIP / Re-prioritization	$5.90M	—	—
Property Sales	$5.12M	$4.00M	$4.00M
Pension Set-Aside	$14.5M	$0.22M	$0.21M
OPEB Set-Aside	$4.36M	$0.078M	$0.09M
Totals	**$36.9M**	**$4.67M**	**$4.77M**

$46.34M

estimated one-time funds available by the end of FY 2031 if no action is taken.

City Council has framed $8–$12M for streets and facilities.

Not all sources carry the same flexibility, timing, or risk. Pension and OPEB set-asides, property sales, and reserves each come with their own considerations — staff will match the right source to each project.

SECTION FOUR

City Facilities

4

For the first time in decades, the City is maintaining its buildings on a plan — not just reacting to the next failure.

BUREAU VERITAS FACILITY CONDITION ASSESSMENT (FCA)

A Plan for Every Building

The FCA reviewed roofing, exteriors, accessibility, safety, electrical, HVAC, plumbing, and site systems across City facilities — documenting deferred maintenance and projecting repair needs over time.

~$50M

in maintenance needs identified over 20 years

$10.5M

recommended for the 2026–2030 period

Updated Cost Basis

adjusted to reflect recent project pricing — the original cost estimates proved too low

Covers City Hall, the Library/Police Station, La Fetra Center, Finkbiner Park, Crowther Teen & Family Center, Big Dalton, and other City-owned sites — a structured, five-year starting point for prioritizing near-term work.

A NEW OPERATING MODEL FOR FACILITY MAINTENANCE

From Reactive to Planned

The Old Way

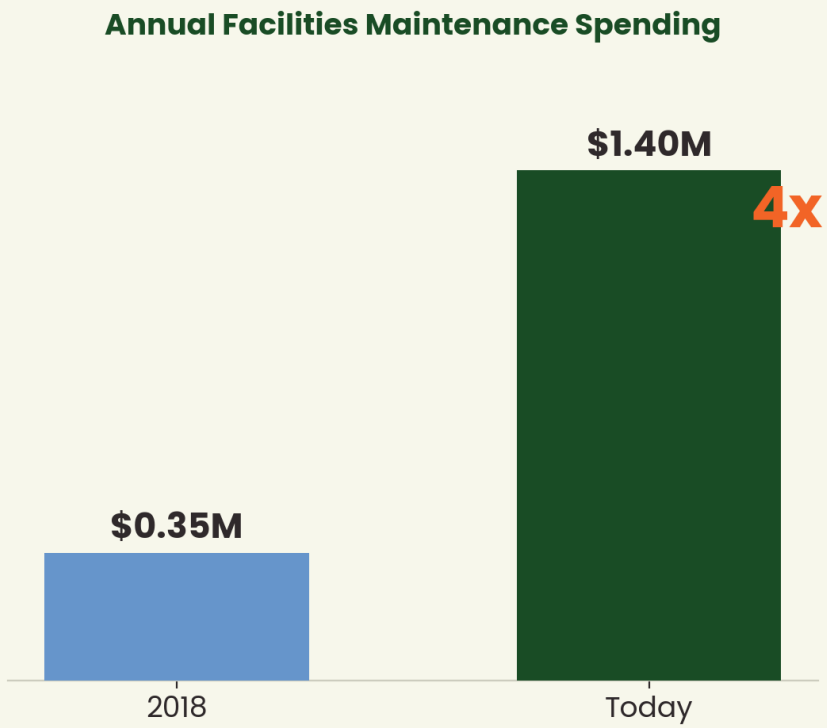
- Largely reactive — the City fixed what broke, when it broke.
- No dedicated maintenance team and no structured work plan.
- Deferred maintenance accumulated quietly for decades.
- Costs escalated as small problems grew into major failures.

The New Way

- A dedicated Facilities Division: a Supervisor, a Lead, and Maintenance Workers.
- ~75% of the team's time directed to assessment-identified priorities.
- Flexibility retained for urgent safety, code, and operational needs.
- Created and staffed entirely through reinvested efficiency savings.

THE INVESTMENT BEHIND THE NEW MODEL

Maintaining Like We Haven't in Decades



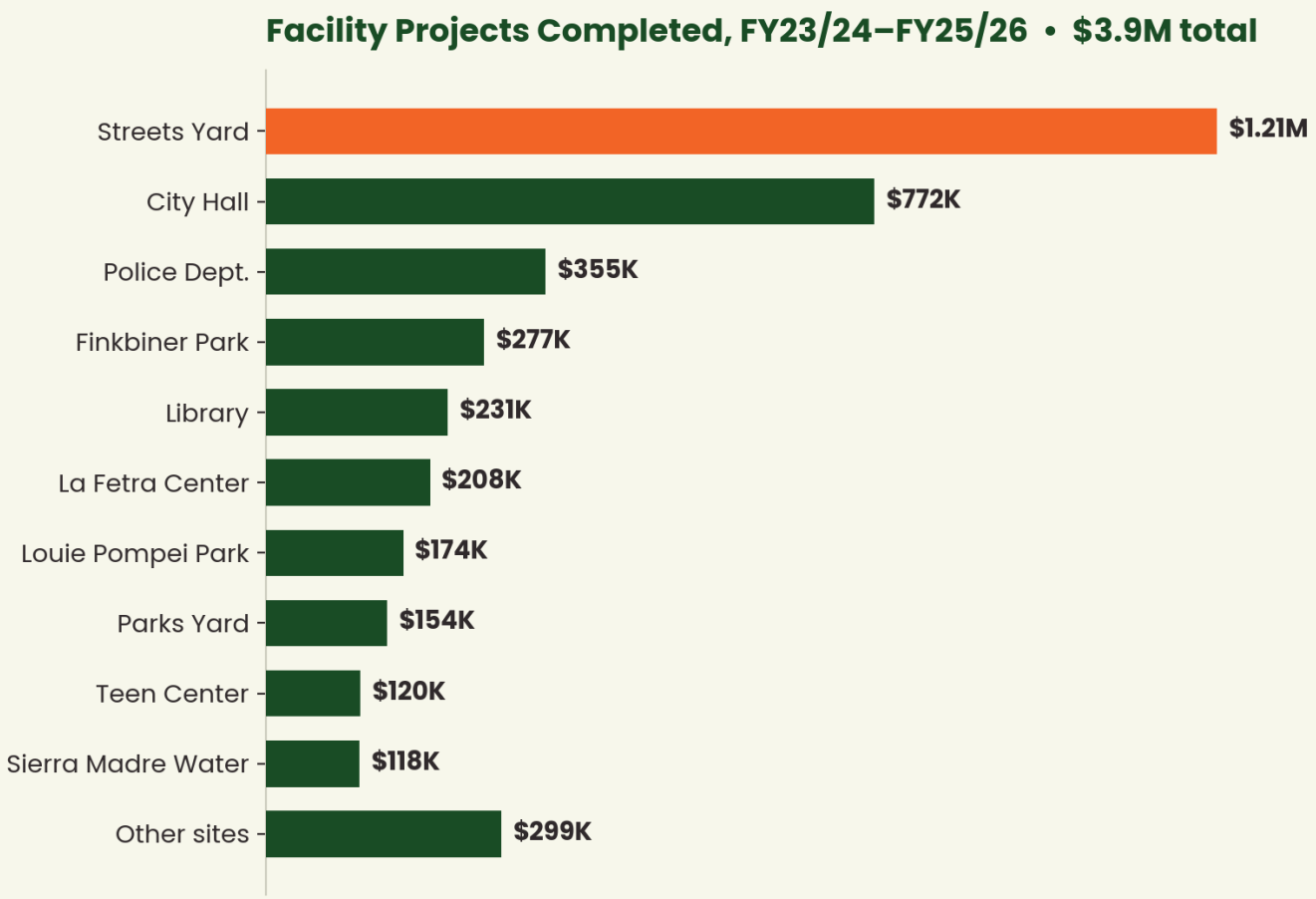
4x increase in annual facilities maintenance spending since 2018.

$1.4M invested in facility maintenance each year — up from ~$350K.

$4M in facility projects already completed across the City (FY23/24–FY25/26).

NOT EVERY REPAIR WAS IN THE ASSESSMENT — NEEDS ARISE

$4 Million Already Invested



Real work, already done

Roof and HVAC replacements, electrical and plumbing upgrades, ADA and safety improvements, asbestos remediation, security systems, and LED retrofits **— across 19 City facilities.**

Some were assessment-driven; others arose unexpectedly from safety, code, or service needs.

A SIGNATURE NEED — TO BE DETAILED IN WORKSHOP 2

The Library: Built 1972



Today — ongoing water intrusion & structural deficiencies

Built in 1972
Bidwell Plaza serves as the roof over most of the lower/main floor.

Water intrusion
Historic and ongoing water infiltration on the main library floor.

Structural analysis
An in-depth evaluation assessed suitability for renovation and a future second story.

Per City Council direction, one-time funds are NOT being used for the Library or Public Works Yard — those are the focus of Workshop 2.

THE SCALE OF WHAT REMAINS

Even After All of This — Still Not Enough

~$50M

in current facility needs documented to Council

$250M+

in estimated longer-term modernization needs

↑ %/yr

construction inflation is outpacing original FCA assumptions

The completed work and increased investment are real and meaningful — but they address a fraction of the total need. The one-time funding decision is about how far we can responsibly stretch the resources we have.



SECTION FIVE

Streets & Roads

5

The community's most durable priority — and the place where sustained reinvestment has finally flattened the curve of deterioration.

2025 PAVEMENT MANAGEMENT PROGRAM (BUCKNAM)

A $439 Million Asset

$439M
estimated network replacement value

163.4
centerline miles of streets & alleys

63.2
Citywide PCI — a "Fair" network

30.6M
square feet of pavement

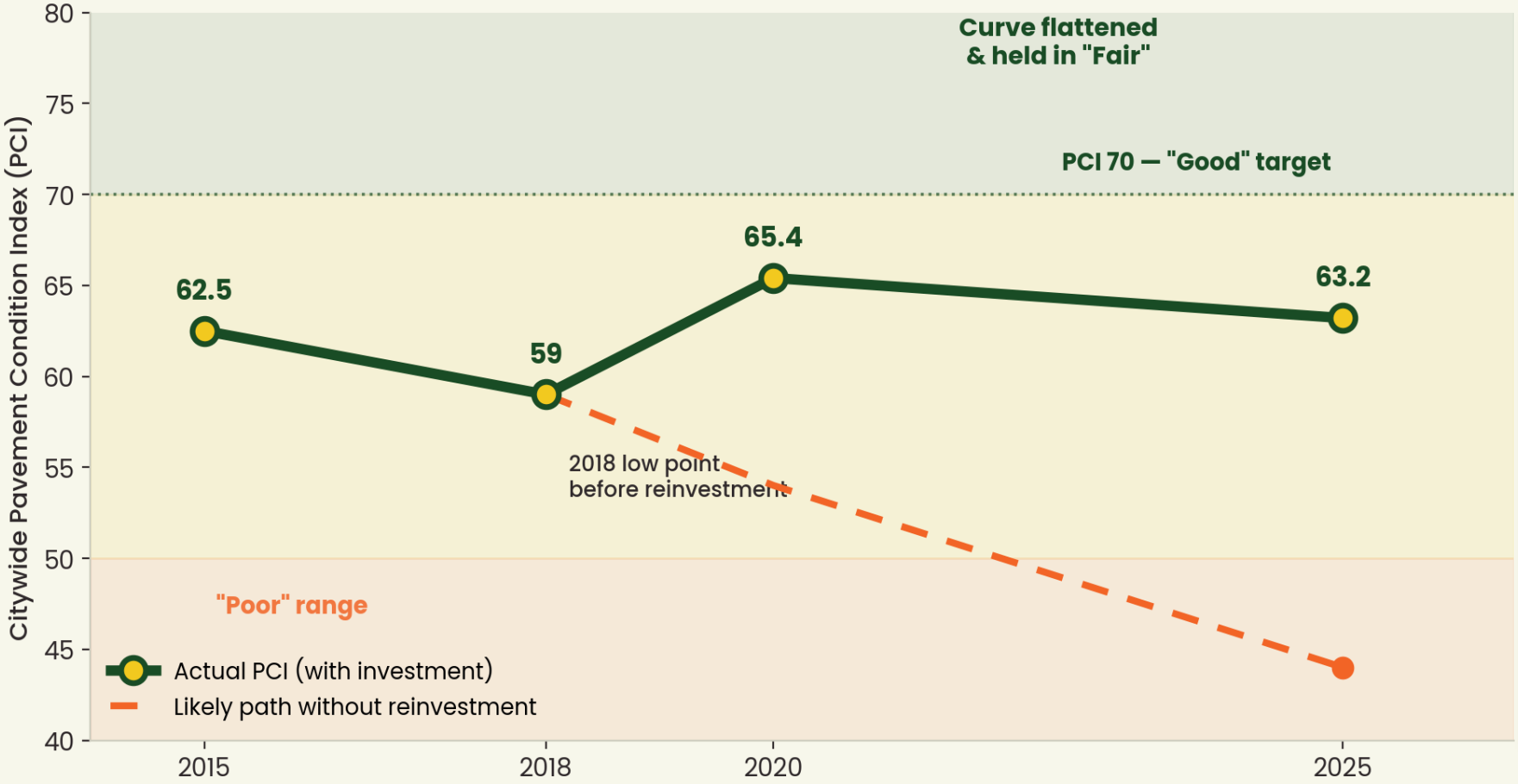
Condition of the network today



46% of the network is now Poor to Very Poor — more than half of local streets require overlay or reconstruction.

THE HEADLINE OF THE STREETS STORY

We Finally Flattened the Curve



Holding the line is the win

PCI fell to 59 in 2018 — the low point before reinvestment.

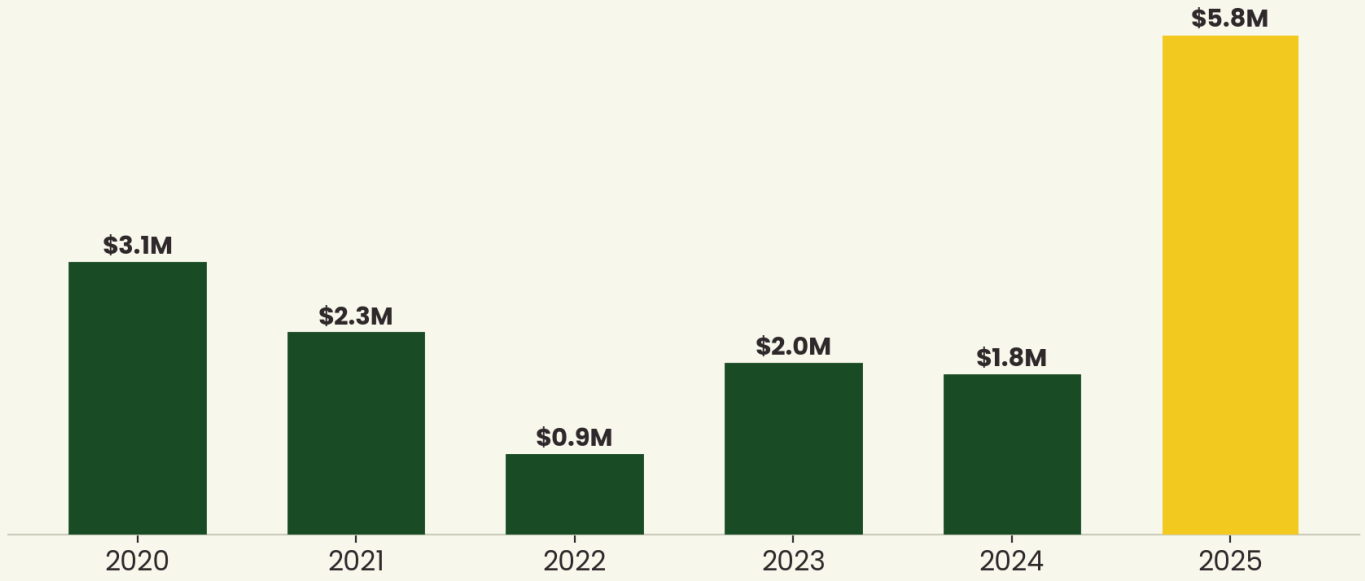
Recent arterial investment lifted the network back into “Fair” and has held it there.

Without that work, the network would have slid into the “Poor” range.

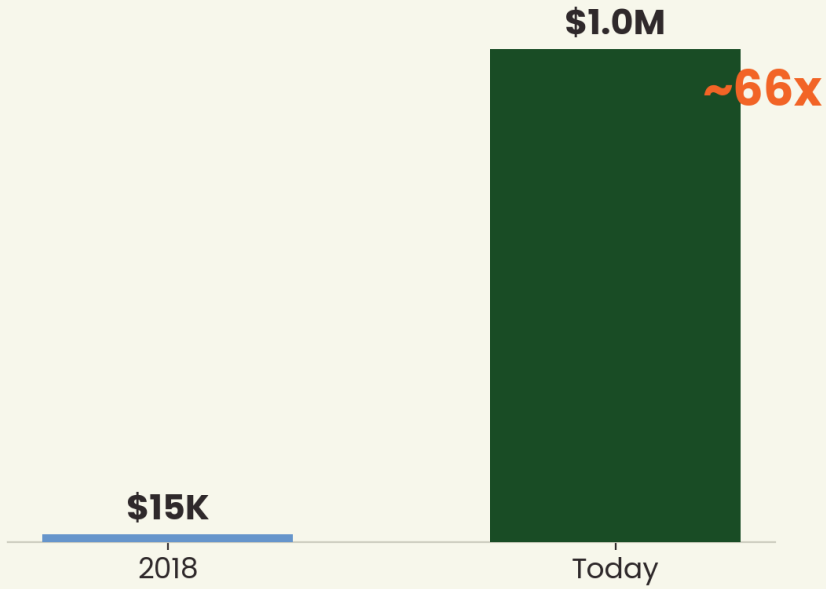
DIRECT RESULT OF REINVESTED MODERNIZATION SAVINGS

We Put Real Money Behind It

Capital Street Improvement Investment by Year



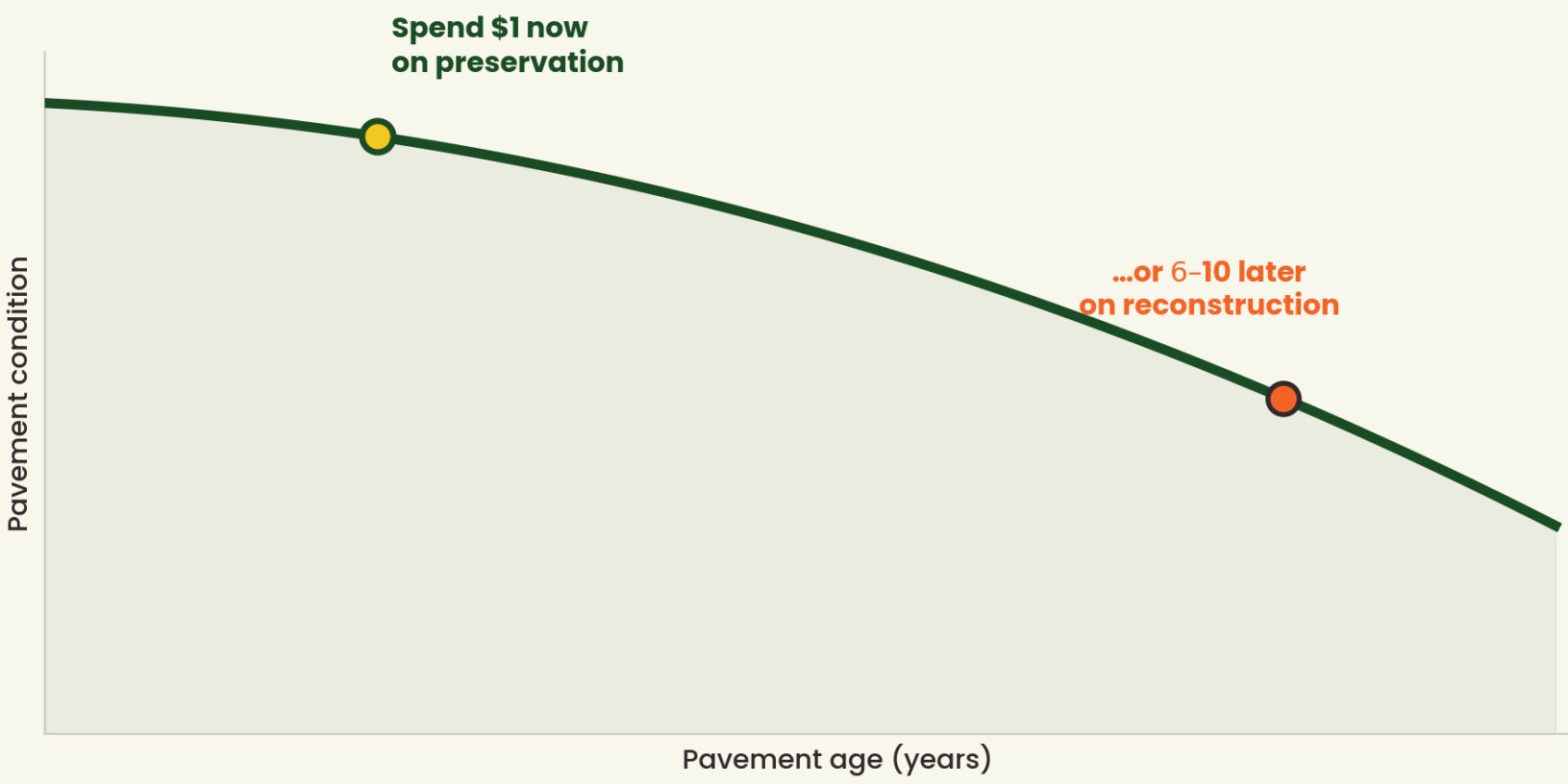
Annual Street Preventative Maintenance



Annual preventative street maintenance grew from $15,000 in 2018 to $1,000,000 today — a deliberate policy to preserve good streets before they fail.

THE ECONOMICS OF PAVEMENT

Why We Treat Good Streets First



$1 : $6–10

Every $1 spent early on preservation avoids $6–$10 in reconstruction once a street fails.

“Good streets are the cheapest to preserve and provide the highest return on investment.”

A COORDINATED INFRASTRUCTURE APPROACH

Proposed Street Segments

How segments were selected

Coordinate with water work
Combine street and water projects so mains are replaced before paving — never cut into new pavement.

Address low-PCI streets
Treat deteriorating segments before they slide further and require costly reconstruction.

Prioritize major corridors
Route 66, Grand Avenue, and Valley Center Avenue serve residents, businesses, commuters, and visitors citywide.

Standalone-ready segments
Streets with no near-term water work are the best candidates for immediate paving.

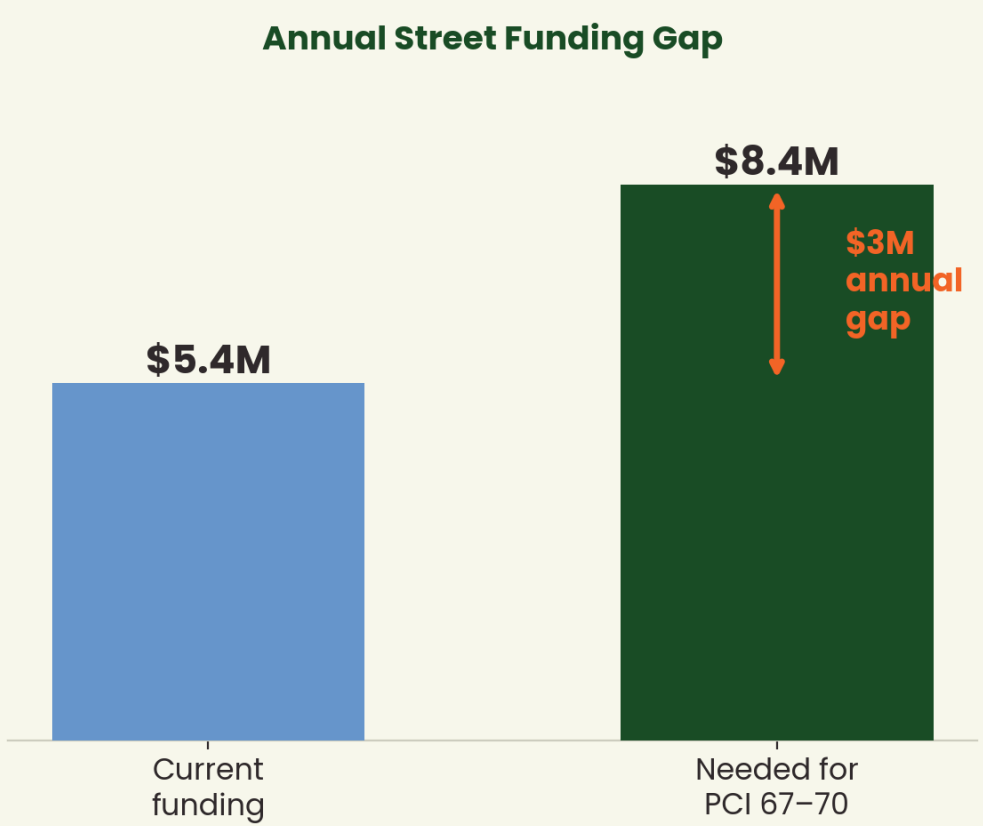
~$18.175M

in total street options — intentionally larger than the $8–$12M range, to give City Council a full menu to choose from.

Why Citywide PCI barely moves
Even meaningful corridor investments touch only a fraction of 163.4 miles and 30.6M sq. ft. The rest of the network keeps aging — so sustained annual funding, not one-time projects alone, is what raises the Citywide score.

AND YET — IT IS STILL NOT ENOUGH

The Gap Still to Bridge



$3M annual shortfall between current funding ($5.4M) and the $8.4M needed to reach PCI 67–70.

53% of the network — 86.6 miles — now requires overlay or reconstruction.

7 yrs of sustained $8.4M/year investment needed to move from “Fair” to “Good.”

How Should $8–$12M Be Allocated?

Streets & Roads

A preliminary menu of street segments totaling ~$18.175M — selected by PCI, community benefit, project readiness, and coordination with planned water work.

Additional allocation toward slurry seal project.

City Facilities

~$10.5M of FCA-recommended maintenance for 2026–2030 across City Hall, La Fetra, Finkbiner, the Teen Center, and other sites.

Not part of this decision: Consistent with City Council direction, one-time funds will not be used for the Library or Public Works Yard. Those projects — with their own phasing and long-term funding implications — are the focus of Workshop 2.

FOR THE RECORD

Fiscal Impact & Environmental Determination

Fiscal Impact

There is no immediate fiscal impact from receiving this report or participating in Workshop 1. Future City Council direction on the use of one-time funds will require fiscal analysis based on the amount, source, timing, and purpose of the funding.

Environmental Determination

This workshop and report are not a “project” under the California Environmental Quality Act (CEQA) — the action consists of receiving information, discussing priorities, and providing direction. Any future project approvals will be evaluated for environmental review as required.

Next steps: Following Council direction, staff will refine project scopes and cost estimates, confirm utility coordination and sequencing, identify funding sources, and return with the necessary budget, CIP, or project-specific actions.

Workshop 1: Foundation & Funding

Questions & City Council discussion

WORKSHOP 2: LIBRARY & PUBLIC WORKS YARD

July 21, 2026

RECOMMENDATION

What Staff Is Recommending

That the City Council:

1. **Receive and file** the updated reports on the Glendora Public Library and the City Corporate Yard.

2. **Provide direction** to staff on prioritization and funding strategies for these two critical facility projects.

Scope of tonight's discussion: This workshop does not award a construction contract or appropriate full project funding. It provides the full context of the City's two largest outstanding facility needs, clarifies the magnitude, and prepares for Workshop 3, where funding strategies will be discussed based on tonight's direction.

A MULTI-YEAR DISCUSSION, BROKEN INTO THREE FOCUSED MEETINGS

A Three-Workshop Series

01

Workshop 01 • June 16 — COMPLETE

Foundation & Funding

City Council directed approximately $11.88M in one-time funds to streets and current facility needs.

The first $3M was appropriated July 14, 2026 to initiate the approved street work.

YOU ARE HERE

02

Workshop 02 • July 21

Library & Public Works Yard

Tonight: the City's two most significant facility needs – condition, history, cost estimates, phasing options, and service-continuity considerations.

03

Workshop 03 • Sept 15

Funding Options & Next Steps

Grants, land sales, debt issuance, and other strategies to pay for the work, shaped by the direction provided tonight.

WORKSHOP 1 RECAP — HOW THE CITY EARNED THIS CONVERSATION

A Turnaround Two Decades in the Making

$3.5–$4M

structural deficit eliminated through modernization, Measures E & Z, and pension restructuring

AAA

bond rating earned — the highest available

$2M+/yr

in efficiency savings deliberately reinvested into maintenance

$11.88M

in one-time funds directed to streets and facilities — without a new tax

Fiscal discipline created the capacity. Workshop 1 put it to work.

In 2002, the Los Angeles Times warned that Glendora's infrastructure was crumbling and the City could not afford repairs. It took organizational modernization, voter-approved measures, and years of disciplined budgeting to change that. On June 16, 2026 the City Council directed nearly $12 million toward streets and current facility needs – the first meaningful strike against decades of underinvestment. The first $3 million was appropriated on July 14, 2026 to begin the approved street work. Tonight addresses the two projects that were intentionally set aside from that discussion because they are too large for it: the Library and the Corporate Yard.

WORKSHOP 2 ANSWERS TWO QUESTIONS

Two Facilities — One Decision Framework

1

What is the true condition – and cost – of the Library and the Corporate Yard?

Decades of assessments, updated reports (2026), and current cost estimates – from a $3.2M structural repair to a $42.5M new library, and a $13.6M phased Corporate Yard.

2

What direction will shape the funding strategy for Workshop 3?

City Council identifies which Library scenario to evaluate further – repair, modernization, expansion, replacement, or EOC-ready – and confirms the Corporate Yard phasing approach.

EXECUTIVE SUMMARY

Two Essential Facilities, One Common Thread

Glendora Public Library — 1972

One of the City's most visible and heavily used public facilities, and its designated Emergency Operations Center. Water intrusion and structural concerns date to the year the building opened.



City Corporate Yard — c. 1965

The operational hub for Public Works: fleet, streets, facilities, materials, and emergency response support — with Parks, Trees, and Landscape operations planned to consolidate here.



The common thread: Both facilities are essential to City operations, both are far beyond the scope of routine maintenance budgets, and neither has a dedicated funding source. Per City Council direction (April 28, 2026), both were intentionally excluded from the Workshop 1 one-time funds allocation.

This Moment Didn't Happen by Accident

We studied the problem

The City Council directed a Citywide facility condition analysis, in-depth Library structural evaluations (2021–2026): a Corporate Yard site analysis, and community surveys — replacing assumptions with engineering and data.

This is in addition to the studies, evaluations, work, and improvements previously completed.

We planned deliberately

The Strategic Plan made new and revitalized facilities a formal City goal.

The City Council adopted the Civic Center vision as a public starting point, approved the three-workshop framework, and set the one-time funding range.

We chased every dollar

1990 California Library Construction and Renovation Bond Act; 2023 Building Forward application, a $10M State budget request.

Nearly $50M invested in capital projects since 2020.

Standing City Council direction (January 2026): pursue all state and federal grant funding.

The through-line: these workshops are the strategy – a structured, public process to confront facility needs that have been documented for decades, with the community in the room. Tonight is the second of three deliberate steps.

SECTION ONE

The Glendora Public Library

1

A 27,000-square-foot community anchor and a 50-year story of water, concrete, and hard funding choices.



THE GLENDORA PUBLIC LIBRARY

Completed 1972 – one of the City's most visible and heavily used public facilities, and its Emergency Operations Center.

THE GLENDORA PUBLIC LIBRARY

The Building Today







COMPLETED 1972 AS PART OF THE CIVIC CENTER COMPLEX

The Library at a Glance

1972
two-story reinforced concrete & masonry

27,000
square feet of building area

EOC
serves as the City's Emergency Operations Center

$2.95M
current annual operating budget

The plaza is the roof

The Bidwell Plaza sits directly above the occupied Library space and serves as part of its roof structure. The condition of the Plaza – and its drainage system – is directly tied to the water intrusion and structural concerns inside the Library below. Water intrusion was first documented shortly after the building opened, and the issues have been studied and repaired repeatedly for five decades without a comprehensive permanent solution.



THIS IS NOT A RECENTLY DISCOVERED ISSUE

Fifty Years of Study & Repair

1983	1988	1990	2003–04	2021
Slab & Waterproofing Study	**Structural Soundness Review**	**Prop 85 Grant Effort**	**Voluntary Upgrade**	**Preliminary Assessment**
Plaza deck cracking and water intrusion; recommended removal and replacement of slab and waterproofing.	Identified concrete girder cracking and structural load concerns (the same core finding confirmed in 2023).	Grant application for repairs, renovation, and expansion; grant program has since expired.	Reinforced portions of the building and resurfaced the plaza; water intrusion and cracking later continued.	Shade-structure study revealed visible cracking and water intrusion – prompting deeper evaluation.

2022	2023	2023	2023–24	2026
CDA Condition Assessment	**MHP Phase 1 + 2**	**State Grant Application**	**Bureau Veritas FCA**	**MHP Update**
Confirmed cracking exceeding allowable standards (0.016"; some over 0.06") and water intrusion.	In-depth structural analysis ($2.87M repair estimate) plus visioning: seven workshops, 50,000 sq. ft. target.	$8M Building Forward request; competitive but not selected – criteria prioritized disadvantaged communities.	$6.96M in building systems and component costs identified over 20 years (3% annual inflation).	Structural strengthening and waterproofing remain needed. Updated cost estimate: $3.2M.

2004 Renovations



Rear Wall Reinforcement





Column Reinforcement

2004 Plaza Resurfacing










DOCUMENTED CONDITIONS 2021 TO 2026

2022 CDA Condition Assessment





DOCUMENTED CONDITIONS 2021 TO 2026

2022 CDA Condition Assessment



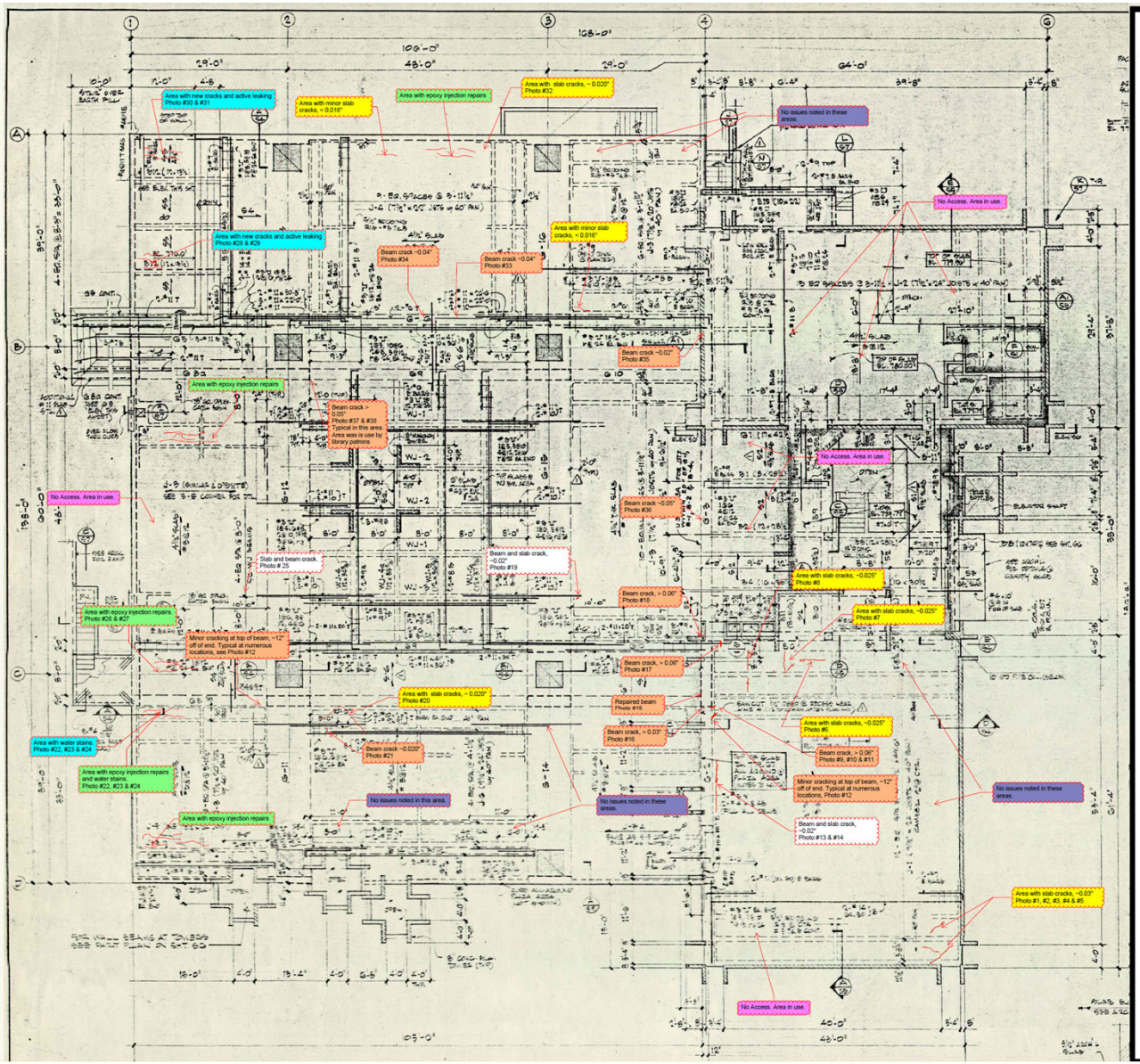




DOCUMENTED CONDITIONS 2021 TO 2026

2022 CDA Condition Assessment

Annotation from visual survey in March 2022 (not comprehensive)



Glendora

MHP STRUCTURAL EVALUATION — UPDATED JULY 2026

The 2026 MHP Update

Site Conditions

Cracking of main beams and girders appears stable – **does not present an immediate concern** under current loading. Water-intrusion areas should be addressed near-term to prevent further concrete damage.

Seismic Analysis

The main structural system generally meets essential-facility standards. The exception: the Bidwell Forum – needing wall anchorage, fiber-reinforced wrapping around supporting beams, and new shear walls.

Foundation Improvements

Four central pier foundations must be enlarged (one foot of concrete around the full perimeter) to support a 100-psf live load at essential-facility standards.

Non-Structural / EOC

If the Library is to remain the Emergency Operations Center, mechanical, electrical, plumbing, IT, and ceiling systems require further review and anchorage (not in the current repair scope).

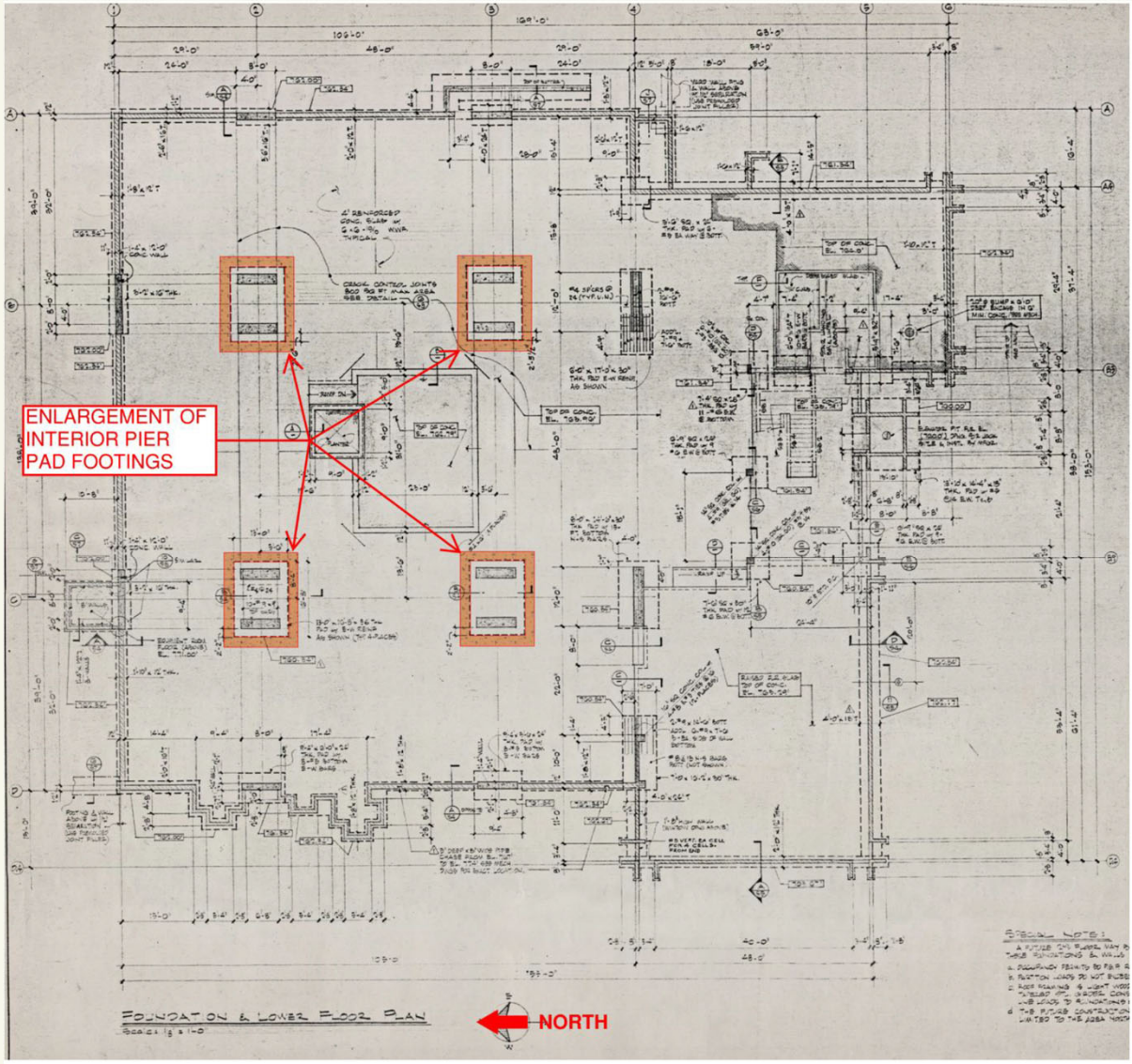
$3.2M

Updated construction cost for structural strengthening and Bidwell Plaza waterproofing (Sept 2027 start).

Excludes soft costs, broader modernization, comprehensive waterproofing, interior improvements, and EOC-related non-structural work.

DOCUMENTED CONDITIONS
2021 TO 2026

2023 and 2026 MHP Assessments

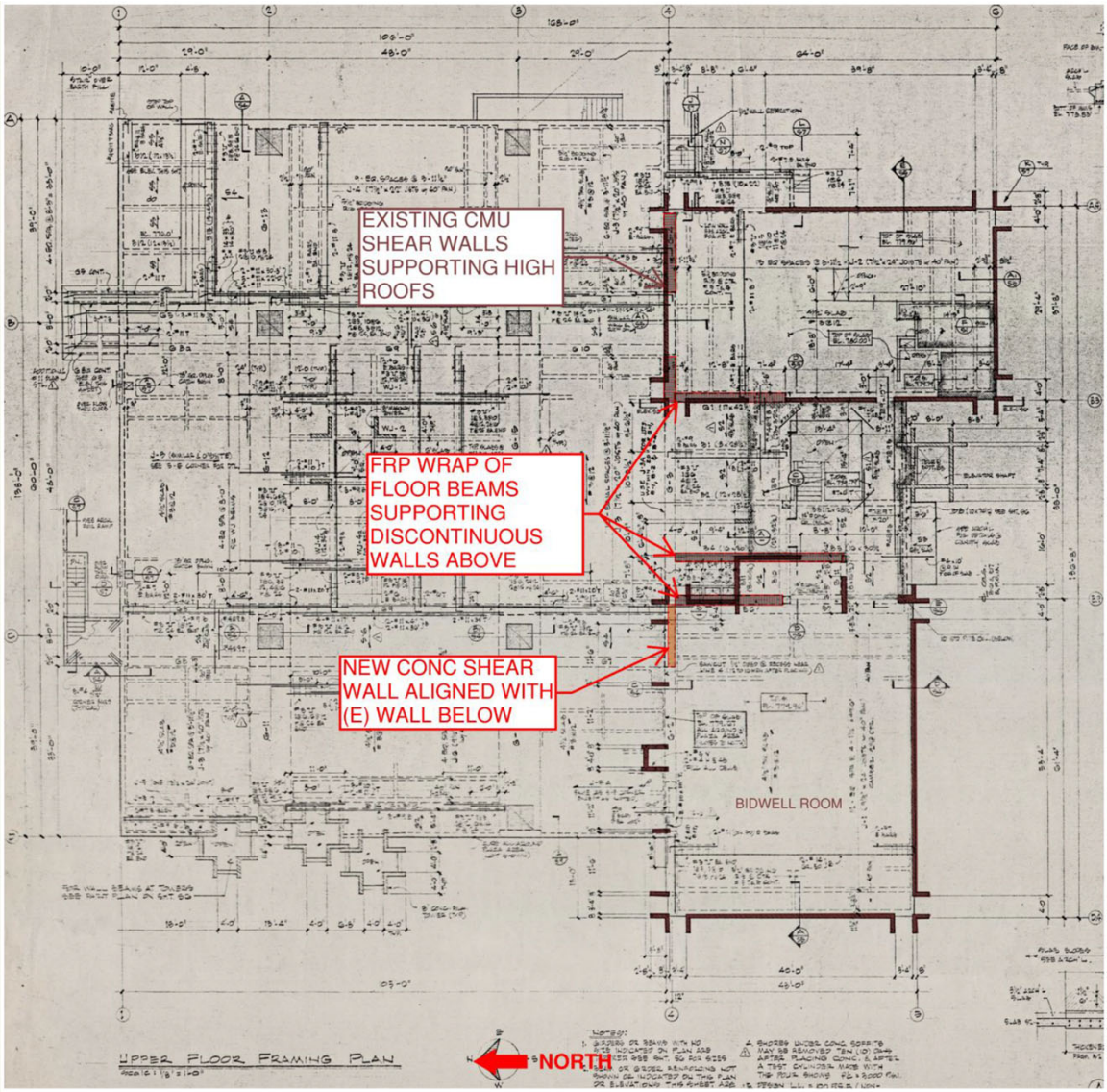


Conceptual Plan View of Central Pier Foundation Retrofit

Glendora

DOCUMENTED CONDITIONS
2021 TO 2026

2023 and 2026 MHP Assessments

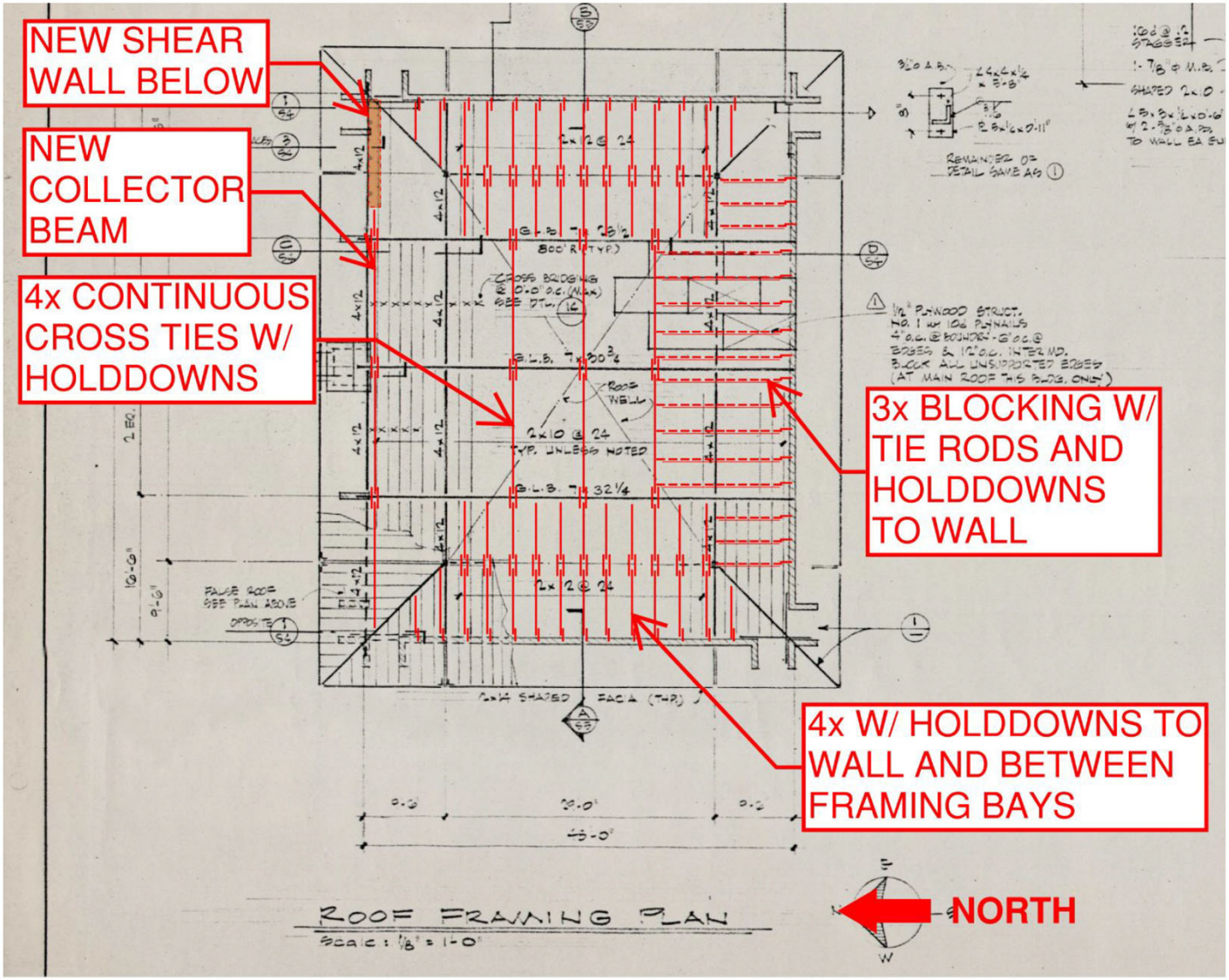


Conceptual Plaza Level Framing Plan – New Shear Wall and FRP Beam Wrap

Glendora

DOCUMENTED CONDITIONS
2021 TO 2026

2023 and 2026 MHP Assessments



Conceptual High Roof Strengthening (Bidwell Room shown, North High Roof Similar)

Glendora

P2S MEP ASSESSMENT (2023) + BUREAU VERITAS FCA

Beyond Structure: The Rest of the Building (2023)

Mechanical

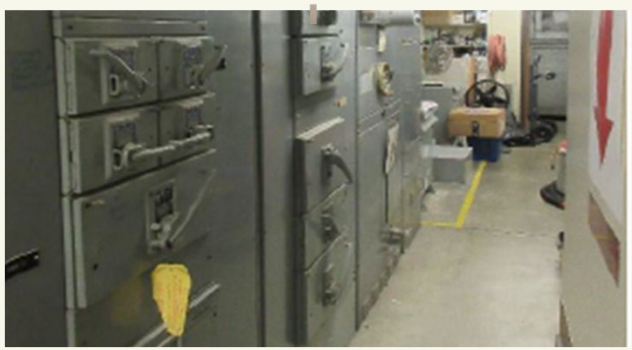
Both original air handlers are ~53 years old – well past their 15-year useful life – with major leaks and rusted casings. The chiller plant runs at maximum capacity with zero room for expansion. Ductwork is embedded in structural beams.





Electrical

The 1,600-amp main switchboard and panels are 1970 originals – obsolete, with uncertain replacement parts and no spare circuit capacity. Two interior transformers lack code-required overcurrent protection.



Plumbing

The 2-inch water service is inadequate for any addition (minimum 4 inches needed). Water pressure exceeds the 80-psi code maximum, and the sanitary drainage line is already at capacity.



$6.96M (2026) in building systems and component improvement costs identified by the Bureau Veritas FCA over the next 20 years (mechanical, electrical, plumbing, fire, flooring, roofing, windows — assuming 3% annual inflation).

FROM REPAIR TO REPLACEMENT — THE FULL RANGE

The Menu of Library Options

Option	Description	Estimate (2023)
1	Structural strengthening and repairs	**$2.9M (recommended project budget: $4.0M)**
1a	Option 1 plus plaza hardscape and green roof	**$3.2M**
2	“The Deck” expansion concept	**$20.6M**
3	“The Paseo” expansion concept	**$23.0M**
4	New building (50,000 sf vision)	**$42.7M**



“The Deck” expansion



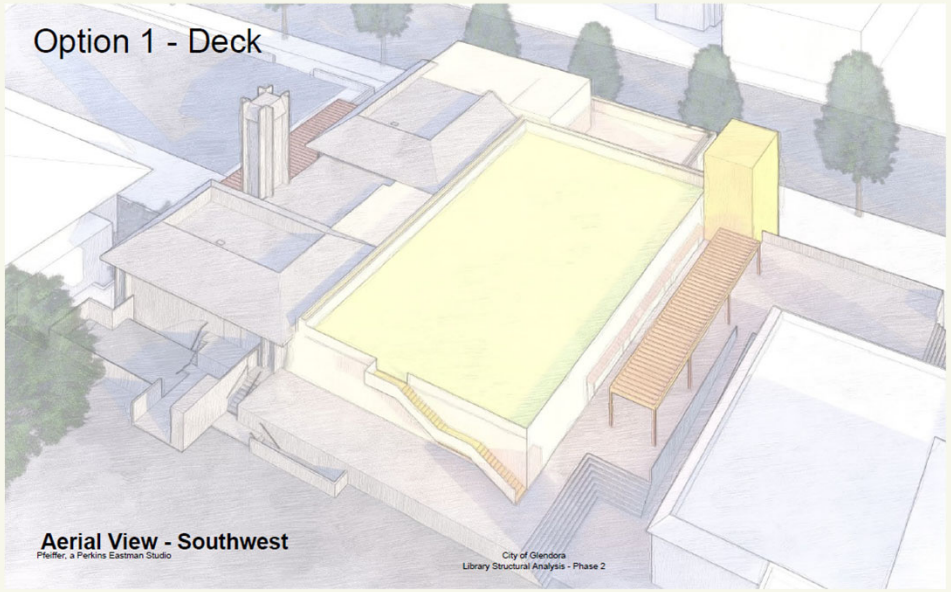
“The Paseo” expansion

Context: Estimates prepared in 2023 as part of the Visioning (MHP/Pfeiffer)
$2.9M baseline addresses structural repair only and leaves identified MEP deficiencies substantially unaddressed. A new standalone Library is estimated at $39M to upward of $72M.

Hard construction estimates by Cumming; excludes soft costs (design, plan check, permits, inspection).

MHP / PFEIFFER VISIONING — 2023

Two Visions for an Expanded Library





Visioning was non-architectural in nature, only massing and general use of space(s)

OPTION 1 — "THE DECK" • $20.6M

OPTION 2 — "THE PASEO" • $23.0M

IF THE LIBRARY MUST CLOSE FOR AN EXTENDED PERIOD

Keeping Library Services Running

Option 1

Rental facility of at least 7,000 sf

$3.15M

estimated Year One cost – approx. $900k in one-time funding

Highest service continuity — study space, programming, staff functions all continue.

Option 2

One portable location (2,160 sf) + two outreach vehicles

$3.41M

estimated Year One cost – approx. $1M in one-time funding

Core services continue; no study, programming, or staff space on site.

Option 3

Two temporary locations (4,320 sf) + one outreach vehicle

$3.78M

estimated Year One cost – approx. $1.3 million in one-time funding

Adds limited study space back; still no programming or staff space.

For scale: the Library's entire annual operating budget is approximately $2.95M. All options assume a two-month relocation, current staffing levels, mobile-service purchases in year one, and long-term storage of collection unavailable to the public.

HOW THE LIBRARY WAS PAID FOR — AND WHY IT CAN'T HAPPEN AGAIN

A Financing Model Frozen in Time

Then — 1970

- A 1955 library bond failed 68% to 32%; state and federal grants were denied.
- The City formed a JPA with the school district and issued approximately $950K in lease revenue bonds (no voter approval required).
- Fire services transferred to LA County, but the City kept the property tax capacity that had funded them.
- That freed-up tax capacity to make the annual lease payments.

Now — 2026

- Proposition 13 (1978) ended a city's ability to set or retain its own property tax rates.
- Cities can no longer create new repayment capacity by reallocating property taxes after a service transfer.
- Any significant new revenue source now generally requires voter approval (Props 13, 218, 26).
- JPAs and lease revenue bonds remain legal tools – but the revenue behind them must come from somewhere.

SIX DECADES OF PURSUING OUTSIDE MONEY

Grant Efforts — Past and Present

Late 1960s

State & federal construction grants sought to reduce local financing for the new library. Applications were denied, forcing the JPA lease-revenue approach.

1990 – Proposition 85

Approximately $650K sought for structural repairs, renovation, and modest expansion under the state library bond act. The program has long since expired; no comparable program exists today.

2023 – Building Forward Grant

$8M request for waterproofing, electrical, HVAC, plumbing, and structural repairs. Technically competitive but was not selected; the program prioritized disadvantaged communities.

NOW — FY 2026/27 State Budget Request

Staff is working with Senator Pérez to secure an allocation as part of Fiscal Year 2026/27 State budget; initial figure identified is $10 million, based on the scope of the previously submitted Building Forward grant (critical maintenance including mechanical, electrical, plumbing, structural, and weatherproofing repairs). Pending City Council direction tonight, staff will meet again with the Senator's office and submit a formal funding request. Pursuing this appropriation does not preclude future competitive state, county, or federal opportunities.

SECTION TWO

The Corporate Yard

2

Built around 1965 — the operational engine behind every street, park, tree, and City facility.



THE CITY CORPORATE YARD Built c. 1965 — the operational hub behind every street, park, tree, facility, and emergency response in Glendora.

1250 ST. VLADIMIR STREET — 2.8 ACRES

The Yard Today



FACILITIES DIVISION





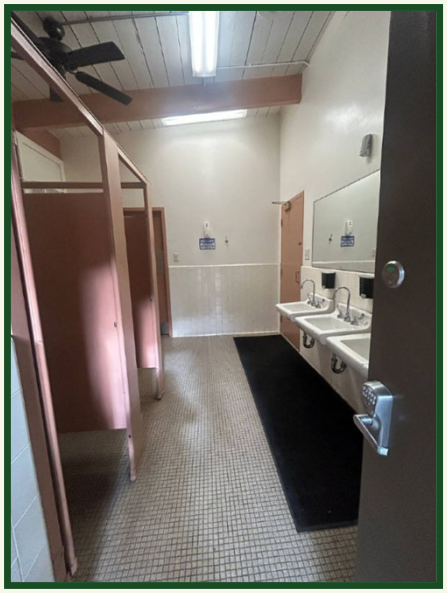
STREETS DIVISION



FLEET DIVISION

1250 ST. VLADIMIR STREET — 2.8 ACRES

The Yard Today









THE OPERATIONAL HUB OF PUBLIC WORKS

The Corporate Yard at a Glance

c. 1965

original construction — six decades of service

2.8

acres at 1250 St. Vladimir Street

8,270

square feet of existing building area

$2.12M

in deferred maintenance identified by Bureau Veritas

What runs through this site

Fleet Services, Streets, Facilities Maintenance, materials and equipment storage, vehicle operations, and emergency response support, with Parks, Landscape Maintenance, and Urban Forestry planned to consolidate here. A centralized yard improves coordination, reduces travel time, shares equipment, and strengthens emergency response.



THE IDS GROUP SITE ANALYSIS

Why Repair Isn't the Answer

The condition problem

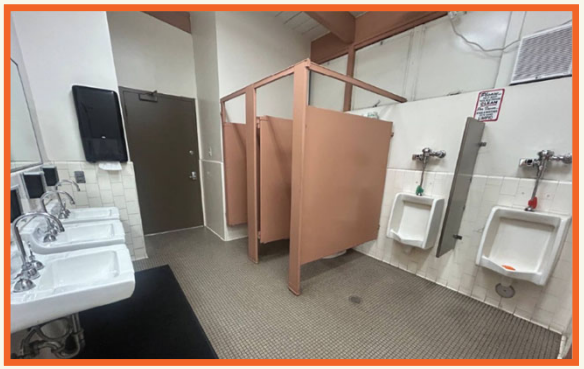
- $2.12M in deferred maintenance: deteriorated roofing, exterior deficiencies, pavement failures.
- Aging electrical, sewer, and stormwater infrastructure requiring substantial upgrades.
- **But fixing all of it still would not fix the yard.**

The obsolescence problem

- Buildings are functionally obsolete; the site layout is inefficient.
- Inadequate office, training, storage, staging, and employee support space.
- IDS conclusion: demolition and reconstruction is more cost-effective and operationally efficient than renovation.







IDS GROUP DESIGN — FROM 8,270 SF TO 18,310 SF

The Proposed New Corporate Yard

Building	Proposed Use	Existing SF	Proposed SF
(1) Office	Facilities, Streets, Parks, Trees & Landscape offices; future traffic control center / EOC potential	1,203	7,500
(2) Garage / Fleet	Fleet office, maintenance garage, repair space, car wash station	4,346	5,510
(3) Sign & Tire Storage	Paint/sign shop and tire storage	1,200	1,800
(4) Facility Shops	Workshop space for wood and metal work	1,521	3,500
Total		**8,270**	**18,310**

$12.6M

2024 preliminary construction estimate

$13.6M

2026 estimate with phased construction



Design status: City Council approved the IDS design agreement on Nov. 12, 2024; work has advanced through design and construction documentation.

SIX DECADES APART

The Yard Today — and the Yard Tomorrow



TODAY — BUILT c. 1965





TOMORROW — 18,310 SF MODERN CAMPUS

BUILDING IT WITHOUT STOPPING OPERATIONS

The Phasing Strategy

Phase 1A

Northwest of the Big Dalton Wash: selective demolition, new storm drain infrastructure, LID facilities, material storage bins, grading, and paving.

Phase 1B

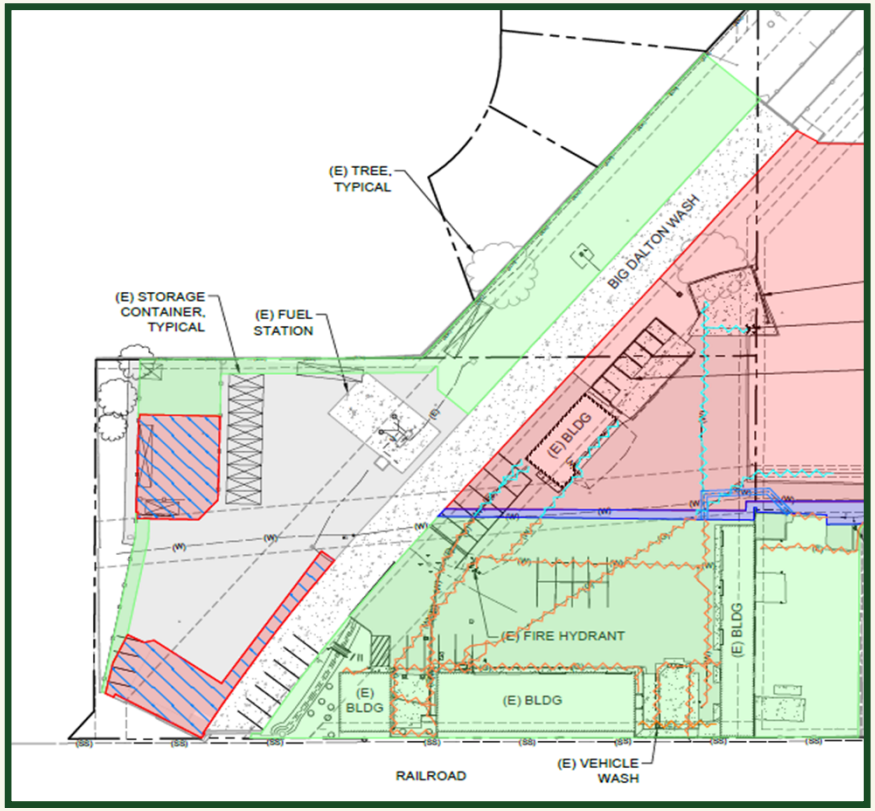
Southeast of the Wash: the new Administration Office (Building 1), employee parking, primary circulation, and major utility infrastructure.

Transition Zone

Shared utility connections and infrastructure to keep operations running continuously between Phase 1 and Phase 2.

Phase 2

Demolish remaining buildings; construct Fleet Maintenance, Sign & Tire Storage, and Maintenance Shops, plus all remaining site improvements.



Why phasing costs more: temporary operations, mobilization, sequencing, utility transitions, and escalation add ~$1M to the project.

SECTION THREE

The Decision Before You

3

Two essential facilities, no dedicated funding source. Tonight's direction shapes the Workshop 3 funding conversation.

DIFFERENT FROM ROUTINE FACILITY MAINTENANCE

Why These Projects Need Their Own Strategy

Too big to absorb

Neither project fits in annual maintenance budgets. The Library's near-term structural work alone is approximately $3.2M (construction only) – and that isn't modernization. The Corporate Yard is $13.6M and may grow with escalation and market conditions.

More than repairs

The Library requires a decision about its long-term role – including whether it remains the Emergency Operations Center. The Corporate Yard is a decision about how Public Works operates for the next several decades.

Citywide significance

The Library is a major community asset and gathering space; the Yard underpins daily operations and emergency response. Deferring either means higher future costs, continued inefficiency, and growing facility risk.

TRUE NORTH BOND FEASIBILITY SURVEY — 600 LIKELY VOTERS (MAY 2024)

The Funding Reality

45%
support for a Library-only bond measure

53%
support for a Citywide facilities bond

66.7%
voter approval required to pass a G.O. bond

$0
dedicated funding source exists for either project

Every option stays on the table

- State & federal grants and state budget appropriations (including the approximately $10M request with Senator Pérez)
- Available one-time funds, if directed by City Council, and proceeds from potential land sales
- Capital project debt financing and re-prioritization within the Capital Improvement Plan
- Phasing improvements over several years, future revenue measures if directed, or a combination of sources

THE DIRECTION STAFF IS SEEKING TONIGHT

Setting Up Workshop 3

For the Library

Which scenario should staff evaluate further?

- Repair only ($4.5+M recommended budget)
- Broader modernization (MEP + structural)
- Expansion (“The Deck” / “The Paseo”)
- Replacement (“Civic Center Vision” – new building)
- EOC-ready facility (adds non-structural scope)

For the Corporate Yard

- Confirm the phased construction approach ($13.6M)
- Direct staff to continue refining phasing and updated construction cost estimates
- Weigh the trade-off: phasing preserves operations and spreads cost over years — but adds expense through mobilization, sequencing, and escalation

Workshop 3 – September 15: Funding strategies, prioritization, phasing, and potential future City Council actions, built on tonight's direction.

FOR THE RECORD

Fiscal Impact & Environmental Determination

Fiscal Impact

There is no fiscal impact associated with receiving and filing this report. Any future appropriation, funding plan, design modification, construction award, or financing action will be brought back to the City Council for consideration.

Environmental Determination

Receiving and filing this update is not a “project” under the California Environmental Quality Act (CEQA) because it does not approve construction, authorize physical improvements, or commit the City to a specific project. Future project approvals for the Library or Corporate Yard will include appropriate environmental review.

Next steps: following tonight's direction, staff will refine scenarios and cost estimates, advance the state budget request, and return for Workshop 3 with funding strategies and a recommended roadmap.

BEFORE THE DISCUSSION

The Record is Clear. The Need Remains.

The Need Has Been Carefully Evaluated

Decades of assessments, decades of improvements, updated 2026 engineering, seven public visioning workshops, community surveys since 2011, and a deliberate three-workshop process. The City has studied the problem thoroughly and the record is clear.

Funding Opportunities Have Been Pursued

Grants pursued in the 1960s, 1990, and 2023. A $10+M state budget request underway today. Voter-approved Measures E & Z. Efficiency savings reinvested year after year. Nearly $50M in capital projects delivered since 2020 and nearly $12M more directed in Workshop 1. $12M that resulted from operational efficiencies, strong financial management, and the support of the community.

Planning For Future Generations

The Library's water intrusion was documented the year it opened…54 years ago! Every decade of deferral has raised the price. Investing in these facilities is not about today alone – it is about ensuring they continue to serve the community for future generations.

Workshop 2: Library & Public Works Yard

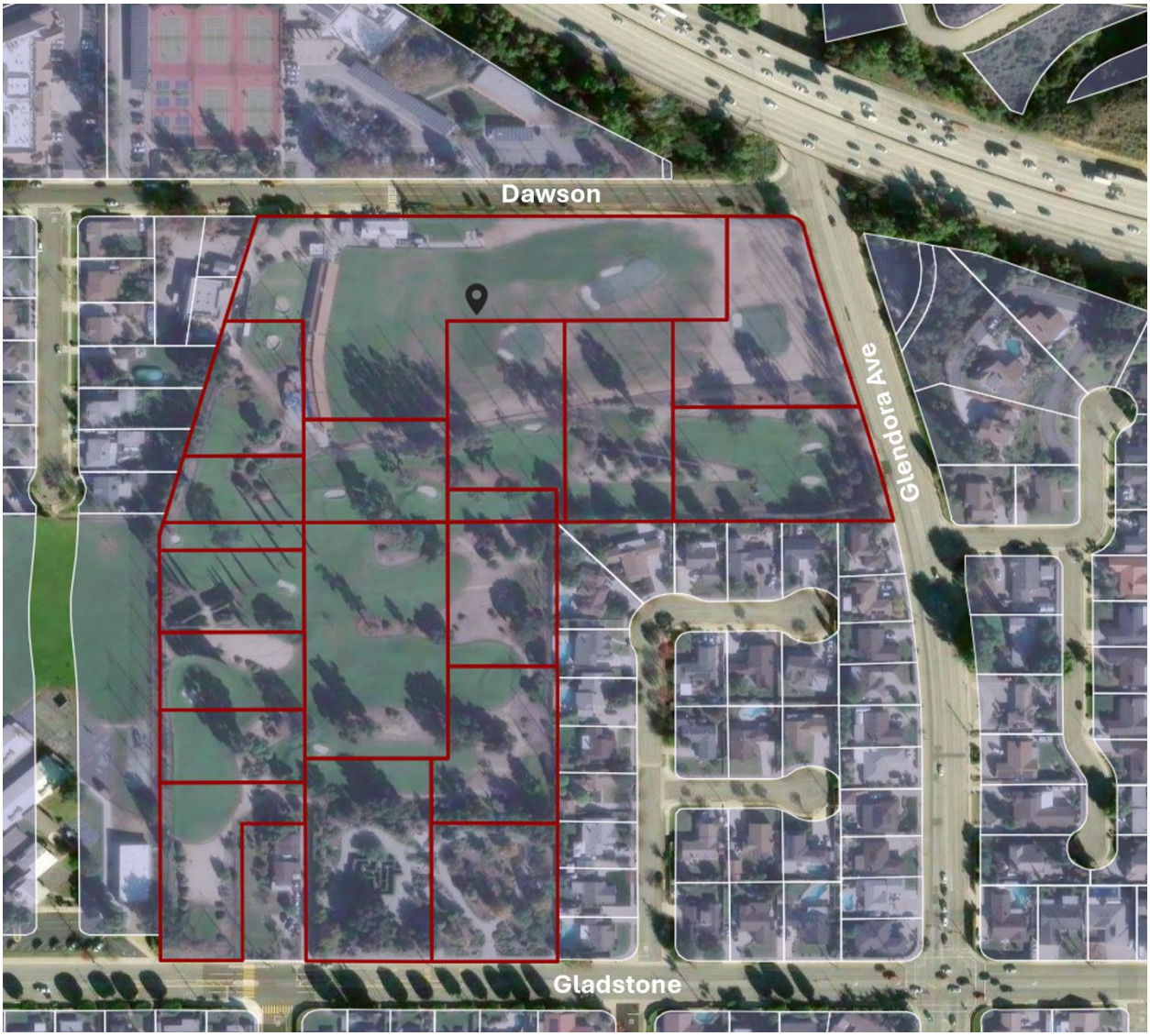
Questions & City Council discussion

Workshop 3 – City Owned Property ATTACHMENT C

Property	Description	Size (square feet/acre)	Zoning
Parking Lot 1	Village Public Parking Lot (South of Meda between Vista Bonita and Wabash)	22,239 sf (0.51 acre)	Village Core
Parking Lot 9	Village Public Parking Lot (Northwest corner of Vermont and Mountain View)	7,434 sf (0.17 acre)	Village Core
Parking Lot 10	Village Public Parking Lot (South of Meda between Vermont and Glendora)	13,655 sf (0.31 acre)	Village Core
Parking Lot 11	Village Public Parking Lot (South of Meda adjacent to Vista Bonita)	13,228 sf (0.30 acre)	Village Core
Parking Lot 12	Village Public Parking Lot (South of Meda adjacent to Vista Bonita)	36,074 sf (0.83 acre)	Village Core
Parking Lot 14	Village Public Parking Lot (North of Foothill between Glendora and Vista Bonita)	10,804 sf (0.248 acre)	Village Core
Parking Lot 17	Village Public Parking Lot (North of Foothill adjacent to Vermont)	10,764 sf (0.247 acre)	Village Core
Parking Lot 18	Village Public Parking Lot (North of Foothill between Vermont and Glendora)	6,825 sf (0.16 acre)	Village Core
201 W. Gladstone Street	Glen Oaks Golf Course	741,513 sf (17.02 acre)	Other
200 W. Dawson Avenue	Glendora Arboretum	100,551 sf (2.31 acre)	Other
1800 Big Dalton Canyon Road	Equestrian Center	2,173,681 sf (49.9 acres)	Other
South Hills	Open Space	276 acres	Other

Workshop 3 – City Owned Property **ATTACHMENT C**

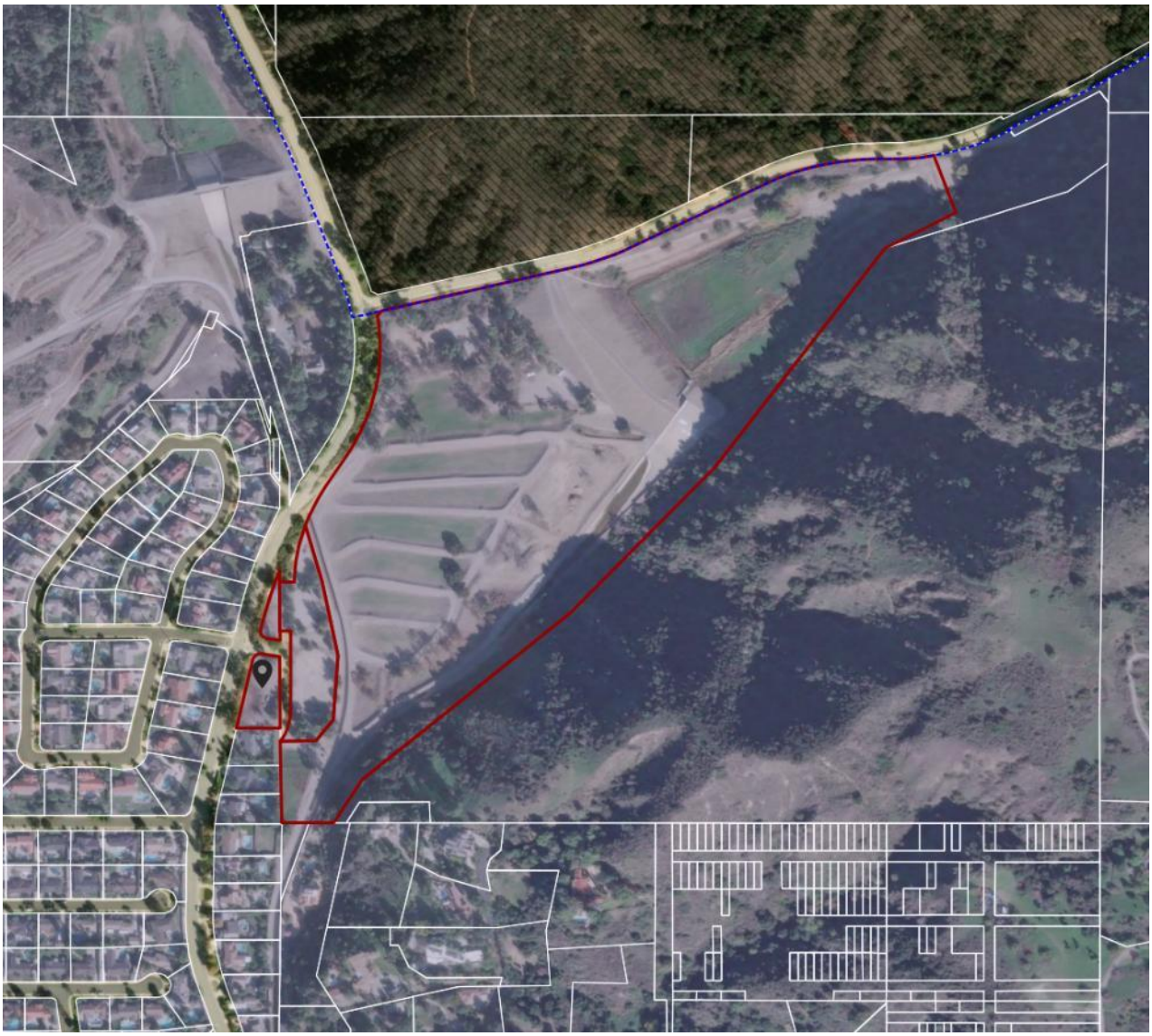
Golf Course and Arboretum Parcels



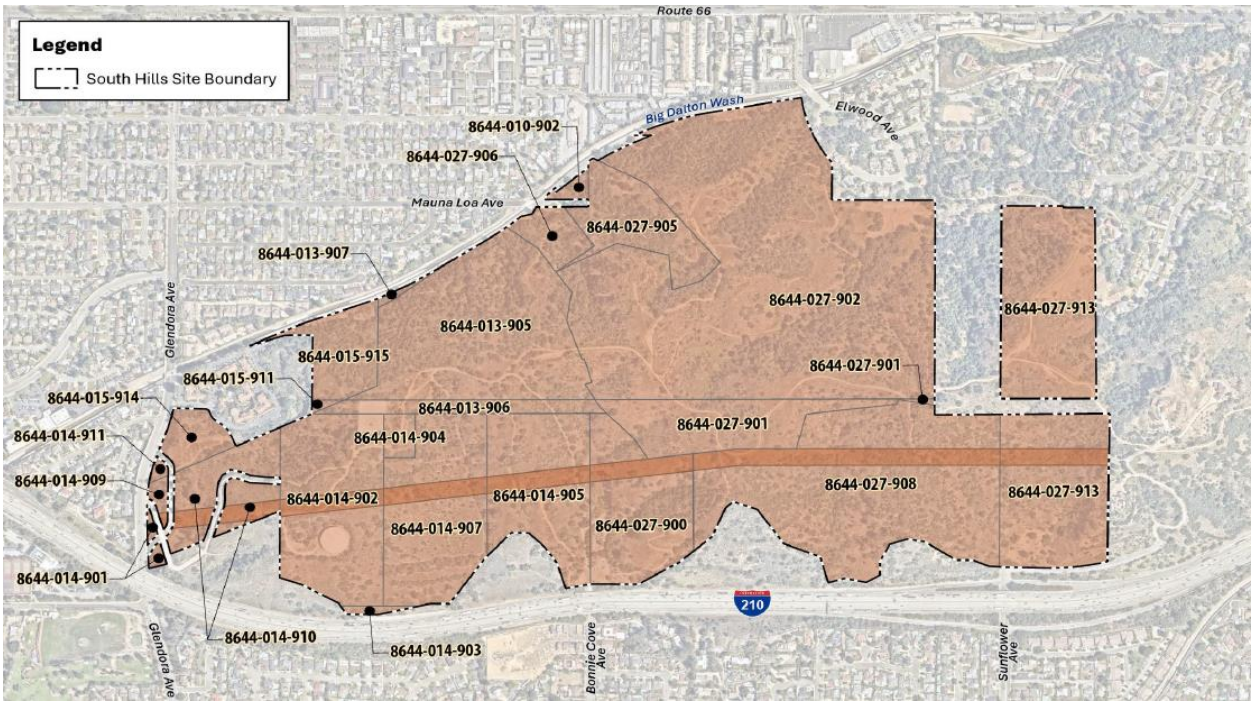
City-Owned Village Parking Lots



Equestrian Center



South Hills


Legend
South Hills Site Boundary
Route 66
Big Dalton Wash
Elwood Ave
Mauna Loa Ave
Glendora Ave
Bonnie Cove Ave
Sunflower Ave
210
8644-010-902
8644-027-906
8644-027-905
8644-013-907
8644-027-902
8644-027-913
8644-013-905
8644-015-915
8644-027-901
8644-015-911
8644-015-914
8644-013-906
8644-014-911
8644-014-904
8644-027-901
8644-014-909
8644-014-902
8644-014-905
8644-027-908
8644-027-913
8644-014-907
8644-027-900
8644-014-901
8644-014-910
8644-014-903

Debt Issuance & Management Policy		**SECTION or Policy No:** Admin Policy 3.16
		ORIGINATING DEPARTMENT: Finance
		Reference: Administrative Policy
SUPERSEDES: Not applicable	**NEW EFFECTIVE DATE:** September 11, 2018	**PAGE 1 of 12**
APPROVED BY: Joint Resolution CC 2018-41; CC 2018-41(SA); FN 2018-01; HA 2018-02		

I. Purpose

The purpose of this Debt Issuance and Management Policy (the "Policy") is to provide written guidelines for issuing debt and managing outstanding debt and to provide guidance to policy makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt, and method of sale that may be used. Adherence to a debt policy helps ensure the debt is prudently issued and managed in order to maintain a sound financial position and optimal credit ratings. The policies and procedures herein are subject to and limited by applicable provisions of state and federal law and commonly accepted debt management principles.

This Policy is intended to comply with the requirements of Senate Bill 1029, codified as part of Government Code Section 8855 (i), effective on January 1, 2017. This Policy is applicable to all entities for which the City Council acts as legislative body. These entities include, but are not limited to, City of Glendora, the Glendora Public Financing Authority, and the Successor Agency to the Glendora Community Redevelopment Agency of the City of Glendora. Additionally, these policies apply to debt issued by the City on behalf of assessment, community facilities, or other special districts, and conduit-type financing by the City for multifamily housing or industrial development projects. When used in this Policy, the term "City" shall refer to each of such entities and "debt" or "bonds" refers to all indebtedness and financing lease obligations of the City.

II. Policy Objectives

The City hereby recognizes a fiscally prudent debt policy is required to:

- Maintain the City's sound financial position.
- Ensure the City have the flexibility to respond to changes in future service priorities, revenue levels, and operating expenses.
- Protect the City's credit-worthiness.
- Ensure all debt is structured in order to protect both current and future taxpayers, ratepayers and constituents of the City.
- Ensure the City's debt is consistent with their planning goals and objectives and capital improvement program and/or budget, as applicable.

The main objectives of this Policy are to establish conditions for the use of debt:

- To ensure debt capacity and affordability are adequately considered.

- To minimize the City's interest payments and issuance costs.
- To achieve the highest practical credit ratings, when applicable.
- To provide complete financial disclosure and reporting.
- To ensure the City is in compliance with all relevant State and Federal securities laws and other applicable laws and regulations.

III. Acceptable Uses of Debt Proceeds

The City will consider the use of long-term debt financing primarily for the acquisition, substantial refurbishment, replacement, or expansion of capital assets and capital improvement projects only if the project's useful life will equal or exceed the term of the financing or will otherwise comply with Federal tax law requirements. If issued for the purpose of refunding, refinancing, or restructuring, long-term debt will be considered only if it complies with the refunding parameters and objectives discussed later in this Policy.

An exception of this long-term driven focus is the issuance of short-term instruments, which are to be used for prudent cash management purposes, as described below. Bonded debt should not be issued to finance normal operating expenses. General Fund debt will not be issued to support ongoing operational costs unless such debt issuance achieves net operating cost savings and such savings are verified by independent analysis.

A. Long-Term Debt

(i) Long-term debt may be issued to finance or refinance the construction, acquisition, substantial refurbishment, rehabilitation, replacement, or expansion of capital assets such as improvements and facilities, equipment and land to be owned and/or operated by the City. Long-term debt financings are appropriate when any of the following conditions exist:

- When the project being financed is necessary to provide basic municipal services.
- When the project being financed will provide benefit to the City's constituents over multiple years.
- When the total effect of the debt financing would not impose an unreasonable burden on the City and its taxpayers or ratepayers, as applicable.
- When the debt is issued to refinance outstanding debt in order to benefit from debt restructuring or to produce debt service savings.

(ii) Long-term debt financing will not generally be considered appropriate for current operating expenses and routine maintenance expenses.

(iii) The City may use long-term debt financings subject to the following conditions:

- The project being financed has been, or will be, included in the City's capital improvement plan or budget and approved by the City Council.
- The weighted average maturity of the debt allocated to the project will not exceed 120% of the average reasonably expected economic life of the project being financed, subject to exceptions described later in this Policy.
- The City estimates sufficient income and revenues will be available to service the debt through its maturity.
- The City determines the debt issuance will comply with the applicable requirements of State and Federal law.
- The City considers the project to be of vital, time-sensitive need for the community and there are no plausible alternative financing sources, such as pay-as-you-go funding, the use of grants or existing available funds on hand, or any combination thereof.

(iv) The City will undertake periodic reviews of outstanding long-term debt to identify refunding opportunities. Refundings will be considered (within the Federal tax law constraints, if applicable) if there is a net economic benefit from the refunding. Refundings which are non-economic may be undertaken to achieve City objectives related to changes in covenants, call provisions, operational flexibility, tax status, or restructuring of the debt service profile. In general, refundings resulting in a minimum of 3% net present value savings of the refunded debt will be considered economically viable. Refundings producing less than 3% net present value savings will be considered on a case-by-case basis, and are subject to City Council approval.

B. Short-Term Debt

(i) Short-term debt may be issued to provide financing for the City's operational cash flows in order to maintain a steady and even cash flow balance in the event of temporary cash flow shortfalls resulting from the timing of revenues and the deficiency of cash on hand.

(ii) Short-term debt may also be used to finance the City's short-lived capital projects, such as lease-purchase financing or equipment.

(iii) Prior to issuance of any short-term debt, a reliable revenue source must be identified for repayment of the debt.

(iv) The City may issue Interfund loans rather than outside debt instruments to fund short-term cash flow needs. Interfund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of these funds will not affect its current operations. Interfund loans must be approved by the City Council and have a defined repayment term. The prevailing interest rate, as established by the City's Finance Department, will be paid to the lending fund.

C. Financings on Behalf of Other Entities

(i) The City may also issue debt on behalf of other governmental agencies in order to further the public purposes of the City. In such cases, the City shall take reasonable steps to confirm the financial feasibility of the project being financed and the financial solvency of any borrower and the issuance of such debt is consistent with this Policy.

IV. Types of Debt

In order to maximize the financial options available to benefit the public, the City will consider the issuance of all generally acceptable types of debt subject to a careful review by management. The review shall include an analysis of all available and projected funding sources and how the proposed debt structure would fit within the overall debt portfolio of the City to determine whether it meets the City's long-term objectives. The City shall not undertake any new debt obligations without a thorough analysis of the City's long-term revenue and expenditure trends and its ability to support and service additional debt payments. The generally acceptable types of debt the City may consider include the following:

A. General Obligation (GO) Bonds

(i) GO Bonds are suitable for use in the construction or acquisition of improvements to real property benefiting the public at large. The California Government Code, Division 4, Chapter 4, Article 1 commencing with section 43600 authorizes cities to finance certain municipal improvements through GO bonds when a city determines the public interest and necessity demands the acquisition, construction or completion of such municipal improvements, including property or structures necessary or convenient to carry out the objects, purposes, and powers of a city. All GO bonds shall be authorized by the requisite number of voters in order to pass. Examples of projects include libraries, parks, and public safety facilities.

B. Revenue Bonds/Certificates of Participation (COPs)

(i) Revenue Bonds and COPs are limited-liability obligations tied to a specific enterprise or special fund revenue stream where the financed projects clearly benefit or relate to the enterprise or are otherwise permissible uses of the special revenue. Generally, no voter approval is required to issue this type of obligation and it is not subject to a debt limitation, but in some cases, the City must comply with Proposition 218 regarding rate adjustments. Examples of this type of bond include but are not limited to Water Revenue Bonds and Water Revenue Certificates of Participation.

C. General Fund-Supported Debt

(i) General Fund-Supported Debt is generally comprised of COPs and Lease Revenue Bonds (LRBs) which are lease obligations secured by an installment sale or lease-back arrangement between the City and another public entity. Typically, the City appropriates annually available General Fund revenues or funds on hand to pay the lease payments to the other entity and, in turn, the public entity uses the lease payments received by the City to pay debt service on the COPs or the LRBs.

(ii) General Fund-Supported Debt may also include judgment obligation bonds (JOBs) issued to refund obligations imposed by law, such as judgments, or pension obligation bonds (POBs) issued to refund unfunded accrued actuarial liabilities for pension plans.

(iii) Lease-backed debt does not constitute indebtedness under the state or City's constitutional debt limit and does not require voter approval.

D. Land-Secured Debt

(i) Land-Secured Debt is generally comprised of special assessment/special tax debt issued under the Mello-Roos Community Facilities Act of 1982, as amended, by special districts such as Community Facilities Districts (CFDs) and limited obligation bonds issued under applicable assessment statutes by 1913/1915 Act Assessment Districts (ADs).

(ii) The City may consider requests for special district formation and debt issuance secured by property based assessments or special taxes in order to provide necessary infrastructure for development. The City will also comply with all State guidelines regarding the issuance of special tax or special assessment debt.

E. Loans

(i) The City is authorized to enter into loans, installment payment obligations, or other similar funding structures secured by a prudent source or sources of repayment. Examples include State Revolving

Fund Loans, Infrastructure and Development Bank (I-Bank) Loans, Interfund loans to and from special revenue, enterprise, and internal service funds.

F. Tax Allocation Bonds

(i) Tax Allocation Bonds are special obligations secured by the allocation of tax increment revenues generated by increased property taxes in the designated (now former) redevelopment project areas. Tax Allocation Bonds are not debt of the City. California Health and Safety Code, Division 24, Parts 1.8 and 1.85 limit the authority to issue Tax Allocation Bonds only to refund bonds properly and timely issued prior to January 1, 2011; such laws are referred to as the "Dissolution Law" and govern successor agencies to now dissolved redevelopment agencies.

G. Tax Increment Financing

(i) Tax Increment Financing provides options to finance infrastructure and economic development projects using as a repayment stream property tax revenues generated above an established "base year" value (tax increment). The City may consider tax increment financing to the extent permitted under State law. Examples include Tax Allocation Bonds as well as debt issued by Enhanced Infrastructure Financing Districts (EIFDs) or Community Revitalization and Investment Authorities (CRIAs). When considering tax increment financing mechanisms permitted by law, the City should analyze the practical viability of the proposed financing and take into account the potential impact of the proposed structure on existing debt limitations.

H. Conduit Financing

(i) Conduit financing involves the issuance of securities by a government agency to finance a third party's project such as of a non-profit organization or other private entity. Conduit financings are typically not secured by the City's credit. The City may sponsor conduit financings for those activities having a general public purpose and are consistent with the City's overall service and strategic objectives. While conduit financings do not constitute a general obligation of the issuer, the same level of due diligence prior to bond issuance is required. Examples include industrial development bonds and financings for affordable rental housing and qualified 501(c)(3) organizations.

I. Short-Term Financing

(i) Short-term borrowing, such as commercial paper, Tax and Revenue Anticipation Notes (TRANs), Bond or Grant Anticipation Notes (BANs), and lines of credit, will be considered as an interim source of funding in anticipation of long-term borrowing or receipt of revenues and may be issued to

generate funding for cash flow needs. The final maturity of the debt issued to finance the project shall be consistent with the useful life of the project.

(ii) In compliance with applicable State law, any such notes shall be payable either not later than the last day of the fiscal year in which they are issued or during the fiscal year succeeding the fiscal year of issuance, but in no event later than 15 months after the issuance date, and only if such notes are payable solely from revenue received or accrued during the fiscal year in which they were issued.

(iii) Short-term debt may also be used to finance short-lived capital projects, such as equipment or lease-purchase financing.

J. Joint Powers Authority (JPA) Financing

(i) In addition to some of the long- and short-term financing instruments described above, the City may also consider joint powers arrangements with other governmental agencies when a project serves the public interest beyond city boundaries.

K. Refunding Bonds

(i) The City shall refinance debt pursuant to the authorization provided under California law, including but not limited to Articles 10 and 11 of Chapter 3 of Part 1 of Division 2 of Title 5 of the California Government Code, as market opportunities arise. The Finance Director/Treasurer shall identify refunding opportunities and prepare a present value analysis describing the economic effects of the refunding. Refundings may be undertaken in order to:

- Take advantage of lower interest rates and achieve debt service cost savings.
- Eliminate restrictive or burdensome bond covenants.
- Restructure debt to lengthen the duration of repayment, relieve debt service spikes, reduce volatility in interest rates or free up reserve funds.

(ii) Generally, the City shall strive to achieve a minimum of 3% net present value savings for a current refunding and a minimum of 5% net present value savings for an advance refunding. Upon the advice of the Finance Director/Treasurer and with the assistance of the City's municipal advisor and bond counsel, the City may consider undertaking refundings for other than economic purposes based upon a finding such a restructuring is in the City's overall best financial interest.

The City may from time to time find other forms of debt would be beneficial to further its public purposes and may approve such debt without an amendment of this Policy. Although alternative financing structures and debt

instruments may provide a lower borrowing cost in the short run, they may carry greater risk in the long run. Before entering into such arrangements, the City should carefully evaluate the benefits and risks associated with such alternative financing mechanisms and the potential implications on the City's debt affordability and credit profile.

Debt shall be issued as fixed rate debt unless the City makes a specific determination as to why a variable rate issue would be beneficial to the City in a specific circumstance.

V. Structure And Terms Of Debt Issues

The City will establish all terms and conditions related to the issuance of debt, and will control, manage, and invest all debt proceeds. The following restrictions will be followed unless otherwise authorized by the City.

A. Term of Debt

(i) Debt will be structured for the shortest practicable period, consistent with a fair allocation of costs to current and future users. Typically, the term of long-term debt borrowing is 5-30 years. Generally, the weighted average maturity of the debt should not exceed 120% of the weighted average economic life of the projects or equipment being financed, unless there are specific circumstances mitigatingt the extension of time to repay the debt and it would not result in violation of any covenants to maintain the tax-exempt status of such debt, if applicable.

B. Debt Repayment Structure

(i) In structuring a debt issue, the City will manage the amortization of debt and, to the extent possible, match its cash flow to the anticipated debt service payments. The City shall design the repayment of debt to take best advantage of market conditions, provide flexibility, and, as practical, to recapture or achieve its best credit rating. The City will evaluate alternative debt structures to ensure the most cost-efficient financing under prevailing market conditions.

(ii) The City will generally seek to structure debt with aggregate level annual debt service payments over the life of the debt. Structures with non-level debt service will be considered when one or more of the following exist:

- Natural disasters or extraordinary unanticipated external factors prohibit debt payments in the early years of the issuance.
- Such structuring is beneficial to the City's aggregate overall debt payment schedule.

- Such structuring will allow debt service to more closely match project revenues.

C. Bond Maturity Options

(i) For each bond issuance, the City will select serial bonds or term bonds, or both. On occasions where circumstances warrant, capital appreciation bonds (CABs) may be used. The decision to use serial bonds, term bonds or CABs or any combination is typically based on market conditions and investor demand.

D. Credit Enhancement

(i) Credit enhancement may be used to improve or establish a credit rating on a City debt obligation. Types of credit enhancement include letters of credit, bond insurance and surety policies. The City's municipal advisor may recommend the use of a credit enhancement if it reduces the overall cost of the proposed financing or if the use of such credit enhancement furthers the City's overall financing objectives.

E. Debt Service Reserve Fund

(i) Debt service reserve funds are held by the bond trustee to make principal and interest payments to bondholders in the event pledged revenues are insufficient to do so. The City will fund debt service reserve funds when it is in the City's overall best financial interest.

(ii) Under federal tax law, the size of the reserve fund is generally limited to the lesser of 10% of par amount of bonds, 125% of average annual debt service, and 100% of maximum annual debt service.

(iii) In lieu of holding a cash reserve, the City may substitute a surety bond or other credit instrument in its place. The decision to cash fund a reserve fund rather than to use a credit facility is dependent on the cost of the credit instrument and the investment opportunities.

(iv) The City may decide not to utilize a reserve fund or to fund a partial reserve fund if the Finance Director/Treasurer, assisted by the City's municipal advisor, determines there would be no adverse impact on the City's credit rating or interest rates.

F. Call Provisions

(i) A call option or optional redemption provision gives the City the right to prepay or retire debt prior to its stated maturity date. This option may permit the City to achieve interest savings in the future

through the refunding of the debt. Because the cost of call options can vary depending on market conditions, an evaluation will be conducted in connection with each issuance.

(ii) In general, the City's debt issues will include a call feature that is no later than ten (10) years from the date of delivery of the debt. The City will generally avoid the sale of non-callable debt. The use of a call option will be evaluated and recommended on a case by case basis.

VI. Relationship To Capital Improvement Program And Operating Budget

The City's multi-year Capital Improvement Program (CIP) sets priorities for projects and funding while this Policy provides direction and limitations for proposed financings undertaken to implement the CIP. Debt issuance for capital projects should be incorporated into the Capital Improvement Program to be recommended for City Council approval and integrated with the City Council-adopted annual Operating Budget. Prior to issuance of debt, a reliable revenue source shall be identified to secure repayment of the debt and the annual debt service payments shall be included in the Operating Budget.

The City shall integrate its debt issuances with the goals of its Capital Improvement program by timing the issuance of debt to ensure projects are available when needed in furtherance of the City's public purposes.

VII. Policy Goals Related to Planning Goals And Objectives

The City is committed to long-term financial planning, maintaining appropriate reserve levels and employing prudent practices in governance, management and budget administration. The City intends to issue debt for the purposes stated in this Policy and to implement policy decisions incorporated in the City's annual Operating Budget.

It is a policy goal of the City to protect taxpayers, ratepayers (if applicable) and constituents by utilizing conservative and prudent financing methods and techniques so as to obtain the highest practical credit ratings (if applicable) and the lowest practical borrowing costs.

It is a policy goal of the City to minimize debt service commitments through efficient planning and cash management. The City will consider debt issuance only in those cases where public policy, equity and economic efficiency favor debt financing over cash funding. Prior to the issuance of debt or other financing obligations, the

City will carefully consider the overall long-term affordability of the proposed debt issuance by conducting an objective analysis of the City's ability to support additional debt service payments.

VIII. Internal Control Procedures

When issuing debt, in addition to complying with the terms of this Policy, the City shall comply with other applicable policies regarding initial bond disclosure, continuing disclosure, post-issuance compliance, and investment of bond proceeds. The City will periodically review the requirements of and will remain in compliance with the following:

- Federal securities law, including any continuing disclosure undertakings under SEC Rule 15c2-12.
- Any Federal tax compliance requirements, including without limitation arbitrage and rebate compliance, related to any prior bond issues.
- The City's investment policies as they relate to the investment of bond proceeds.
- Government Code Section 8855(k) and the annual reporting requirements therein.

The City shall be vigilant in using bond proceeds in accordance with the stated purpose at the time such debt was issued. The City Manager, Finance Director/Treasurer or designee will monitor the expenditure of bond proceeds to ensure they were used only for the purpose and authority for which the bonds were issued. Proceeds of debt will be held either by: (a) a third-party trustee or fiscal agent, who will disburse such proceeds to or upon the order of the City upon the submission of one or more requisitions by the Finance Director/Treasurer (or her or his written designee), or (b) by the City, to be held and accounted for in a separate fund or account, the expenditure of which will be carefully documented by the City.

IX. Amendment And Waiver of Debt Policy

This Policy will be reviewed and amended from time to time as appropriate subject to City Council approval.

There will be circumstances from time to time when strict adherence to one or more provisions of this Policy is not possible or not in the best interest of the City. If the City staff has determined a waiver of one or more provisions of this Policy should be considered by the City Council, it will prepare an analysis for the City Council describing the rationale for the waiver and the impact of such waiver on the proposed debt issuance, taxpayers, and the City, as and if applicable. Upon a majority vote of the City Council, one or more provisions of this Policy may be waived for a particular debt financing.

The failure of a debt financing to comply with one or more provisions of this Policy shall in no way affect the validity of any debt issued by the City in accordance with applicable laws.

X. SB 1029 Compliance

Senate Bill 1029, signed by Governor Brown on September 12, 2016, and enacted as Chapter 307, Statutes of 2016, requires issuers to adopt debt policies addressing each of the five items below:

A. The purposes for which the debt proceeds may be used.

(i) Section 3 (Acceptable Uses of Debt Proceeds) addresses the purposes for which debt proceeds may be used.

B. The types of debt that may be issued.

(i) Section 4 (Types of Debt) and Section 5 (Structure and Term of Debt Issues) provide information regarding the types of debt that may be issued.

C. The relationship of the debt to, and integration with, the issuer's capital improvement program or budget, if applicable.

(i) Section 6 (Relationship to Capital Improvement program and Operating Budget) provides information regarding the relationship between the City's debt and Capital Improvement Program and annual Operating Budget.

D. Policy goals related to the issuer's planning goals and objectives.

(i) Section 2 (Policy Objectives) and Section 7 (Policy Goals Related to Planning Goals and Objectives) address some of the City's policy goals and how this Policy has implemented them. As described in these and other sections, this Policy has been adopted to assist the City with its goal of maintaining fiscal sustainability and financial prudence.

E. The internal control procedures the issuer has implemented, or will implement, to ensure the proceeds of the proposed debt issuance will be directed to the intended use.

(i) Section 8 (Internal Control Procedures) provides information regarding the City's internal control procedures designed to ensure that debt proceeds are spent as intended.

This Debt Policy, as written, complies with and meets the requirements of Senate Bill 1029.

JOINT RESOLUTION

CC 2018-41 CC 2018-41 (SA) FN 2018-01 HA 2018-02

A JOINT RESOLUTION OF THE CITY COUNCIL, SUCCESSOR AGENCY, PUBLIC FINANCE AUTHORITY AND HOUSING AUTHORITY OF THE CITY OF GLENDORA, CALIFORNIA, ADOPTING A DEBT ISSUANCE AND MANAGEMENT POLICY AND TAKING RELATED ACTIONS

CITY COUNCIL, SUCCESSOR AGENCY, PUBLIC FINANCING AUTHORITY AND HOUSING AUTHORITY City of Glendora, California

WHEREAS, The City of Glendora and its related entities (such as the Glendora Public Financing Authority, the Successor Agency to the Glendora Community Redevelopment Agency and, Glendora Housing Authority (together, the "City") have issued bonds or other financing obligations ("Local Debt") subject to requirements for the filing of reports to the California Debt and Investment Advisory Commission ("CDIAC") pursuant to California Government Code Section 8855 ("Section 8855"); and,

WHEREAS, Under Section 8855, municipal issuers of Local Debt must file a report (the "Report of Proposed Debt Issuance") at least 30 days before the sale of any Local Debt issue; and,

WHEREAS, Senate Bill No. 1029 ("SB 1029"), effective January 1, 2017, amended Section 8855 to augment the information that a municipal issuer must provide to CDIAC in connection with Local Debt issuances; and,

WHEREAS, Section 8855, as amended by SB 1029, requires the Report of Proposed Debt Issuance to include a certification that the municipal issuer has adopted a local debt policy and the contemplated Local Debt issuance is consistent with such local debt policy; and,

WHEREAS, Section 8855(i)(1) requires that the local debt policy must include the following elements:

(A) The purposes for which the debt proceeds may be used;
(B) The types of debt that may be issued;
(C) The relationship of the debt to, and integration with, the issuer's capital improvement program or budget, if applicable;
(D) Policy goals related to the issuer's planning goals and objectives.
(E) The internal control procedures that the issuer has implemented, or will implement, to ensure that the proceeds of the proposed debt issuance will be directed to the intended use; and

WHEREAS, The City expects that it will continue to issue Local Debt from time to time; and,

WHEREAS, This City desires to adopt the Local Debt Policy, as set forth in **"Exhibit A"** (the "Policy").

NOW, THEREFORE, THE CITY COUNCIL AND THE SUCCESSOR AGENCY TO THE FORMER GLENDORA COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF GLENDORA HEREBY RESOLVES AS FOLLOWS:

SECTION 1. The above recitals are true and correct and are a substantive part of this Resolution;

SECTION 2. The City Council hereby determines and finds that the Policy complies with the requirements of Section 8855(i)(1);

SECTION 3. The Policy, as set forth in Exhibit A, is hereby approved and adopted. The Policy shall be applicable to Local Debt issued by or on behalf of the City (including its related entities such as the Glendora Public Financing Authority, the Successor Agency to the Glendora Community Redevelopment Agency and, Glendora Housing Authority (together, the "City");

SECTION 4. The City Administrator and/or his/her designee are hereby authorized and directed to effectuate the purposes of this Resolution and to implement the Policy.

APPROVED and **PASSED** this 11th day of September, 2018.

City Council, Successor Agency,
Housing Authority, and
Public Financing Authority
Glendora, CA

BY: _____
MENDELL THOMPSON, Mayor

APPROVED AS TO FORM:
Aleshire & Wynder, LLP

_____
WILLIAM W. WYNDER, Attorney

CERTIFICATION

I, Kathleen R. Sessman, City Clerk/Agency Secretary of the City of Glendora, do hereby certify that the foregoing Joint Resolution was duly adopted by the City Council, Successor Agency to the former Glendora Community Redevelopment Agency, Housing Authority and Public Financing Authority of the City of Glendora at a regular meeting held on the 11th day of September, 2018, by the following vote:

AYES:	COUNCIL MEMBERS:	Allawos, Boyer, Davis, Nelson and Thompson.
NOES:	COUNCIL MEMBERS:	None.
ABSENT:	COUNCIL MEMBERS:	None.
ABSTAIN:	COUNCIL MEMBERS:	None.

Dated: September 12, 2018

Elvia Harvey for
KATHLEEN R. SESSMAN
City Clerk/Agency Secretary

Exhibit A
Local Debt Policy

ATTACHMENT E

2019 AD-HOC CITIZENS ADVISORY COMMITTEE — RECOMMENDATIONS AND IMPLEMENTATION STATUS

Revenue Options and Expenditures of the City's General Fund (Final Report, November 2019) • Status as of September 2026

In November 2019, the City Council received the Final Report of the Ad-Hoc Citizens Advisory Committee on Revenue Options and Expenditures of the City's General Fund. The 20-member, City Council-appointed committee met eleven times over eleven months and issued five formal recommendations, together with three cautionary observations following the passage of Measure E. The matrix below summarizes each recommendation, the actions taken by the City Council and staff since issuance of the report, and the current status. The record demonstrates not only that the Committee's recommendations have been substantially implemented, but that the City has in several areas exceeded them. For example, the City has layered pension reserves onto the bond refinancing, built fund-level expenditure transparency and multi-year projections for each revenue measure, implemented strategic outsourcing operational efficiencies, and converted land sale proceeds directly into the preventative maintenance investments the Committee called for. That record continues to inform the policy questions before the City Council at Workshop No. 3.

2019 Committee Recommendation	Actions Taken (2019–2026)	Outcome / Result	Status
1. Pension Obligation Bonds The Committee concurred with the City Council's course of action to issue Pension Obligation Bonds (POBs) to address the City's $57.5 million CalPERS unfunded accrued liability, building on the City's earlier pension reforms (a second benefit tier adopted before PEPRA required it, and increased employee cost-sharing across all employment groups).	POBs were issued in August 2019 following City Council authorization on March 12, 2019. Standard & Poor's assigned the City a 'AAA' credit rating in connection with the bond sale — one of only fifteen California cities with outstanding debt to achieve that rating at the time. On December 8, 2020, the City Council received a follow-up report confirming estimated savings of $30 million or more over the life of the bonds. The City did not stop at the refinancing. It layered on a dedicated Pension Set-Aside Reserve, now approximately $14.5 million (FY 2025–27), plus an OPEB Set-Aside of approximately $4.36 million — nearly $18.9 million in combined retirement-related reserves above required contributions. The set-aside preserves the option to pay off portions of the POB early in 2029, generating approximately $1.5 million in annual cash flow savings for a 5–7 year period beginning in 2030, and provides an estimated 18–24 months of service-level protection in a recession. CalPERS has posted three consecutive years of higher-than-anticipated returns, further strengthening the funded position. The draft Workshop No. 3 fiscal guardrail framework extends this discipline: any capital use of pension reserves requires a discrete one-time scope, a named replenishment source, an explicit timing-risk evaluation, and a minimum pension reserve floor unavailable for capital purposes under any circumstances.	The Committee endorsed one transaction; the City built a complete pension strategy around it: • refinanced debt; • AAA rating achieved and maintained; • $30M+ in confirmed savings; • $18.9M in retirement reserves; • An early payoff option achieving annual savings of $1 to $1.5 million; and • A proposed guardrail framework now before the City Council at Workshop 3.	**COMPLETE / EXCEEDED**

2019 Committee Recommendation	Actions Taken (2019–2026)	Outcome / Result	Status
2. Outsourcing of City Services The Committee recommended the City Council and staff recognize potential cost savings by outsourcing any of four departments: Police, Library, Community Services, and Public Works, subject to significant study and community input.	The December 8, 2020 follow-up report identified outsourcing opportunities for further evaluation. The City has since pursued strategic outsourcing and operational modernization where cost-effective, building on the services already outsourced before 2019. Documented actions include centralizing citywide facilities contracts (landscaping, tree maintenance, HVAC, janitorial, elevator maintenance), streamlining City services and engaging private entities where it makes sense, a comprehensive purchasing policy review, and implementation multiple information systems (GIS, ERP, Permitting, Payroll, CAD, Camera, 311, etc.) Core in-house services, including the Police Department and Library, were retained, consistent with the Committee's own findings that community sentiment strongly favored local police services and that the City operates its library at lower cost than the County. Further investments made in PD, including, the Community Impact Team, Dispatch, Code, and sworn staff have help to reduce major crime by 16.5% over the last two years.	Selective, strategic outsourcing implemented; full departmental outsourcing not pursued. Community survey results (86% quality-of-life rating; 83% service satisfaction of all city services, 2024) support the retained service model.	ADDRESSED
3. Sales Tax Measure (Measure E) The Committee's most significant recommendation: presented via preliminary report on September 11, 2018, urging the City to immediately conduct a special election for a 0.75% transactions and use tax.	Measure E was approved by voters on March 5, 2019 (54% Yes / 46% No), raising the local rate from 9.5% to 10.25% with all revenue staying under local control. Building on this foundation, voters approved Measure Z on November 5, 2024 (58% Yes / 42% No), adding 0.25% and bringing the City's locally controlled sales tax share to 2.00%. Measure Z was placed on the ballot unanimously and preceded by informational presentations to the Planning Commission, Library Board of Trustees, and Community Services Commission. The City Council also took an oppose position on Measure A, the homeless sales tax initiative by LA Country during the same election. Combined Measures E/Z revenue is projected at $11,704,000 in FY 2026/27.	The structural deficit identified by the Committee $2M+), was evaluated further and was found to be closer to $4 million. Measure E and later Measure Z were foundational to keep City services desired levels, while eliminating the structural deficit. The City's multi-year forecasts are now positive, and Measures E/Z fund police services, streets, homelessness response, preventative maintenance, and infrastructure.	COMPLETE
4. Measure E Accountability and Expenditure Transparency The Committee recommended the City Council consider appointing a group of representative residents to periodically review	The underlying objective, public accountability for how measure dollars are spent, was implemented immediately and has expanded steadily. The very first post-Measure E budget (FY 2019–21, adopted June 25, 2019) included a Measure E Report Card publicly detailing spending on service levels, personnel retention, and capital projects. Transparency has increased with each cycle: Measures E and Z are each accounted for separately from the General Fund, with detailed expenditures and their own multi-year financial projections presented alongside the General Fund forecast. The February 24, 2026 mid-year review publicly reported Measure E/Z	The recommendation's intent has been fulfilled through fund-level expenditure transparency and multi-year projections for each measure that go beyond a periodic committee review, every dollar of Measure E/Z revenue and expenditure is presented publicly, every budget cycle. The specific resident-committee format	INTENT FULFILLED

2019 Committee Recommendation	Actions Taken (2019–2026)	Outcome / Result	Status
Measure E expenditures, with a five-year sunset.	transfers to the General Fund of $3–$5.6 million annually with positive multi-year outlooks for each measure. Ongoing public reporting includes annual and mid-cycle budget adoptions, independent audits, quarterly CIP updates, scientifically valid community surveys (2024, 2025), and beginning September 8, 2026, quarterly reports on the one-time funding investment. On December 8, 2020, the City Council noted the option for the Ad-Hoc group to be reengaged if needed. Workshop No. 3 (Topic 2) now places the formation of a citizen advisory body squarely before the City Council.	remains an open option, directly teed up by the Workshop 3 citizen ad-hoc committee discussion.	
5. City-Owned Property — One-Time and Ongoing Revenue The Committee identified four properties for further study as potential sources of one-time sale revenue and recurring property tax: the San Jose tract, South Hills Wilderness Park, Glen Oaks Golf Course, and Carlyle E. Linder Equestrian Park.	San Jose/Woodland site: SOLD to the Olson Company for $3.9 million. $1 million was allocated to Economic Development Action Plan initiatives; the remaining $2.9 million was appropriated on July 14, 2026 to Fund 301 as the first tranche funding the Workshop No. 1 streets and facilities program; a direct line from the Committee's recommendation to pavement and facility work now going to bid. South Hills: The 2025 True North community survey showed 57% support for a hypothetical 50-acre sale scenario with developer-funded trail improvements. On June 9, 2026, the City Council unanimously approved a $130,000 Professional Services Agreement with T&B Planning, Inc. for a five-phase Development Feasibility Analysis of the 275–276-acre property, due no later than October 2026. Glen Oaks Golf Course and Equestrian Park: No disposition action; both remain constrained by parkland discontinuance, replacement, and multi-year lease agreement (golf course only). Additionally, the Glen Oak Golf Course, no longer costs the City money; the revised lease agreements and mandated property improvements paid by the leasee, have generated positive cash flow for the City and a community asset used by families; a large need identified in recent Community Surveys. Recently, the City negotiated additional restaurant space and a new putting course on the property, completely paid for by the leasee. Post-2019 amendments to the Surplus Land Act (HCD) have added process requirements and affordable housing covenants affecting all City property dispositions.	The Committee's land strategy has been directly implemented: San Jose sale proceeds funded a portion of Workshop 1 projects, and South Hills is under professional feasibility analysis for the first time, replacing decades of conjecture with a publicly available, research-based document.	**IN-PROGRESS**

COMMITTEE WARNINGS FOLLOWING PASSAGE OF MEASURE E

After Measure E passed, the Committee reconvened and cautioned that, while the measure would balance the structural deficit, three significant financial issues remained on the horizon. Each has since materialized or been quantified and each has been met with a documented City response, culminating in the Workshop 1 investments approved and fully appropriated in summer 2026.

2019 Committee Warning (Measure E Follow-Up)	How the Concern Has Materialized	City Response	Status
Street and Infrastructure Costs: the Committee cited approximately $60 million needed to meet best practices of street maintenance.	The concern was validated and quantified: the 2025 Pavement Management Program (Bucknam Infrastructure Group) reported a citywide weighted PCI of 63.2 (“Fair”), down from 65.4 in 2020, across 163.4 miles with a $439 million network replacement value and 46% of streets rated Poor to Very Poor. Comprehensive assessments between 2022 and 2025 identified nearly $1 billion in long-term infrastructure needs citywide, including $350 million in water system needs and $50 million+ in deferred facility maintenance.	The City responded with additive preventative maintenance rather than deferral: over $60 million in improvements delivered over the past seven years; an annual slurry seal program expanded by $500,000 through Workshop 1; centralized citywide facility maintenance contracts; water rates modernized in 2024 funding a $30 million 5-year water CIP; and quarterly CIP reporting throughout. Workshop No. 1 (June 16, 2026) then produced City Council consensus on 72 items totaling $11.88 million — $8.73 million to streets (est. +2.87 citywide PCI; the largest single one-time pavement investment in City history) and $3.15 million across 61 facility items at 13 City sites drawn directly from the Bureau Veritas FCA. The City Council fully funded the program within ten weeks: $3 million appropriated July 14, 2026, and the remaining $9 million on August 25, 2026, with TransTech engaged for street engineering, construction beginning late 2026, and the first quarterly progress report delivered September 8, 2026.	**VALIDATED / SIGNIFICANT PROGRESS ACHIEVED / FULLY FUNDING NEEDS AN ONGOING CHALLENGE**

2019 Committee Warning (Measure E Follow-Up)	How the Concern Has Materialized	City Response	Status
Federal Wastewater / Environmental Compliance: the Committee warned of potential costs in the millions.	Regional stormwater compliance obligations continue under Measure W and related mandates. The City demonstrated its ability to secure large restricted-revenue funding where an eligible program exists, capturing $23,755,692 for the Finkbiner Park Stormwater Capture Project, and is developing a Stormwater Master Plan ($250,000). Corporate Yard Phase 1A incorporates storm drain and Low Impact Development facilities that may qualify for Measure W or other regional stormwater funding.	Compliance costs are being addressed through restricted revenue capture rather than the General Fund, consistent with the layered funding strategy presented at Workshop No. 3.	**MANAGED**
Recession Risk: the Committee warned the economy will eventually enter a recession, affecting sales tax revenues.	No recession has yet tested Measure E/Z revenues, but the City weathered COVID-19 budget adjustments (FY 2020–21 CIP postponement), multi-million dollar insurance increases, and a flattening of sales tax revenue without structural damage. The concern now frames the central policy question of Workshop No. 3: the Pension Set-Aside (~$14.5 million) provides an estimated 18–24 months of service-level protection in a downturn, and any strategic draw for facilities purposes would shorten that window until development proceeds replenish the reserve.	The City built the recession buffer the Committee's warning called for: a AAA bond rating, positive multi-year forecasts for the General Fund and each of Measures E and Z, General Fund reserves at 35 to 40% of operating expenditures, and pension/OPEB set-asides totaling approximately $18.9 million. Staff's proposed fiscal guardrails (minimum pension reserve floor, named replenishment source, timing-risk evaluation) are designed to keep any reduction in that flexibility bounded and temporary.	**PREPARED**

Sources: Ad-Hoc Citizens Advisory Committee Final Report (November 2019); FY 2019–21 Adopted Budget and Measure E Report Card (June 25, 2019); City Council follow-up report (December 8, 2020); 2020–2023 Strategic Plan Update; FY 2025–26 Mid-Year Budget Review (February 24, 2026); Workshop No. 1 results and appropriations (June 16, July 14, and August 25, 2026); Workshop No. 2 staff report (July 21, 2026); Draft Workshop No. 3 staff report (September 15, 2026); 2025 Pavement Management Program; Bureau Veritas Facility Condition Assessment; True North Research community surveys (2024, 2025).



PROPERTY TAX EXPLAINED!

FOR EVERY **DOLLAR YOU PAY** IN YOUR BASE PROPERTY TAX...



Approximately **$0.45** Goes to **LA COUNTY SERVICES**[1]

Approximately **$0.24** Goes to **STATE OF CALIFORNIA**[2]

Approximately **$0.18** Goes to **GUSD**[3]

Approximately **$0.10** Goes to the **CITY OF GLENDORA**

Approximately **$0.02** Goes to **CITRUS COLLEGE**

Approximately **$0.01** Goes to **THREE VALLEYS MWD**

LONG STORY SHORT:

Glendora receives about $0.10 of each base property tax dollar. Think of your base property tax dollar as 100 pennies, only about 10 of those pennies come back to the City. The rest is shared among the state, schools, LA County, and other public agencies.

Example provided is an approximate breakdown of the base 1% property tax. Amounts are rounded and will vary by each tax rate area. This example does not included voter-approved measures (e.g. bond) or direct assessments. The City of Glendora does not have any voter approved property tax measures.

[1] Includes LA County Fire, Flood Control and Sanitation District.
[2] Includes educational revenue fund and other educational services.
[3] School district will vary by address.

SALES TAX EXPLAINED!

FOR EVERY **DOLLAR YOU SPEND** IN GLENDORA

YOU PAY 10.75% IN SALES TAX

6% Goes to the **STATE**

2.75% Goes to the **COUNTY**

2% Goes to the **CITY**



$1.00
(100 pennies)



6 pennies



2.75 pennies



2 pennies

General Fund = 1%
Measure E = 0.75%
Measure Z = 0.25%

WORKSHOP 3: FUNDING OPTIONS & CITIZEN ADVISORY COMMITTEE

September 15, 2026

The Final Meeting Of The Three-Workshop Series On The City's Capital Facilities

RECOMMENDATION

What Staff Is Recommending

That the City Council:

1. **Receive and file** the report on potential funding and revenue options for the City's major capital facility needs, including the Glendora Public Library and the City Corporate Yard.

2. **Provide direction** on which funding and revenue strategies should receive further evaluation and analysis.

3. **Provide direction** on a funding strategy for the Phase 1 Corporate Yard improvements identified in the 2026 IDS Phasing Report, consistent with Workshop 2 direction.

4. **Provide direction,** as necessary, on the potential formation, scope, structure, membership, and timing of a citizen advisory committee.

5. **Provide any other direction** deemed appropriate, including next steps and an implementation timeline.

Scope of Tonight's Discussion: This workshop concludes the three-part series. It does not award a contract or appropriate funds, it identifies which funding strategies the City Council wants staff to pursue, in what sequence, on what timeline, and with what trade-offs.

A MULTI-YEAR DISCUSSION, BROKEN INTO THREE FOCUSED MEETINGS

A Three-Workshop Series

01

Workshop 01 • June 16 — COMPLETE

Foundation & Funding

The City Council reached consensus on 72 items totaling $11.88M in one-time funds for streets and existing facilities.

The full $12M was appropriated by August 25, 2026.

02

Workshop 02 • July 21 — COMPLETE

Library & Public Works Yard

The City's two most significant facility needs: condition, history, cost estimates, phasing, and service continuity.

The City Council set three directives that help shape tonight.

YOU ARE HERE

03

Workshop 03 • Sept 15

Funding Options & Next Steps

Grants, land sales, debt, ballot measures, and other strategies to pay for the documented work + the citizen advisory committee question.

Workshop 1 Delivered and Fully Funded

$11.88M

One-time Funds. 72 items reached by City Council consensus

$8.73M

Streets & Roads. Est. +2.87 citywide PCI, the largest one-time pavement investment in City history

$3.15M

Existing Facilities. 61 items across 13 City sites and parks, drawn from the Bureau Veritas FCA

10 weeks

from consensus to full funding — $3M on July 14 and $9M on August 25, 2026

Implementation Is Underway

- Streets: Design consultant engaged for engineering and design; bid packages completed within approximately 60 days; Currently open for construction bidding with a closing date of 09/17/2026; Construction planned for early 2027.
- Facilities: scope confirmed across all 61 items; bid and contract documents are in preparation; a detailed implementation timeline will be returned to City Council for verification.
- Funding: $3.11M General Fund reserve, $5.9M reprioritized CIP, $2.99M San Jose sale proceeds, $900K reprioritized GUSD pool set-aside, and $100K in other sources.
- Accountability: Quarterly progress reports to the City Council; the first on September 22, 2026.

Why It Matters Tonight: Workshop 1 proved a funding model: documented needs, City Council consensus, immediate appropriation. Tonight applies that discipline to the two projects too large for one-time funds alone.

Workshop 2 Set Tonight's Agenda

1 · State Funding

Continue working with Senator Pérez's Office on a State budget appropriation for the Library. A $10.6M funding request (construction only) was submitted on September 4, 2026.

2 · Library Cost Estimate

Comprehensive renovation & modernization estimate due November 2026; MHP engaged.

Scope: structural repairs, Bidwell Plaza waterproofing, building systems, modern library spaces, EOC function, and the plaza shade/patio structure.

3 · Corporate Yard

Return at Workshop 3 with a funding strategy for the Phase 1 improvements in the 2026 IDS Phasing Report.

That strategy is Topic 2 of tonight's presentation.

Both Facilities Are Essential to Daily Service Delivery

The Library is one of Glendora's most heavily used public facilities and the City's designated Emergency Operations Center. The Corporate Yard is the operational hub for Public Works through Fleet, Streets, Facilities, materials storage, and emergency response; future operational hub of Parks, Landscape, and Urban Forestry operations.

THE ONE QUESTION THAT REMAINS

Tonight Is About How to Pay For It

"How will the City pay for the work that has now been well documented and thoroughly discussed?"

— The Central Question of Workshop 3

Topic 1 · Funding & Revenue Options

One-time funds, grants, land & development, debt, ballot measures, and other options, including capacity, timing, and trade-offs of each.

Topics 2 & 3 · Yard Strategy + Advisory Committee

A recommended $7M layered funding plan for Corporate Yard Phase 1, and the formation question for a citizen advisory body.

No Single Source Will Do It: No existing funding source is likely to fully fund either the Library or the Corporate Yard. Successful implementation will require a combination of strategies developed over multiple fiscal years. Tonight, the City Council can begin to identify which funding options, in what sequence, and on what timeline.

Organized per the framework adopted April 28, 2026 and the direction provided at Workshop 2.

A Decade of Discipline Created This Capacity

$3.5–$4M

structural deficit eliminated through Measures E & Z, pension restructuring, and organizational modernization

AAA

bond rating earned and maintained; the highest available and one of 15 cities in California (General Fund)

$60M+

in improvements over seven years: water, streets, sidewalks, parks, and facilities

$62M

in grants secured since 2020 across all types of capital improvements

Despite That Progress, the Documented Need Remains Substantial

Efficiency savings were deliberately reinvested into preventative street and facility maintenance, reserves and capital policies were strengthened, and the City now averages $2 million more in annual preventative street and facility improvements. Annual budgets maintain what exists; they cannot absorb generational capital projects. The next slide shows the full magnitude of what has been documented, and what has been done about it so far.

The Bottom Line: The City earned the financial credibility to take on major facilities. What it has never had is a dedicated funding source for them.

The Documented Need, In One Table

Need	Source / Date	Magnitude	Progress to Date
City Facilities: *Deferred maintenance*	March 11, 2025	**$50M+**	$4M in facilities upgrade completed since FY 2023–24; Workshop 1 directed $3.15M to 61 priority items.
City Facilities: *Full modernization*	March 11, 2025	**$250M+**	Evaluated through this workshop process; no citywide program funded
Pavement Network: *Replacement value*	Dec 9, 2025 (2025 PMP)	**$439M**	Goal: PCI 63.2 → 70 in 7 years ($3M to $3.5M/yr gap); Workshop 1 adds est. +2.87 PCI
Water System: *30-year need*	Sept 12, 2023 (Water Master Plan)	**$350M**	$30M programmed in first five years (Glendora, Colorado, Cypress mains)
Civic Center: *ROM construction*	Sept 9, 2025 (DLR Group)	**$125M**	Conceptual renderings adopted as baseline; no design or construction funding committed
Corporate Yard: *Phased construction*	July 21, 2026 (IDS Phasing Report)	**$13.6M**	Design complete; Phase 1 strategy ($6.5–7M) is Topic 2 tonight
Glendora Public Library	November 2026 (pending)	**TBD**	Essential rehab est. $4.0–4.5M; MHP full estimate due Nov 2026; $10.6M state request submitted Sept 4, 2026

WHY THIS IS HARD

Two Structural Constraints Frame Every Option

1 · Proposition 13 (1978)

- Caps the City's property tax capacity at 1% of assessed value.
- Requires two-thirds voter approval for City-initiated property taxes and infrastructure bonds.
- The Library and Corporate Yard could not be built today using the financial practices of the late 1960s and early 1970s.
- Funds used to purchase portions of South Hills in 1972 could not be done today using the same financial practices of the late 1960's and early 1970's.

2 · No Dedicated Funding Source

- Neither the Library nor the Corporate Yard has a dedicated revenue stream.
- Available annual resources must be balanced against many other capital priorities.
- Any operating funds redirected to facilities must be weighed against the loss of services to the community.

How the Current Library and a Portion of South Hills Was Actually Paid for — A History Lesson

In the late 1960s, the City moved fire services to the County. The County raised property taxes on Glendora properties to pay for fire protection, while the City did not lower its own rate to offset the increase. The excess revenue the City kept was used to pay down the bonds that built the current Library. None of those actions required a vote of Glendora citizens. Under Proposition 13, that playbook no longer exists, which is why tonight's menu of options looks the way it does.

In March 1972, the City Council adopted a resolution to call an election for an open space property tax, subject to a HUD grant being received. Later in 1972, the City was awarded a HUD grant and canceled the election. In lieu of the election, the City Council voted to temporarily add $0.50 per $100 in assessed valuation tax increase, which increased the City's property tax rate from $1.38 per $100 in assessed valuation to $1.88 per $100 in assessed valuation. For perspective, the $0.50 per $100 is 5x more than the current amount of property tax currently allocated to the City.

TOPIC ONE

Funding & Revenue Options

Six Categories of Tools: one-time funds, grants, land and development, debt, ballot measures, and additional options. Each has different capacity, timing, and trade-offs.

TOPIC 1 OVERVIEW

Six Ways to Pay — At a Glance

A

One-Time Funding

Available now and already proven in Workshop 1; amounts are finite, and deeper draws reach the pension set-aside.

B

Grants & Appropriations

No repayment; the City has captured $62M since 2020; however, amounts are competitive, restricted for specific uses, and never guaranteed.

C

Land & Development

Public benefit dollars and property sales are episodic, market-timed, and constrained by the Surplus Land Act.

D

Issuance of Debt

The only tool capable of delivering a full project in one construction period. It's also the tool that may directly impact the operating budget and service levels.

E

Ballot Measures

The only mechanism that creates a new, dedicated, recurring revenue stream; requires voter approval.

F

Additional Options

Service-level changes, assessment districts, public-private partnerships, and philanthropy.

Where This Ends Up: Topic 1 closes with a side-by-side comparison of all six categories before we turn to the Corporate Yard strategy.

What Remains After Workshop 1

Funding Source	FY 2025–27	FY 2027–29	FY 2029–31	Notes
Available Fund Balance / Reserve	$3,910,000	$376,030	$470,000	$3.11M allocated to Workshop 1; reserve moves from 40% to 35% of operating expenditures
Reallocation of CIP / Reprioritization	—	—	—	$5.9M of CIP reserves allocated to Workshop 1 projects
Property Sales	$2,130,000	$4,000,000	$4,000,000	$2.99M from San Jose/Woodland sale allocated to Workshop 1. Future property sales – Dale/Barranca
Pension Set-Aside	**$14,500,000**	$215,000	$210,000	The City's recession shock absorber — see guardrails, next slide
OPEB Set-Aside	$4,360,000	$78,000	$90,000	Retiree healthcare set-aside available for required contributions
Totals	**$24,900,000**	**$4,669,030**	**$4,770,000**	**Workshop 1 allocations total $12M**

The Posture Has Changed: Workshop 1 spent reserves the City had positioned for exactly that purpose. Any additional draw now reaches deeper, most notably into the pension set-aside funds. Staff recommends the guardrail framework on the next slide before considering it.

Four Guardrails Before Any Further Draw

1

One-time Scopes Only

One-time funds may be applied only to distinct, one-time capital scopes, never to recurring obligations.

2

Named Replenishment

Any reserve draw must be paired with an identified replenishment source at the time of appropriation.

3

Timing Risk Evaluated

The timing risk of that replenishment source must be explicitly evaluated, sized to the expected case, not the best case.

4

A Pension Reserve Floor

A minimum pension reserve floor should be established that is not available for capital purposes under any circumstances.

A Watch Item: AB 1383 (Public Employees' Retirement Benefits)

City took an opposed position to this legislation for financial reasons. If signed, AB 1383 raises the PEPRA compensation cap and lets Safety employees reach their top benefit factor at 55 instead of 57, which increases pension costs for service earned on or after January 1, 2027 and growing unfunded liability. The Governor has until September 30, 2026 to act; inaction means it becomes law.

Why Guardrails Matter: The pension set-aside preserves 18–24 months of service-level protection in a recession. Additionally, current pension reserve levels provide the option to pay off a portion of the pension bonds early in FY 2029/30; this maneuver is worth $1M to $1.5M per year in cash flow savings for five to seven years.

A Bridge: Reserves Now, Development Proceeds Later

DEPLOY

$4–6M

from the pension set-aside toward the Library or Corporate Yard, capturing current construction pricing on bid-ready, documented work

→

BUILD

Now

avoid ongoing construction cost escalation on projects that are designed (Corporate Yard) and documented (Library)

→

BACKFILL

$6M

restore reserves from anticipated development proceeds: $2M (Dale / Mercy Housing) + $4M (Barranca / AUSD site) over the next two fiscal years

The Effect: Idle Reserve Dollars Become Avoided Escalation Without New Taxes or New Debt

Development proceeds arrive on the market's timeline, not the City's. Staff can develop probability-weighted timing ranges for each backfill source, size any draw to the expected case, and return with a restoration plan if a source slips materially beyond its expected close.

Credit Check: Based on conversations with the City's financial consultants, another $4–6M in one-time funding with an identified repayment source would likely not impact the City's AAA bond rating.

The Trade-Off: Recession Flexibility

With Reserves Intact

- The pension set-aside functions as the City's recession shock absorber.
- In a mild recession, the City can absorb elevated CalPERS contributions or a temporary revenue decline without reducing services.
- The City Council can defer community service-level reductions for an estimated 18–24 months.
- Preserves the option to pay off portions of the pension obligation bonds early (2029/30); $1–1.5M per year in savings for 5–7 years beginning 2030.

During the Bridge Period

- Deploying $4–6M thins the buffer until development proceeds are received.
- In a downturn during the bridge, policy-level service questions come to the City Council sooner than they otherwise would; within the first budget cycle.
- The consequence is not fiscal distress; it is timing. Multi-year forecasts remain positive and CalPERS has posted three straight years of higher-than-anticipated returns.
- The guardrails are designed to keep the reduction in flexibility bounded and temporary.

The Cost is Measured in Service Levels, Not Dollars: The recommended guardrails: one-time scopes, named replenishment, timing-risk evaluation, and a pension floor — exist precisely to keep this trade-off defined and temporary.

Remember the Context

Overall, the City's multi-year forecasts remain positive. The question is not whether the City can afford the bridge, it is how much recession flexibility the City Council is willing to trade, for how long, and against how credible a repayment source.

The Policy Question for the City Council

The Question Is Not Simply Whether to Spend Reserves

It is whether to trade a defined, temporary reduction in recession flexibility for the permanent avoidance of construction cost escalation on two well-documented facility needs supported by a named repayment source.

If the City Council finds the timing credible …

- … and the Dale and Barranca development proceeds are treated as a reliable backfill,
- … and the pension reserve floor is maintained,
- **then the strategic use of $4–6M in pension set-aside funds represents a defensible and disciplined approach.**

If the City Council is not comfortable with the timing risk …

- … the fiscally disciplined alternative is to defer additional allocations until development proceeds are actually received,
- **accepting construction cost escalation is the price of preserved flexibility.**

Direction Sought: Should staff further develop the reserve-bridge approach, with the four guardrails, for a future appropriation decision?

The Grant Record and the Library's Grant History

$62M

in grants secured since 2020 across all types of capital improvements

$23.76M

Measure W — Finkbiner Park Stormwater Capture: large restricted-revenue capture where an eligible program exists

0 for 4

library construction grant attempts selected for funding since 1969

THE LIBRARY'S GRANT HISTORY

1969

Library Services & Construction Act: Application to build a new library. Not selected.

1990

Prop 85 Library Bond Act (1988): $4.38M request for deck, seismic, expansion, remodel. Not selected.

1998

Prop 14 Library Construction & Renovation Bond: Program oversubscribed and expired. Not selected.

2023

Building Forward Program: $8M request for waterproofing, MEP, and structural repairs. Not selected; criteria favored higher-poverty communities. Glendora was one of 104 applications ($276M) left unfunded.

The Honest Takeaway: Grant funding is attractive because it requires no repayment. Grant funding is also limited because it is competitive, restricted in use, often requires local match, and may not cover full project costs. Grants belong in the strategy discussion; in a perfect world, they are not be the entire strategy.

Five Avenues Staff Will Keep Pursuing

State Budget Appropriations & Earmarks	Continue working with Senator Pérez's Office per January and July 2026 direction. A $10.6M request (Library construction only) was submitted September 4, 2026.
State Competitive Grant Programs	Monitor for reauthorization of a statewide library construction bond or a Building Forward successor. The last program funded $489M across 279 libraries in two rounds.
Federal Programs	Congressional Community Project Funding and infrastructure/resiliency programs. Mixed record, but the City recently helped GUSD receive $1.25M for the Sandburg Middle School sports fields and $5+ million for the People Movement Project.
Emergency Management & Resiliency Funding	The Library is the City's designated EOC and the Corporate Yard supports emergency response; seismic and hazard-mitigation programs may offer eligibility that general facility programs do not.
Stormwater / Low Impact Development	Corporate Yard Phase 1A includes storm drains and LID facilities that may qualify for Measure W or other regional stormwater funding; Measure W funding discussed in the Corporate Yard Phase 1 Funding strategy.

Future Development: The Largest Projected One-Time Source

AUSD Site: 1133 S. Barranca Ave (9 acres)

- Former Azusa Adult Education Center / SGV Regional Occupation Program site.
- Application received from Melia Homes: 163 market-rate for-sale units (136 townhomes + 27 single-family detached).
- **Anticipated public benefit: $4M**

GUSD Site: 350 W. Mauna Loa Ave (9 acres)

- Whitcomb Continuation High School site; application from Lewis Group of Companies pending.
- Preliminary conversations suggest roughly 140–150 for-sale units.
- **Anticipated public benefit: $4M**

188
dwelling units under construction citywide

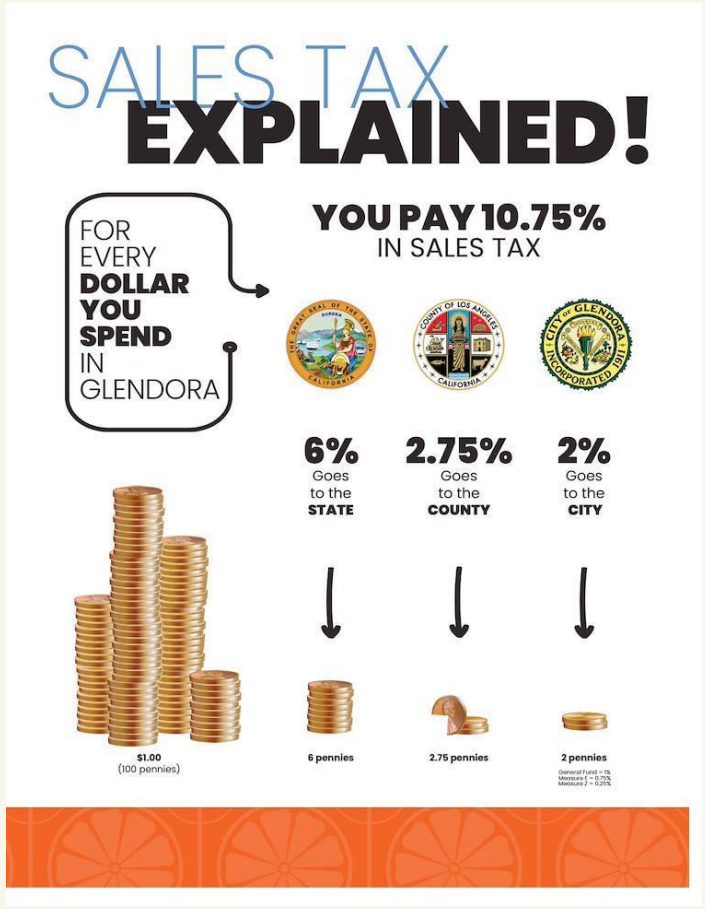
151
units entitled and in construction plan review

411
units in entitlement review

25–30 yrs
planning horizon of the General Plan update now beginning

A Built-Out City's Pattern: Glendora's growth is small-scale infill; mostly reuse of older commercial sites along Route 66 and Arrow Highway for townhomes. Council has directed staff to investigate major corridor zoning changes that could produce additional community benefit funding.

Where Development Dollars Actually Go





$20

returned to the City for every $1,000 in taxable sales (2% of the 10.75% rate)

$100K/yr

Returned to the City for every $100M in new assessed valuation (10% of the 1% base)

11.25%

the Glendora sales tax rate effective Oct 1, 2026 under County Measure ER. The City opposed the measure; the added 0.5% goes to the County. The City Council also opposed the County's Measure A

Why It Matters: Development revenue supports services citywide, including Public Safety, Recreation & Human Services, and the Library. By itself, development cannot generally fund major facilities.

Selling City Property: The Rules Have Changed

The Surplus Land Act Process

1. Declare property surplus (or exempt) at a public meeting
2. Notice of Availability to HCD, public agencies, and affordable-housing developers
3. 60 days for interested entities to respond
4. 90 days minimum of good-faith negotiation if interest is expressed
5. HCD review before sale or lease closes

The SLA does not force a sale or below-market pricing — but it extends schedules and adds legal, administrative, appraisal, and carrying costs.

The Affordable-Housing Covenant

- Generally recorded against surplus property — even property first sold for commercial use.
- If later developed with 10+ housing units, at least 15% must be affordable to lower-income households.
- Narrows the buyer and lender pool, reduces future redevelopment value, and adds compliance obligations.
- *Based on the City's experience, the covenant significantly reduces property value.*
- School districts enjoy education-specific exemptions — their transactions are not comparable to the City's.

Parkland

- Formally dedicated / actively used recreation land.
- Discontinuance may require public hearings, a supermajority Council vote, and voter approval — plus replacement land of equal acreage and comparable facilities.

Open Space

- Not automatically subject to park rules — but easements, deed restrictions, grant conditions, habitat obligations, and voter protections can impose equal or greater limits.
- Neither category is a practical near-term revenue source without parcel-specific title and restriction review.

Land Sales: Track Record and Pipeline

Transaction	Status	Proceeds	What It Shows
Route 66 & Amelia — former Frozen Ropes (RDA)	Sold 2020 to Emanate Health	$2.4M sale — City received 10% ($239K)	Redevelopment-dissolution law distributed most proceeds to other agencies
Parker Dr & Route 66 (RDA)	Sold 2021	$868K sale — City received 10% ($87K)	Same dissolution constraint; mixed-use project now under construction
San Jose / Woodland site	Sold Dec 17, 2025 to Olson Company	$3.9M — City retained full proceeds	$1M to Economic Development initiatives; $2.9M funded Workshop 1 streets & facilities
1762 Dale Rd — Mercy Housing	ENA in place; entitlement in process; SLA exemption underway	$2.1M expected at close of construction (2029)	The live template: structured negotiation with a City Council subcommittee — and Phase 1's backfill source

Attachment C: The staff report includes a full inventory of City-owned property that is being studied or could be studied — Village parking lots, the Glen Oaks Golf Course, the Arboretum, the Equestrian Center, and South Hills.

Timing Reality: Land proceeds are episodic and arrive on the market's schedule; useful as replenishment sources and project layers, not as a program's foundation.

South Hills: From Speculation to Analysis

275–276 ac

of City-owned property north of the 210, under a five-phase feasibility analysis

57%

community support for a hypothetical 50-acre sale scenario
(2025 True North survey)

57%

of the study area,156.1 acres, has slopes of 35% or greater

$130K

T&B Planning contract approved unanimously June 9, 2026; all five phases underway

The Five-Phase Study

1. Physical & Regulatory Assessment: title, easements, hillside standards, SLA
2. Development Potential: commercial, mixed, and residential yield scenarios
3. Land development costs and generalized land value
4. Illustrative site plans for each scenario
5. Fiscal Analysis: market outreach and pro forma valuation

What Preliminary Research Found

- Current slope and ridgeline development prohibitions date to at least early 2000's; changing them requires amending standards and General Plan policies.
- Biological and drainage resources, wildfire considerations, and utility/transmission easements are present.
- Unresolved title and ownership matters. Some records date to the 1890s and remain under research.

Timing Reality: Any development, if feasible at all, would likely take years — if not decades. South Hills is a long-term opportunity, not a near-term funding source for the Library or Corporate Yard.

Carlyle Linder Equestrian Park: Why It's Hard

The Site — 1000 N. Glendora Mountain Rd

- Used for equestrian purposes for more than 60 years; zoned open space and parkland throughout.
- Designated a City park by Council vote in 1972 at the request of Corral #35; potentially triggering parkland replacement requirements on a 1:1 ratio.
- Located in a FEMA flood zone, adjacent to County-owned spreading grounds and a flood catch basin; a portion of the park sits on County land.

What a Buyer Would Price In

- County easements and access rights reduce the usable or developable area.
- Grading, drainage, or access near flood-control facilities requires substantial County coordination and approval.
- Flood studies, mitigation, engineering, and insurance raise development costs.
- Title, boundary, and access complexities must be resolved first.
- The 15% affordability covenant further reduces value.

The Conclusion in the Staff Report

Affordability covenants, proximity to major flood-control infrastructure, the FEMA flood zone designation, possible park replacement requirements, and existing County easements create significant uncertainty about both development feasibility and ultimate land value.

Pattern to Note: Every “common sense” land solution, including South Hills, the Equestrian Park, the golf course, carries restrictions that compress value or extend timelines. Parcel-specific diligence comes before any disposition decision.

The City-Owned Property Inventory — Attachment C

Property	Location	Size	Zoning	Where It Stands Tonight
Village public parking lots — 8 lots (1, 9–12, 14, 17, 18)	Meda Ave., Foothill Blvd., Vermont & Vista Bonita frontages	~121,000 sf (~2.8 ac combined)	Village Core	Sale, ground lease, paid parking, solar/EV, and event uses — the next slide
Glen Oaks Golf Course	201 W. Gladstone St	17.02 acres	Other	Flagged for further study by the 2019 Revenue Committee; parkland replacement rules apply
Glendora Arboretum	200 W. Dawson Ave	2.31 acres	Other	Community open-space asset; recorded restrictions would require parcel-specific review
Carlyle Linder Equestrian Center	1800 Big Dalton Canyon Rd	49.9 acres	Other	Detailed one slide back — FEMA flood zone, County easements, 60+ years of equestrian use
South Hills	Open space	276 acres	Other	Five-phase feasibility analysis underway – detailed two slides back.
Twelve properties		**348 acres**		**Every parcel requires its own review of title, acquisition history, dedications, grants, and easements**

The Caveat That Governs the List: Parkland is presumed an active public recreational asset, subject to discontinuance, voter-approval, and replacement requirements. Protected open space can carry equal or greater restrictions. None of these items are a practical near-term revenue source without parcel-specific analysis and long-term planning.

Four Ways to Monetize — With or Without Selling

Outright Sale of Surplus Property	Immediate one-time proceeds; permanent loss of the asset, its appreciation, and future civic uses. Subject to the SLA; parcels under a half-acre may be exempt. Proceeds can be dedicated to a capital project account.
Ground Lease	Upfront and recurring revenue while the City keeps ownership. 2023 SLA amendments: leases over 15 years follow the full SLA process; shorter leases are reviewed by HCD.
Joint Development / Public-Private Partnership	A partner contributes capital for development rights; local precedent in Mercy Housing. Santa Cruz (pop. 62,000): a parking lot + $20M in parcel-tax funds produced a 41,000 sf library, 124 housing units, a 240-space garage, and childcare; now under construction.
Lease of Surplus Capacity & Parking Assets	Retail within a facility (e.g., a coffee shop in a modernized library). Paid parking generally does not trigger the SLA; solar canopies, EV charging, telecom, events, and concessions are additional recurring options.

Direction Sought: Which land and development strategies, if any, should staff bring back with parcel-specific analysis?

The Instruments Available

Instrument	Voter Approval	Repayment Source	Notes
Lease Revenue Bonds	None required	General Fund / Measures E & Z	Discussed Jan 13, 2026 for the Civic Center; no new tax, but obligates existing operating revenue. Requires service reductions equal to the funding needed
Certificates of Participation (COPs)	None required	General Fund lease payments	Commonly used for city halls, police HQs, libraries, and public works facilities. Functionally similar to lease revenue bonds; either can be paired with a new revenue source.
General Obligation Bonds	**Two-thirds**	Dedicated ad valorem property tax override	Does not draw on the General Fund — but requires a Prop 13 supermajority (66.7%)
Interfund / Internal Borrowing	None required	General Fund / Measures E & Z / other eligible funds	Precedent: $601K at 0% over 30 years authorized for the streetlight district (2023). Needs a repayment source and a fund with sufficient balance.
Private Placement	None required	General Fund / Measures E & Z / other eligible funds	Direct, unrated loan from a single bank or investor; borrower generally experiences lower issuance costs, faster execution, higher rate. Precedent: 2009 Pension Obligation Bonds via Bank of America.

Governed By Policy: Administrative Policy 3.16 — the Debt Issuance and Management Policy adopted by the City Council September 11, 2018; guides timing, purposes, permissible types and amounts, and method of sale.

What Debt Service Costs — In Service Terms

Par Amount	Estimated Annual Debt Service	Share of Combined GF + Measures E/Z Expenditures
$25 million	$1.8 – 2.0 million	≈ 3% – 4%
$50 million	$3.5 – 4.0 million	≈ 7% – 8%
$75 million	$5.0 – 6.0 million	≈ 9% – 11%
$125 million	$9.0 – 10.0 million	**≈ 16% – 19%**

What $9M/year Means

Roughly the total combined operating cost of Administrative Services (Finance / HR / Risk), the City Manager's Office, City Clerk, Library, and Recreation & Human Services.

Police, Public Works, and Community Development already comprise 70% of GF + E/Z expenditures.

Market conditions — early September 2026

- Tax-exempt lease revenue bond: 4.5–4.6% true interest cost over 30 years (rated one notch below the City's AAA; implied AA+).
- Private placement: 6.46% at 30 years; faster and prepayable, but taxable-style pricing.
- Up-front bond costs of $0.4–0.7M (≈1.5% of par at $25M, under 1% at $75M); the bond remains the lower all-in cost of capital.
- All figures are preliminary and indicative; final pricing is set at issuance.

The Constant: Every dollar of debt service is a fixed obligation, unavailable for services for the full financing term.

Debt Without New Revenue = Permanent Service Decisions

A Recurring Obligation Needs a Recurring Source

- One-Time Measures: deferring purchases, drawing reserves, vacancy savings, and delayed maintenance provide temporary relief only.
- Sustaining debt service requires permanent, structural changes. Examples include, eliminating positions, discontinuing or restructuring programs, or reducing City involvement in lower-priority functions.
- Not all reductions are pledgeable; many programs are funded from multiple sources (water, capital, grants).

Targeted Reductions Beats Across-the-Board Reductions

- Uniform reductions ignore the City Council's service priorities, erode high-priority services, and rarely hold as departments seek restoration through political and operational pressure.
- A program-by-program review changes the underlying cost structure; more durable savings, more transparency for residents.
- Credit agencies view deliberate, sustainable restructuring more favorably than temporary or broadly distributed cuts. The rating directly affects borrowing cost.

Two Disciplined Paths If New Revenue Is Not on the Table

Limit issuance to an amount the existing operating budget can absorb without material service impacts or defer issuance until a dedicated repayment source is secured. Debt does not create capacity; without new revenue it reallocates existing capacity from operations to capital for the life of the financing.

The Principal Policy Decision: How much existing operating capacity is the City Council willing to commit to a facility project and which permanent service and expenditure changes would sustain that commitment?

Seventy Years of Glendora Ballot History

Measure	Date	What It Asked	Result
Water Revenue Bonds	Apr 1955	$650,000 principal	**APPROVED — 93% Yes**
Library GO Bond	Nov 1955	Library bond; rate set after approval	**FAILED — 32% Yes**
Water Bond	Nov 1964	$1,200,000 principal	**APPROVED — 78% Yes**
Police Department GO Bond	Jun 1965	Police facility bond	**APPROVED — 86% Yes**
Hillside Protection (Measure A)	Apr 1990	$0.20 / $100 AV for 3 years (~$500/yr avg. home)	**FAILED — 7% Yes**
Measure E — 0.75% sales tax	Mar 2019	Transactions & use tax	**APPROVED — 54% Yes**
Measure Z — 0.25% sales tax	Nov 2024	Transactions & use tax	**APPROVED — 58% Yes**

The Pattern: Sales taxes approved twice in seven years; water bonds approved every time; most property-based measures declined. In 1972 the City skipped an election entirely, temporarily raising its pre-Prop 13 property tax rate to fund South Hills land purchases. Land-use measures (2000, 2009) also passed comfortably (Glendora Market Place and Diamond Ridge).

The Thresholds Depend on Who Places the Measure

Measure Type	Placed by City Council	Placed by Citizen Initiative
General Obligation bond (ad valorem property tax)	Two-thirds (66.7%)	**Simple majority (50% + 1)**
Special tax / parcel tax dedicated to a stated purpose	Two-thirds (66.7%)	**Simple majority (50% + 1)**
General tax (unrestricted — cannot be legally dedicated)	Simple majority (50% + 1)	Not applicable — general taxes are placed by the governing body
School district GO bond (Prop 39) — reference only	*55%*	*Not applicable*

How the Law Got Here

Prop 13 (1978) capped property tax and set the two-thirds bar • Prop 46 (1986) reaffirmed GO bonds above the 1% cap at two-thirds • Prop 218 (1996) codified majority for general taxes, two-thirds for special taxes • Prop 39 (2000) created the 55% school-bond path • Upland (2017) and later court cases opened the simple-majority citizen-initiative path.

Why This Matters Tonight: A City-sponsored facilities measure needs 66.7%. Polling showed 53%. The only sub-two-thirds pathway is a bona fide citizen initiative and Proposition 43 could close that option on January 1, 2027.

GO Bond Measure vs. Parcel Tax Measure

Feature	GO Bond Tax Measure	Parcel Tax Measure
Use of funds	Capital improvements only (buildings, roads, parks)	Capital projects and operating expenses, including maintenance
Tax type	Ad valorem — based on assessed value or similar basis	Typically a flat rate or tiered formula per parcel
Who pays	Property owners based on tax type	All parcel owners regardless of value; income-qualified exemptions possible
Voter threshold	Two-thirds (Council-placed); 50%+1 possible via citizen initiative	Two-thirds (Council-placed); 50%+1 via citizen initiative
Debt involvement	Yes — bonds issued and repaid over time; legally obligated ad valorem levy	Optional — proceeds may be pledged to a lease revenue or COP financing
Duration / flexibility	Typically 15–40 years; restricted to voter-approved projects	Temporary (10–40 years) or ongoing; more flexible in use

Sample Ordinances Exist: Both measure types, with sample ordinances, were provided as attachments to the June 24, 2025 report; the legal groundwork is already done if the City Council chooses this path.

What the Community Has Said — 2024 Polling

53%

initial support for a $150M citywide facilities bond — 14 points below the two-thirds threshold

45%

support for a $70M Library-specific bond

86%

rated Glendora's quality of life excellent or good

83%

satisfied with the City services they receive

What Else the Survey Said

The two highest-ranked quality-of-life improvements were improving infrastructure and roads (17.8%) and addressing homelessness (17.2%). True North did not recommend pursuing a bond for the November 2024 election. Residents consistently pair strong satisfaction with cost sensitivity; support rises when a measure addresses the community's most enduring priorities without reading as a new tax burden.

A Question For Tonight: Since August 2024, the City Council has held two years of infrastructure conversations, approved Workshop 1's $11.88M program, and advanced the Library and Corporate Yard analyses. Does the City Council wish to direct updated community survey or polling work?

The Citizen Initiative: Filed, Then Withdrawn

What Was Proposed: December 11, 2025

- A parcel tax on developed and vacant parcels, based on square footage with variable rates by property type.
- Revenues restricted to capital improvements for City-owned facilities.
- Accountability: independent audits, annual public reporting, and a citizen oversight committee.
- *Staff estimated: $8–9M annually, depending on final rates and exemptions, which could have reduced by 50% or more based on City Council direction.*
- Ballot title and summary issued December 22, 2025; targeted November 2026 election.

The Procedural Path (any future initiative)

- Signatures: 10% of registered voters; roughly 3,600 to 3,700 based on recent registration reports.
- Circulation: 180 days from issuance of the title and summary.
- Submission: 134 days before the election recommended; all processing complete by the 88th day.
- Verification: LA County Registrar, within 30 business days of filing.
- *Total process: an estimated 12–18 months from initiation to election.*

Withdrawn: On May 12, 2026, an administrative notice to the City Clerk officially announced the citizens group was no longer pursuing the initiative ordinance.

Why it Still Matters

The initiative demonstrated both community interest and challenges when facing facilities and the scale of needed repairs that have existed for decades. Whether the simple-majority initiative pathway survives depends on Proposition 43.

Proposition 43 Changes the Math — November 3, 2026

How it Got to the Ballot

In 2025, HJTA qualified the 'Local Taxpayer Protection Act,' which would have required two-thirds for citizen-initiated special taxes and invalidated certain existing taxes; estimated local revenue losses of up to several billion dollars statewide. Under a June 2026 compromise with the State of CA, HJTA withdrew that measure (recorded June 25, 2026) and the Legislature approved ACA 22, now Proposition 43: 'Limits Voters' Ability to Raise Revenues for Local Government Services.'

If Proposition 43 PASSES

- Beginning January 1, 2027, any new, increased, or extended citizen-initiated local special tax requires two-thirds voter approval.
- City Council-sponsored special taxes already require two-thirds.
- *The simple-majority citizen-initiative pathway that developed after Upland is effectively eliminated.*

If Proposition 43 FAILS

- The existing framework remains: City Council-sponsored special taxes at two-thirds; qualifying citizen-initiated special taxes at a simple majority.
- The initiative pathway remains an important consideration in future revenue discussions

Timing-Critical: The outcome on November 3, 2026 directly shapes which ballot strategies remain realistic for Glendora — a reason some direction tonight may reasonably wait eight weeks.

Options Identified in Prior Reports

Service Level Modifications

- Option 2 in the January 13, 2026 report: reduce or restructure operating costs to create ongoing General Fund capacity for debt service.
- This is the mechanism behind 'debt without new revenue' — the structural reductions described under Option D.

Philanthropic & Community Fundraising

- A common component of library capital campaigns statewide.
- Never analyzed in a prior Glendora report — staff would need direction to return with options.
- Typically takes shape upon adoption of a final project (e.g., new library or library renovation).

Assessment Districts — A Cautionary Record

- **Antique streetlight assessments failed three times** (2007 — 8% Yes • 2008 — 38% Yes • 2023 — 35% Yes)
- The City successfully operates two existing districts: Landscape Maintenance (7 zones, est. 1976) and the Streetlight District (2,996 lights; FY 26/27 rate $52.35/EBU after a 3.4% CPI adjustment).

Public-Private Partnerships

- Discussed under Option C (land and development) — the Santa Cruz library project is the working model.
- Also relevant to any future Civic Center approach.
- Local precedent in structure: the Mercy Housing ENA and City Council subcommittee.

TOPIC 1 SYNTHESIS

Putting the Toolbox Together

Option	Near-Term Capacity	What It Requires	Key Constraint
A · One-Time Funding	$4–6M strategic draw (of $24.9M remaining)	City Council appropriation + guardrails	Thins recession flexibility until backfilled
B · Grants & Appropriations	$10.6M state request pending; other opportunities	Eligible programs + competitive success	Not guaranteed; restricted; may need match
C · Land & Development	$6M projected FY 27–31 (Dale + Barranca); sales episodic	Market timing + SLA process	Covenants and restrictions compress value
D · Issuance of Debt	Full project cost in one construction period	A recurring repayment source	Without new revenue: permanent service reductions
E · Ballot Measures	$8–9M/yr scale demonstrated by the 2025 initiative	66.7% (City Council) or 50%+1 (initiative — pending Prop 43)	Polling at 53%; Prop 43 may close the majority path Jan 1, 2027
F · Additional Options	Situational — service changes, assessments, P3, philanthropy	Project adoption first (philanthropy); voter tolerance (assessments)	Assessment history: three failures since 2007

The Through-Line: No single source fully funds the Library or the Corporate Yard outside of a ballot measure and issuance of debt. A workable strategy layers immediate tools (A, B, C), while Council decides whether the long-term answer includes debt (D) or a voter-approved revenue stream (E). Topic 2 shows exactly what layering looks like.

TOPIC TWO

Corporate Yard: Phase 1 Funding

The specific direction Workshop 2 requested — a funding strategy for the first increment of the phased $13.6 million Corporate Yard project.

The Project, Recapped

1965
original construction at 1250 S. Vladimir St — the operational hub of Public Works

18,310 SF
proposed modern campus, up from 8,270 SF across four buildings

$13.6M
total phased cost — $6.5M Phase 1 + $7.1M Phase 2

100%
design & construction drawings complete ($725,581, IDS Group)

Phase	Scope	Cost
Phase 1A	Site improvements NW of the Big Dalton Wash — grading, storm drains, LID facilities, paving, material storage	**Phase 1 total: $6.5M**
Phase 1B	New Administration Building + employee parking, circulation, and major utilities — offices for Facilities, Streets, Parks, Trees & Landscape; potential traffic control center / alternate EOC	(with 1A above)
Transition Zone	Shared utility improvements to keep operations uninterrupted while preparing demolition	—
Phase 2	Demolish existing buildings; build Fleet Maintenance Building, shops, sign & tire storage, wash facilities, parking, landscaping, generator	**$7.1M**

Why Phased: The Yard must remain operational throughout construction; the phasing adds cost but protects daily service delivery.

Why Phase 1 First

Buildable Without Disruption

- Phases 1A and 1B occur northwest of the Big Dalton Wash — on portions of the site not presently occupied by buildings that must stay in service.
- Construction can proceed while Fleet, Streets, and Facilities operations continue uninterrupted.
- Complete construction documents mean the work is bid-ready — the City can capture current pricing quickly once funding is directed.

A Fire-Resiliency Imperative

- The City's Water Yard and main pumping facilities sit in very high fire hazard severity zones.
- The 2025 Eaton Fire (just west of Glendora) and the 2014 Colby Fire exposed a gap: no utility operations center or SCADA (water system) backup accessible during a foothill fire emergency.
- The Phase 1B office building provides exactly that critical capability.

Ready to Move

Despite the lack of identified construction funding to date, the City has kept the project moving; a complete set of construction documents ensures staff can act quickly if given the ability to do so. Related facilities (e.g. water yard) are also subject to frequent power outages, adding urgency to the operations-center function.

Workshop 2 Direction:
Return at Workshop 3 with a funding strategy for the Phase 1 improvements presented in the 2026 IDS Phasing Report

The Recommended Layered Strategy — $7.0 Million

Layer	Source	Amount	Rationale
1	**One-time discretionary funds — pension reserve**	**$4,000,000**	Immediately available; no repayment obligation; GUSD and AUSD development proceeds replenish over 2–4 years, under the Option A guardrails
2	**One-time discretionary funds — water capital project fund**	**$1,500,000**	The new building serves as the utility operations center and SCADA backup — the current facility faces frequent outages in a very high fire hazard severity zone
3	**La Fetra foundation work — funding reallocation**	**$500,000**	Wall/ceiling repairs complete; if the third-party review confirms basement cracks on previous foundation work pose no structural concern, funds can be reallocated
4	**Measure W (Municipal Program)**	**$1,000,000**	Phase 1A grading, storm drain, and LID facilities are eligible expenditures under the LA County Safe Clean Water Program (Flood Control District Code Ch. 16)
	TOTAL	**$7,000,000**	**Includes $500,000 contingency (7.7%) for environmental issues, undocumented utilities, and inflationary impacts**

Design Principle: Every layer matches a funding source to what it can legally and logically pay for; restricted dollars to eligible scope, flexible dollars to the gap, and a named backfill for the reserve draw.

The Decision Before the City Council

The Question, Restated For the Corporate Yard

Not simply whether to spend reserves, but whether to trade a defined, temporary reduction in recession flexibility for the permanent avoidance of construction cost escalation on the Corporate Yard, supported by a named repayment source: approximately $2M (Dale) and $4M (Barranca) anticipated over the next two fiscal years.

If the proceeds are credible …

- … and the pension reserve floor is maintained,
- …and the strategic use of $4M in pension set-aside funds is a defensible and disciplined approach
- … then the policy decision can capture today's pricing on fully designed, bid-ready work for a critical City facility

If the timing risk is uncomfortable …

- … and the fiscally disciplined alternative is to defer additional allocations until development proceeds are received
- …then accepting construction escalation as the cost of preserved flexibility is a smart policy option.

Direction Sought Tonight: Should staff move forward with the recommended $7M layered funding strategy for Phase 1 or return with additional options?

TOPIC THREE

Citizen Ad-Hoc Committee

3

Whether to establish a citizen advisory body to further study facilities, infrastructure needs, and funding strategies — and if so, its scope, structure, membership, and timing.

What an Advisory Body Is and Isn't

What Citizen Advisory Groups Do

- Study specific issues or policy areas.
- Gather input, research, and community feedback.
- Provide recommendations to the City Council (or staff) on policies, plans, or programs.
- **They are advisory, not legislative — no significant decision-making authority.**

Ad-hoc vs. Standing. City Council's Role.

- An ad-hoc committee is temporary: formed for a specific short-term task, dissolved when it is complete.
- Council members generally cannot serve as voting members of City Council-appointed citizen bodies — some cities (San Ramon, Dublin, Beverly Hills) appoint Council liaisons instead.
- A City Council subcommittee may include one or two members — never more, to avoid Brown Act violations.

Glendora's Existing Advisory Infrastructure

The City already maintains several ongoing bodies: the Planning Commission, Water Commission, Library Board of Trustees, Recreation & Human Services Commission, and the Business Improvement District Board. The question tonight is whether a temporary, purpose-built group should be added for facilities and funding.

Background: The comprehensive March 24, 2026 report on citizen ad-hoc committees and City Council subcommittees, with its decision matrix, remains the governing framework for this discussion.

Glendora Has Done This Before — Three Times

Citizen's Ad-Hoc Committee

2018 – 2020

- 20 residents; two appointed by each City Council member; chaired by Michael Holmes.
- Met twice monthly; staffed by the Finance and Community Development Directors.
- Sept 2018 preliminary report urged the special election that became Measure E (approved March 2019).
- *The 2019 final report's recommendations have been substantially implemented — see Attachment E.*

Antique Streetlight Committee

2022 – 2023

- 11 seats; nine applicants appointed plus a Historical Society seat; chaired by Patrick Hollanders.
- Six public meetings, Zoom broadcast, dedicated project webpage with materials and Q&A.
- The assessment vote still failed in June 2023 — 65% opposed.
- Instructive on both process transparency and outcome risk.

Dale Road City Council Subcommittee

2025 – 2026

- Mayor Pro Tem Davis and Councilmember Allawos; Five monthly meetings with staff and Mercy Housing.
- Informed ENA negotiations — project direction, funding options, housing mix, and community engagement.
- The fast, Council-connected model for a single defined transaction.

Directly Relevant: The 2018 committee's charge: revenue options, land sales, and expenditure strategies closely parallels tonight's subject matter.

What Comparable Cities Did

Rancho Palos Verdes — Civic Center Advisory Committee

- Created by the City Council in March 2017 after a citywide survey showed interest in improving aging civic facilities.
- Seven resident appointees; advisory role on design, program, and financing for the Civic Center campus.
- Meets monthly in public meetings generally adhering to the Brown Act, with consultant and staff presentations and public input.
- Council approved the Civic Center Master Plan framework in October 2019 — about 2.5 years in.

Hermosa Beach — Civic Facilities Advisory Group

- Formed February 2024; ~a dozen volunteers selected by the City Manager for expertise in construction, engineering, finance, planning, and civic leadership.
- Structured as an informal working group — outside traditional public-meeting requirements; met several times over roughly eight months.
- Concluded: replace the Public Works maintenance yard first, pursue one major civic project at a time, and continue cost analysis and outreach before final decisions.

Notably Applicable: Hermosa Beach's recommendations parallel Glendora's circumstances — yard first, one project at a time — and its informal structure traded some transparency for speed and technical depth. The structural choice is the City Council's to make.

The Brown Act Choice Matters: a formally appointed body is generally subject to it; an informal City Manager working group generally is not — affecting transparency, staff workload, and how efficiently technical material is reviewed.

The Decision Framework — Two Steps

STEP 1 — SHOULD A GROUP BE ESTABLISHED?

Option	Policy Implication
A · Yes: Establish a review group	May allow deeper analysis and community input — but extends the timeline
B · No: Continue through regular and additional City Council meetings	Maintains speed and direct policy control within the City Council
C · Combination: Decide certain items now; refer specific topics for study	Preserves momentum on decided items while studying open questions

STEP 2 — IF YES, WHAT STRUCTURE?

Option	Policy Implication
A · Citizen Ad-Hoc Committee	May increase community engagement and provide additional technical input
B · City Council Subcommittee	Direct City Council oversight and faster coordination with staff
C · Combination: Citizen committee with Council liaison(s)	Blends community input with City Council connectivity — the San Ramon / Dublin / Beverly Hills practice

Precedent on Scope: Historically, Council has given its committees specific direction on scope and timeline. These items plus the work plan and financial guardrails will determine staff resources and consultant usage.

If a Group Is Formed — Seven Design Questions

Charge & Scope	Funding and revenue strategies? Capital project prioritization and phasing? Both? Something else?
Size & Appointment	Precedents: 20 (two per City Council member, 2018) · 11 (streetlights) · 7 (RPV) · ~12 (Hermosa, City Manager-selected).
Brown Act Posture	Formal City Council-created body → generally subject; informal City Manager working group → generally not.
Term & Sunset	Ad-hoc bodies dissolve when the task is complete — staff recommends a defined term and reporting deadline.
Staffing & Budget	Identify the lead department; authorize consultant support (financial advisor, polling) or not.
Cadence & Engagement	Twice monthly (2018)? Monthly (RPV)? Staff recommends a dedicated project webpage in any case.
Existing Bodies	How the group coordinates with the Library Board of Trustees, given the Library's central role.

Qualifications Identified March 24: large-scale infrastructure · public contracts / prevailing wage · transportation & streets · engineering / construction management · finance & capital planning · project management · community representation.

TOPIC FOUR

Direction & Next Steps

4

The specific items on which staff seeks City Council direction tonight, the calendar ahead, and the required fiscal and environmental findings.

Items for City Council Consideration Tonight

1. **Receive and file this report on funding and revenue options and citizen advisory committee structures.**

2. **Identify the strategies that should receive further evaluation: one-time funding, grants and appropriations, land sales and leases, debt issuance, ballot measures, and other options.**

3. **Corporate Yard Phase 1: Move forward with the recommended $7.0M layered funding strategy, or direct staff to return with additional options.**

4. **Citizen Advisory Body: Determine if the City should establish a citizen ad-hoc committee, a Council subcommittee, a combination, or neither; and if formed, determine the scope, structure, membership qualifications, term, and staffing.**

5. **Community Engagement: Determine whether staff should conduct updated scientifically valid community survey work on a topic or topics**.

6. **Next Steps & Timeline:** quarterly updates, the November 2026 Library cost estimate, State Budget process, and any follow-up workshop or agenda items.

The Road Ahead

Sept 4, 2026	State Budget Request Letter — $10.6M for Library construction submitted to Senator Pérez's office; advocacy continues through the FY 2027–28 state budget process
Sept 22, 2026	First quarterly progress report on the Workshop 1 streets and facilities program
Sept 30, 2026	Deadline for the Governor to act on AB 1383 (pension benefits) — inaction means it becomes law
Fall 2026	South Hills feasibility analysis proceeds on all five phases; street work out to bid; construction begins late 2026 – early 2027
Nov 2026	MHP comprehensive Library cost estimate due — structural, waterproofing, systems, modernization, EOC, and the plaza shade/patio structure
Nov 3, 2026	Proposition 43 statewide vote — determines whether the simple-majority citizen-initiative pathway survives past January 1, 2027
FY 2027–29	Dale ($2M) and Barranca ($4M) development proceeds anticipated — the named backfill for any reserve draw; Mercy Housing close of construction ~2029

Following Tonight: Staff will refine scopes and estimates for the strategies Council selects, advance the state budget request, and return with the necessary budget, CIP, or project-specific actions.

FOR THE RECORD

Fiscal Impact & Environmental Determination

Fiscal Impact

- There is no fiscal impact associated with receiving and filing this report.
- Any future appropriation of one-time funding, property disposition, financing action, ballot measure, citizen ad-hoc committee formation, or other policy action will be brought back to the City Council with the fiscal impact of that specific action or actions.

Environmental Determination

- Receiving and filing this report is not a project under the California Environmental Quality Act — it approves no construction, authorizes no physical improvements, and commits the City to no specific project.
- Future approvals for the Library, the Corporate Yard, or any sale of land will include appropriate environmental review prior to construction or other discretionary actions.

Special Thanks: Staff from Community Development, Public Works, Finance, City Clerk's Office, and City Manager's Office worked diligently to prepare the staff report and presentation.

CLOSING THE THREE-WORKSHOP SERIES

The Work Is Documented. The Tools Are on the Table.

The Need Has Been Carefully Evaluated

Decades of assessments and three deliberate workshops, plus condition reports, structural updates, phasing plans, and cost estimates. The City has studied the problem thoroughly.

Every Category of Funding Has Been Laid Out

One-time funds with guardrails, current $10.6M state request, development proceeds with named projects, land strategies with honest constraints, debt priced in service terms, and the full ballot landscape, including Proposition 43's November deadline.

What Remains is Direction

Which strategies to pursue, in what sequence, on what timeline. Direction is needed for revenue options to pursue and/or further investigate, the Phase 1 Corporate Yard plan, the advisory committee question, and the engagement work that supports whatever path the City Council chooses.

Workshop 3: Funding Options & Citizen Advisory Committee

Questions & City Council Discussion