

# City of South Pasadena STRATEGIC PLAN 2021-2026 First Quarter Update



## VISION STATEMENT

We are a culturally and economically diverse, and fiercely independent community that cherishes creativity, education and our small town character, committed to building a more just and environmentally and financially sustainable future.

# 1. Develop and Implement Strong Fiscal Policies to Ensure a Resilient Financial Future

Task	Action Item	Target Date	Department	Status
1a. Long Range Financial Plan	Complete Indirect Cost Allocation Plan to increase potential reimbursement for staff time on grants and special fund projects.	FY 22-23	Finance	Considering potential costing plan in early 23-24.
1b. Reduce CalPERS unfunded liability	Explore and recommend options to reduce CalPERS and OPEB liability.	FY 21-22	Finance	Completed. City Council has moved to use the Cell Tower revenue (\$4.3m) as well as \$1m in General Fund reserves to pay down the CalPERS liability by \$4.29m and setting up an OPEB trust through CalPERS (called CERBT) in the amount of \$1.125m.
1c. Financial policies	Develop comprehensive Finance Department Policies and Procedures manual.	FY 21-22	Finance	The Finance Commission has reviewed the Policies and Procedures April 28, 2022, and staff is scheduled to present the item to the City Council on June 1, 2022.
1d. Business License Tax	Research and recommend update to business license tax, business classifications and tax rates.	FY 22-23	Finance	In progress. Anticipated timelines early FY 23-24.
1e. Library Parcel Tax	Library Parcel Tax Renewal	FY 22-23	Finance/Library	May 12, 2022 – Seek direction from Library Board of Trustees; June 15, 2022 – Seek direction from City Council; and July 20, 2022 – Place measure on ballot. Election: November 8, 2022.

## 2. Create a Strong Economic Development Strategy to Strengthen Local Business

Task	Action Item	Target Date	Department	Status
2a. Technology Upgrade	Recommend permit software & funding for building and planning to track permits online and streamline approval processes.	FY 21-22 FY 22-23	Community Development	Releasing RFP Spring 2022. \$160,000 grant received from the State.
2b. Economic Development Program	Develop and Launch Economic Program <ul style="list-style-type: none"> <li>• City Branding and Marketing Plan</li> <li>• New City website</li> <li>• New Econ Dev website</li> <li>• Ombudsman services</li> <li>• develop a Guide on 'How to Do Business in the City'</li> </ul>	FY 22-23	City Manager's Office	Business Concierge Program has launched, including Business Visitation and Business Review Programs, as well as ombudsman service. A meet-and-greet with the team is tentatively planned for June 2022. The new City website and ED sub-site budgeted for in FY 22-23 Proposed budget; improvements being made to current site.
2c. Economic Development Plan	Produce a permit application guide to help streamline application process.	FY 21-22	City Manager's Office/ Community Development	In progress. Expected FY 22-23.
2d. Redevelopment of Recreational Facilities	Evaluate redevelopment opportunities of recreational facilities in the Arroyo, including seeking restaurant operator at golf course.	FY 22-23	Community Services	Restaurant consultant hired and working with Ad Hoc Committee, Batting Cages contract being negotiated. PW to video the drainage pipe under tennis courts end of May 2022.
2e. Parking Policy	Create comprehensive parking policy for the City.	FY 22-23	Public Works/ Community Development	Planned to begin once the General Plan (GP) and Downtown Specific Plan (DTSP) docs are finalized, expected summer 2022.

				CD's work will focus on parking policy for commercial areas within the City, while PW will focus on residential areas.
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### 3. Develop a Comprehensive Emergency Preparedness Plan to Ensure Public Safety through Active Response and Recovery Efforts

Task	Action Item	Target Date	Department	Status
3a. Seismic Regulations	Contract with consultant to complete inventory of soft story buildings in preparation for consideration of future regulations.	FY-22-23	Community Development	Inventory of soft story to begin Spring 2022; conducted in-house by CD staff, completion expected by June 30, 2022.
3b. Crisis Comm. Systems	Promote crisis communication systems. City applied for and was granted licensing to conduct Wireless Emergency Alerting (WEA). <ul style="list-style-type: none"> <li>• Creating trainings and workflow</li> </ul>	Ongoing	Fire/Police	Blackboard Connect was renewed with an updated platform. Nixle is maintained by PD dispatch.
3c. Local Emergency Partnerships	Prepare needs analysis & implementation schedule to address gaps in disaster coverage and seek appropriate contracts. Renew the city's Emergency Operations Plan (EOP) and Local Hazard Mitigation Plan (LHMP). Obtain Planet Bid for establishing contracts with vendors during a disaster.	FY-22-23	Fire/Police	The funding for the LHMP consultant, R.E. Patterson, was approved May 4, 2022 by Council. The evaluation of hazards process will commence the first week of June 2022. The process will take approximately one year, with the approval by FEMA and OES tentatively scheduled for June 2023, and adoption by council by July 1 of 2023.
3d. Emergency Preparedness	Initiate regular Emergency Operations Center (EOC) training for Department Directors and staff. Training will be provided during the renewals of the EOP and LHMP.	FY22-23	Fire/Police	The EOP is in process now, has been sent to appropriate department heads for feedback and has been reviewed by CM Staff. On track to present to council in June 2022 for adoption.
3e. Wildfire Mitigation	Work with SGVCOG and apply for grants on wildfire mitigation on city-owned vacant lots. Research alternative methods of controlling/mitigating	FY 22-23	Fire	Chief Riddle attended a webinar in early November 2021 hosted by

	hazardous vegetation in the City's high hazard brush area.			SGVCOG and will be point of contact for future discussions.
<b>3f. Homeless Initiatives</b>  <b>3f. Public Safety Assessments</b> (3f now updated to Public Safety Assessments)	<ul style="list-style-type: none"> <li>• <del>Participate in Mental Health/Crisis Intervention Program (CAHOOTS model)</del></li> <li>• <del>Expand working relationship with community partners and Union Station</del></li> <li>• Police Department Assessment</li> <li>• Fire Department Assessment</li> </ul>	<del>FY 21-22</del>  FY 21-22 FY 22-23	<del>Police/Community Development</del>  Police and Fire	3f Homeless Initiatives now combined with 5e  PD Assessment: RFQ released on December 21, 2021, with less than desirable results received, a second RFP will be released in June 2022. FD Assessment: Funding to be requested.



## 4. Enhance Community Sustainability through Investment in Infrastructure and Environmental Management Programs.

Task	Action Item	Target Date	Department	
4a. Renewable Energy	<p>Implement Climate Action Plan for environmental initiatives.</p> <ul style="list-style-type: none"> <li>Roll out electric leaf blower program (FY22-23)</li> </ul>	FY 21-22 through FY 25-26	Public Works	Webpage & email set up; held webinars & in-person demos Social media campaign, Citywide paper mailing, post banners, door hangers, & ShopTalk presentations.
4b. Water Resources	Implement Integrated Water Resources Plan to address ongoing aging infrastructure challenges, operational and supply sources, financial strategies, and a drought proof City.	FY 21-22 through FY 25-26	Public Works	Plan brought to Public Works Commission on 02/10/2022. Draft plan presented to Council on 04/27, and planned for Council adoption by August 2022.
4c. Pocket Parks	Award design contract and break ground on Berkshire & Grevelia pocket park project.	FY 21-22	Community Services	Construction documents 60% complete, CEQA underway.
4d. Transportation and Mobility Projects	Contract technical team in anticipation of TDM TSM alternative.	FY 22-23	Public Works	PW Staff working with Metro to program available funding
4e. Capital Improvement Program	Bring forward a comprehensive Capital Improvement Plan (CIP).	FY 21-22	Public Works	Held Council study sessions in Nov 2021 & Jan 2022. CIP to be adopted June 1 and aligned with FY 22-23 budget approval.
4f. Mobility Master Plan	Update mobility master plan, with consideration for bike lanes, mobility, walkability, and neighborhood traffic management.	FY 22-23	Public Works	Added to FY 22-23 CIP.
4g. Traffic Management	Neighborhood Traffic management Policy Adoption and Implementation.	FY 22-23	Public Works	City Council adoption planned for FY 22-23.
4h. Facilities Assessment	Conduct assessment of city facilities to determine repair costs for municipal buildings and costs for enhanced security measures and space planning.	FY 22-23	Public Works/ Mgmt Svcs/ Community Development	Included in CIP and Budget for FY22-23.



<b>4i. Electrify fleet</b>	<b>Pursue electrification of city fleet.</b>	<b>FY 21-22 through FY 25-26</b>	<b>Public Works/Fire/ Police/Community Svcs</b>	<b>PD &amp; Fire: Fleet lease item to be brought to City Council. CSD: New electric van to be delivered June 2022; Approved by Council March 2021.</b>
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## 5. Plan for Affordable Housing to Comply with State Mandates and Respond to Community Needs.

Task	Action Item	Target Date	Department	Status
<b>5a. City Housing Division</b>	<b>Create a Housing Division in Community Development Department to focus on Housing related matters including funding opportunities, land use, partnership with stakeholder groups including other governments, federal and state laws, tenant protections/ relocation assistance measures.</b>	<b>FY 21-22</b>	<b>Community Development</b>	<b>Budget request for FY 22-23 State of Housing Study Session scheduled for Summer 2022; Updates to City website include moving Housing related information to Community Development.</b>
<b>5b. SB 381/ sale of unoccupied Caltrans properties</b>	<b>Implementation of SB 381</b> <ul style="list-style-type: none"> <li>• <b>Commence policy discussions on the acquisition of unoccupied Caltrans surplus properties.</b></li> <li>• <b>Identify HRE's to work with the City</b></li> <li>• <b>Explore formation of Community Land Trust.</b></li> </ul>	<b>FY 21-22</b>	<b>Community Development</b>	<b>Update provided to Council at the April 20, 2022 City Council meeting: Council authorized a release of RFQ to solicit HREs &amp;/or consultants to begin community land trust formation as well as an RFP for property inspections.</b>
<b>5c. Affordable Housing policies</b>	<b>Produce information on Inclusionary Housing Ordinance and ADU Ordinance. Public education on new housing laws affecting cities.</b>	<b>FY 21-22 FY 2-23</b>	<b>Community Development</b>	<b>In progress. IHO in-lieu fee study conducted; final fee still to be determined, CC and PC requesting more analysis.</b>
<b>5d. Housing Support</b>	<b>Present Occupancy inspection program and policy for adoption.</b>	<b>FY 22-23</b>	<b>Community Development</b>	<b>The new Housing Division will coordinate with Code Enforcement to develop potential program summer-fall 2022; program may depend on part-time code officer approval through budget process spring 2022.</b>

<p><b>5e. Homeless Initiatives</b> (3f combined with 5e)</p>	<ul style="list-style-type: none"> <li>• <b>Continue working with the SGVCOG on region-wide solutions</b></li> <li>• Participate in Mental Health/Crisis Intervention Program (CAHOOTS model)</li> <li>• Expand working relationship with community partners and Union Station</li> </ul>	<p><b>FY 21-22</b></p>	<p><b>Police/Community Development</b></p>	<p>The SGVCOG anticipates a June start date for the pilot project. Arcadia and San Marino have backed out of the program, leaving only South Pasadena.</p>
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## 6. Enhance Customer Service through Innovation to More Effectively Respond to Community Priorities.

Task	Action Item	Target Date	Department	Status
6a. Accessibility/ Customer Service	Bring forward a recommendation for an automated customer care application.	FY 22-23	City Manager's Office (CMO)	Ongoing. Discussions with Management Services on implementation of software.
6b. Centralized Operations	Centralize grants management and contract management.	FY 21-22	Management Services	Management Analyst hired. Grants management plan underway Policy manual being developed.
6c. Update Policies	Develop comprehensive administrative policies manual – including ADA, FMLA, Harassment, etc. with the Internal Policy Committee. <ul style="list-style-type: none"> <li>Update the Rules &amp; Regs</li> </ul>	FY 21-22	Management Services	Administrative policies manual update underway; Finance policies to be presented to Council; Consultant to assist with HR policies update.
6d. Improve technology	Create an IT Master Plan for introducing or updating technologies in all departments.	FY 21-22	Management Services	IT survey and interview of all departments Spring 2022. Document to be prepared by Fall 2022.
6e. Public Engagement	Establish and implement a targeted Community Outreach Program.	FY 21-22	CMO	Ongoing.
6f. Governance	Review all Boards and Commissions.	FY 21-22	CMO/ Mgmt. Services	City Clerk's Office updated commission onboarding process and training. Commission Analysis completed and Council approved Commission reorg structure April 6, 2022.
6g. Governance	Undertake process for Redistricting.	FY 21-22	Management Services	Completed. Redistricting map adopted April 6, 2022.

<p><b>6h. City Workforce</b></p>	<p><b>Pursue a healthy Workplace Culture including efforts to raise employee morale</b></p> <ul style="list-style-type: none"> <li>• <b>Establish Employee Committee to assist with morale boosting initiatives and events</b></li> <li>• <b>Create new Training an Mentoring Program</b></li> <li>• <b>Create new branding for HR and City through Onboarding Process.</b></li> </ul>	<p><b>Ongoing</b></p>	<p><b>CMO/ Mgmt. Services</b></p>	<p>Introduced best practices and streamlined processes. Introduced initiatives and activities- also to establish Employee Activities. Committee to improve workplace culture.</p> <p>Employee events and training opportunities to be scheduled throughout the year.</p>
<p><b>6i. Modernize Division</b></p>	<p><b>Human Resources Division enhancements.</b></p>	<p><b>Ongoing</b></p>	<p><b>Management Services</b></p>	<p>Modernizing recruitment and onboarding processes, including branding and advertising to attract qualified candidates.</p> <p>Exploring technologies to improve processes, including training and development, performance management.</p>