

City of South Pasadena STRATEGIC PLAN 2021-2026



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.

2021-2026 STRATEGIC PLAN

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	
1b. Reduce CalPERS unfunded liability	Explore and recommend options to reduce CalPERS and OPEB liability.	FY 21-22	Finance	
1c. Financial policies	Develop comprehensive Finance Department Policies and Procedures manual.	FY 21-22	Finance	
1d. Business License Tax	Research and recommend update to business license tax, business classifications and tax rates.	FY 22-23	Finance	
1e. Library Parcel Tax	Library Parcel Tax Renewal	FY 22-23	Finance/Library	Election: November 8, 2022

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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	
2b. Economic Development Program	Develop and Launch Economic Program <ul style="list-style-type: none"> • City Branding and Marketing Plan • New City website • New Econ Dev website • Ombudsman services • develop a Guide on 'How to Do Business in the City' 	FY 22-23	City Manager's Office	
2c. Economic Development Plan	Produce a permit application guide to help streamline application process.	FY 21-22	City Manager's Office/ Community Development	
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	Interviews for Restaurant consultant Dec 3, 21, Closed Session on I-tennis lease Dec 1
2e. Parking Policy	Create comprehensive parking policy for the City.	FY 22-23	Community Development	

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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	
3b. Crisis Comm. Systems	Promote crisis communication systems. City applied for and was granted licensing to conduct Wireless Emergency Alerting (WEA).	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	EOP will be brought before stakeholders and City Council during first quarter of 2022. LHMP will be brought before City Council during fourth quarter of 2022.
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	
3e. Wildfire Mitigation	Work with SGVCOG and apply for grants on wildfire mitigation on city-owned vacant lots. Research alternative methods of controlling/mitigating hazardous vegetation in the City's high hazard brush area.	FY 22-23	Fire	Chief Riddle attended a webinar in early November 2021 hosted by SGVCOG and will be point of contact for future opportunities/discussions.
3f. Homeless Initiatives	<ul style="list-style-type: none"> Participate in Mental Health/Crisis Intervention Program (CAHOOTS model) Expand working relationship with community partners and Union Station 	FY 21-22	Police/ Community Development	RFP being drafted for April implementation

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

Task	Action Item	Target Date	Department	
4a. Renewable Energy	Implement Climate Action Plan for environmental initiatives. <ul style="list-style-type: none"> Roll out electric leafblower program (FY22-23) 	FY 21-22 through FY 25-26	Public Works	
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	
4c. Pocket Parks	Award design contract and break ground on Berkshire & Grevelia pocket park project.	FY 21-22	Community Services	Construction documents underway (2/28/21)
4d. Transportation and Mobility Projects	Contract technical team in anticipation of TDM TSM alternative.	FY 22-23	Public Works	
4e. Capital Improvement Program	Bring forward a comprehensive Capital Improvement Plan (CIP).	FY 21-22	Public Works	
4f. Mobility Master Plan	Update mobility master plan, with consideration for bike lanes, mobility, walkability, and neighborhood traffic management.	FY 22-23	Public Works	
4g. Traffic Management	Neighborhood Traffic management Policy Adoption and Implementation.	FY 22-23	Public Works	
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	
4i. Electrify fleet	Pursue electrification of city fleet.	FY 21-22 through FY 25-26	Public Works/Fire/ Police/Community Svcs	PD: 1/19/21 Council Meeting CSD: new electric van 6/1/21

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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
5a. City Housing Division	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.	FY 21-22	Community Development	
5b. SB 381/ sale of unoccupied Caltrans properties	Implementation of SB 381 <ul style="list-style-type: none"> Commence policy discussions on the acquisition of unoccupied Caltrans surplus properties. Identify HRE's to work with the City Explore formation of Community Land Trust. 	FY 21-22	Community Development	Staff scheduled to take an update to Council at the Dec. 1st City Council meeting
5c. Affordable Housing policies	Produce information on Inclusionary Housing Ordinance and ADU Ordinance. Public education on new housing laws affecting cities.	FY 21-22 FY 2-23	Community Development	
5d. Housing Support	Present Occupancy inspection program and policy for adoption.	FY 22-23	Community Development	
5e. Homeless Initiatives	<ul style="list-style-type: none"> Continue working with the SGVCOG on region-wide solutions 	FY 21-22	Police/ Community Development	RFP being drafted for April implementation

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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)	
6b. Centralized Operations	Centralize grants management and contract management.	FY 21-22	Management Services	
6c. Update Policies	Develop comprehensive administrative policies manual – including ADA, FMLA, Harassment, etc. with the Internal Policy Committee. <ul style="list-style-type: none"> • Police Department assessment. • Update the Rules & Regs 	FY 21-22	Management Services	PD Assessment: RFQ released on December 2021: RFP scheduled to be released in March 2022; City Council to approve contact in May 2022
6d. Improve technology	Create an IT Master Plan for introducing or updating technologies in all departments.	FY 21-22	Management Services	
6e. Public Engagement	Establish and implement a targeted Community Outreach Program.	FY 21-22	CMO	
6f. Governance	Review all Boards and Commissions.	FY 21-22	CMO/ Mgmt. Services	
6g. Governance	Undertake process for Redistricting.	FY 21-22	Management Services	
6h. City Workforce	Pursue a healthy Workplace Culture including efforts to raise employee morale <ul style="list-style-type: none"> • Establish Employee Committee to assist with morale boosting initiatives and events • Create new Training and Mentoring Program • Create new branding for HR and City through Onboarding Process. 	Ongoing	CMO/ Mgmt. Services	
6i. Modernize Division	Human Resources Division enhancements.	Ongoing	Management Services	