

City of South Pasadena
STRATEGIC PLAN 2021-2026
2023 Fourth Quarter Update
August 16, 2023



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.

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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	In progress. Considering potential costing plan in early FY 2023-2024.
1b. Reduce CalPERS unfunded liability	Explore and recommend options to reduce CalPERS and Other Post-Employment Benefits (OPE) liability.	FY 21-22	Finance	Ongoing. 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. Finance will continue to find other ways to fund liability and continue discussions with Finance Commission and City Council.
1c. Financial policies	Develop comprehensive Finance Department Policies and Procedures manual.	FY 21-22	Finance	In progress. Finance Purchasing Ordinance presented to Council December 7, 2022 and approved. Internal Procedure Manual being developed by Finance Department Staff.
1d. Business License Tax	Research and recommend update to business license tax, business classifications and tax rates.	FY 22-23	Finance	In progress. Contract with HdL for business license facilitation expires in October 2023, and staff will recommend a new contract for one year as the City looks at bringing the service in-house.

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1e. Library Parcel Tax	Library Parcel Tax Renewal	FY 22-23	Finance/Library	Completed. Voters approved the extension of the Library Special Tax on November 8, 2022, with 9,357 people (or 86.65%) voting in favor. The Tax was renewed to remain in effect until repealed by the electorate.
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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 (CD)	Ongoing. City Council awarded a contract on December 7, 2022. City staff and the consultant kicked-off the project in January 2023. Community Development acquired Accela launching the software internally.
2b. Economic Development Program	Develop and Launch Economic Program <ul style="list-style-type: none"> • City Branding and Marketing Plan • New City website • New Economic Development (ED) website • Ombudsman services • develop a Guide on ‘How to Do Business in the City’ • Launch of Citywide App 	FY 22-23	City Manager’s Office	Ongoing. Business Concierge Program launched, including Business Visitation and Business Review Programs, as well as ombudsman service. Economic Development Strategy presented to Council July 19, 2023, and new City website Agreement approved by Council July 19, 2023. City hosted three Business Networking Events, and launched three Citywide Quarterly Newsletters. The City App South Pas Mobile has been created and launched in Fall 2022.
2c. Economic Development Plan	Produce a permit application guide to help streamline application process. <ul style="list-style-type: none"> • Included as part of the Guide to Doing Business 	FY 23-24	City Manager’s Office/ Community Development	Completed. Applicant Handbooks have been updated for the Design Review Board & Cultural Heritage Commission. The Planning Commission Handbook is complete and available at the public counter in City Hall.

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<p>2d. Redevelopment of Recreational Facilities</p>	<p>Evaluate redevelopment opportunities of recreational facilities in the Arroyo, including seeking restaurant operator at golf course.</p>	<p>FY 22-23</p>	<p>Community Services</p>	<p>Batting Cage Agreement approval March 15, 2023 and iTennis Agreement approved June 7, 2023. Market Support & Financial Analysis Report recommended by the Ad Hoc Committee will be presented to City Council on September 6, 2023 during Lease Facilities Study Session.</p>
<p>2e. Parking Policy</p>	<p>Create comprehensive parking policy for the City.</p>	<p>FY 22-23</p>	<p>Public Works/ Community Development</p>	<p>In progress. Planned to begin once the General Plan (GP) and Downtown Specific Plan (DTSP). Community Development's work will focus on parking policy for commercial areas within the City, while Public Works will focus on residential areas.</p>

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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	Complete inventory of Soft Story buildings in preparation for consideration of future regulations.	FY 23-24	Community Development	Completion of the soft story inventory is expected to be completed by June 30, 2024. CD experiencing a staffing loss of the part-time Community Improvement Coordinator that was leading the effort in April 2023. A new Community Improvement Coordinator is anticipated to be recruited by Winter 2023/2024.
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"> • Creating trainings and workflow 	Ongoing	Fire/Police	Completed. Blackboard Connect was renewed with an updated platform. Nixle is maintained by PD dispatch. Received authorization from FEMA to utilize WEA alerts as needed.
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	LHMP being presented to City Council August 16, 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.	FY 22-23	Fire/Police	Ongoing. The EOP was approved by the City Council on February 15, 2023. Department Directors are engaged in active training. In addition, all City staff have participated in the 2022 Great Shake Out as well as various safety drills.

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<p>3e. Wildfire Mitigation</p>	<p>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.</p>	<p>FY 22-23</p>	<p>Fire</p>	<p>Ongoing. Fire Department staff continues to monitor hazardous fuel growth in the high hazard hill area and work with property owners and Public Works to mitigate the threat. Staff actively participates in regional discussions that seek grant funding for hazardous vegetation management. Staff will apply for new grants opportunities as available.</p>
<p>3f. Public Safety Assessments (3f now updated to Public Safety Assessments)</p>	<ul style="list-style-type: none"> • Police Department Assessment • Fire Department Assessment 	<p>FY 22-23 FY 23-24</p>	<p>Police and Fire</p>	<p>PD Assessment: Raftelis, a municipal consulting company was selected through an Request for Proposal (RFP) process and Community Working Group to conduct the Police Department Assessment. Police Department staff have meet with the Raftelis team, provided statistical data, and in-person interviews are currently in process, including extended community engagement. A follow-up hybrid community meeting via Zoom is scheduled for August 28, 2023. Following the meeting, Raftelis will complete the Department assessment and present it to the City Council in September 2023.</p> <p>Fire Department Assessment: Fire Department is preparing RFP and anticipate releasing it in 2023.</p>

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

Task	Action Item	Target Date	Department	Status
<p>4a. Renewable Energy</p>	<p>Implement Climate Action Plan (CAP) for environmental initiatives. Roll out electric leaf blower program (FY22-23)</p>	<p>FY 21-22 through FY 25-26</p>	<p>Public Works</p>	<p>Implement CAP: Ongoing. Staff plans to initiate the update of the GHG Emission Inventory to assess emissions reductions since the plan’s adoption. In addition, several actions in the plan are in progress including the implementation of the gas-powered leaf blower ban, the implementation of SB1383 and organics recycling/landfill diversion, and NREC has included developing an electrification reach code in their FY 23-24 Work Plan. Lastly, with the approval of the PW Management Analyst for the Sustainability Division, the Water Conservation action items in the CAP will be initiated this fiscal year.</p> <p>Implement Electric Leaf Blower Program: Ongoing. Enforcement for the gas powered leaf blower ban is in full effect – reports of violations are being addressed via Courtesy Notices and Notices of Violation by the Community Improvement Coordinator. Outreach on the ordinance and the incentive programs available for gardeners continues with several mailings,</p>

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				bill inserts, newspaper ads, and social media postings. In addition, in-person electric leaf blower demonstrations continue with a newly approved Professional Services Agreement with the American Green Zone.
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	Ongoing. The State of Water Special Study Session was presented to Council in April 2022. Public Works began finalizing comments with the consultant and planned to bring the item to Council in 2023 for adoption, however, staff determined that the Master Plan required updating to align with recent updates to housing/population growth projections. Staff will be requesting a contract amendment/extension to perform this work at a City Council meeting in Fall 2023.
4c. Pocket Parks	Award design contract and break ground on Berkshire & Grevelia pocket park project.	FY 22-23	Community Services	Ongoing. Construction plans have been reviewed and finals edits underway by architect. Request for Proposal (RFP) is being prepared for construction. Anticipate RFP to be released Winter 2023.
4d. Transportation and Mobility Projects	Contract technical team in anticipation of Transportation Demand Management (TDM) and Transportation System Management (TSM) alternative.	FY 22-23	Public Works	Ongoing. Public Works is executing on-call contracts with multiple transportation consultants. The Measure M Metro Active Transportation (MAT) Funding agreement has been executed, and Measure R Mobility Improvement Projects (MIP) funding program is under review.

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4e. Capital Improvement Program	Bring forward a comprehensive Capital Improvement Plan (CIP).	FY 21-22	Public Works	Completed. The CIP was adopted in FY 2022-2023 Budget, and updated with Council’s approval June 7, 2023 with the FY 2023-2024 Budget adoption.
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4f. Mobility Master Plan	Update mobility master plan, with consideration for bike lanes, mobility, walkability, and neighborhood traffic management.	FY 22-23	Public Works	Ongoing. The Council-adopted 2011 Bicycle Master Plan was reviewed with the Mobility & Transportation Infrastructure Commission. An update is planned for FY 2023-2024.
4g. Traffic Management	Neighborhood Traffic Management Policy (NTMP) Adoption and Implementation.	FY 22-23	Public Works	Ongoing. Staff are working with a contracted software system designer to implement the NTMP online processing forms. The implementation requires a contract amendment to the software development agreement, which is expected to be before Council for approval in Fall 2023. While the implementation is underway, staff continue to receive and process requests from the community related to neighborhood traffic management. City Council adoption planned for FY 2023-2024.
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	Ongoing. An assessment and security enhancement design is in progress for City Hall through a Public Works on-call contractor. The task order will be brought to Council for approval in Fall 2023. In addition, a facility assessment and inspection of the Library has been completed, and the repair estimates have been included in the 2023-2024 Capital Improvement Program.

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<p>4i. Electrify fleet</p>	<p>Pursue electrification of city fleet.</p>	<p>FY 21-22 through FY 25-26</p>	<p>Public Works/Fire/ Police/Community Svcs</p>	<p>PD & Fire: Ongoing. Staff are working to implement the electrification of the Police Fleet as directed by the Council in September 2022. Patrol vehicles are being up-fitted with police equipment and staff are working with Southern California Edison on the design of the infrastructure.</p> <p>An Informational Report was presented to City Council on March 1, 2023 and forth coming on August 16, 2023. Staff will keep Council apprised of updates moving forward including upfitting and infrastructure.</p> <p>CSD: Complete. New electric transit van was delivered in December 2022.</p>
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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	Completed. The Senior Management Analyst for Housing Programs began her tenure on October 24, 2023. Housing Division staff has joined the San Gabriel Valley Council of Governments (SGVCOG) Homelessness Working Group and the San Gabriel Valley Crisis Assistance Response and Engagement (SGV CARE) cohort team as the City's new administrator of the SGV CARE program contract, in addition to launching a City Homelessness Working Group to develop a Homelessness Plan. With the disposition of the Caltrans unoccupied surplus properties, the Housing Division has completed due diligence and is currently performing financial and site analyses to develop policy options for acquisition and use of the properties to be considered by City Council. Finally, the Housing Division is supporting the drafting of the current Housing Element and leading the research and development of several other programs included in the Housing Element, including facilitating the development of 100% affordable housing on City-owned land and several tenant protections.

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				City Council adopted Ordinance 2376 No Fault-No Just Cause Eviction Moratorium on June 28, 2023 for a period no longer than six months.
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	<p>Ongoing. The contract for inspection services of the 20 unoccupied properties was awarded to Blue Ribbon Inspection Services on October 5, 2022. Final reports for all inspections of the properties (general, termite, lead and asbestos, sewer, chimney, and geotech/foundation) and rehabilitation cost estimates were provided to Community Development staff on January 31, 2023. The Community Development Department hosted community meetings on November 3, 2022 and February 16, 2023 to engage members of the public in the SB 381 implementation process and policy discussions on the acquisition and use of the unoccupied properties. Staff also presented updates and preliminary policy ideas to the SB 381 Implementation Ad Hoc Committee at a special meeting on January 26, 2023. A copy of the financial model created by Adam Eliason, the City's contracted consultant, was provided to staff on March 1, 2023.</p> <p>City has received purchase agreements and April 19, 2023 engaged Special Counsel. City is engaged in ongoing discussions.</p>

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5c. Affordable Housing policies	Produce information on Inclusionary Housing Ordinance (IHO) and Accessory Dwelling Unit (ADU) Ordinance. Public education on new housing laws affecting cities.	FY 21-22 FY 22-23	Community Development	Completed. IHO recommended to be reduced to 15% or lower. An economic feasibility study was conducted in July/August 2022 and is under review.
5d. Housing Support	Present Occupancy inspection program and policy for adoption.	FY 22-23	Community Development	Ongoing. This program, now referred to as a rental housing inspection program, has been included in the Housing Element with a new targeted date of October 2024 for presenting to City Council for adoption. Housing Division to research and develop the details of this proactive and routine inspection program. However, pursuant to AB 838, an amendment to the Health & Safety code that went into effect in June 2022, the City will now inspect rental properties in response to tenant-based complaints of substandard conditions. Such code enforcement activities can and will be carried out separately from a proactive inspection program; however, once the rental housing inspection program is established, complaint-based inspections and enforcement can be folded into this framework.
5e. Homeless Initiatives (3f combined with 5e)	<ul style="list-style-type: none"> • Continue working with the San Gabriel Valley Council of Governments (SGVCOG) on region-wide solutions • Participate in Mental Health/Crisis Intervention Program (CAHOOTS model) • Expand working relationship with community partners and Union Station 	FY 22-23	Police/Community Development	Ongoing. The Housing Division has assumed responsibility for the management of the Mobile Crisis Program, now called SGV CARE, contract, and the Senior Management Analyst attends the weekly cohort check-in meetings to share updates and lessons, develop key performance metrics, and discuss ways in which the

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				<p>program can be improved or modified.</p> <p>The Senior Management Analyst has joined the SGVCOG Homelessness Working Group and is following SGVCOG's application to the LA County Local Solutions Fund, which is funded by Measure H. If approved, SGVCOG's \$3,722,500 allocation for FY 2023-24 will be used to continue and hopefully expand its regional mobile outreach services, in which South Pasadena participates and to start a new housing solutions program which will provide funds for housing and rehousing initiatives. The Housing Division will continue to track this to ensure that South Pasadena participates in this program and continues to receive the existing outreach services.</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	Ongoing. Grants Policies and Procedures Manual was completed and training was provided to staff. A Grants interdepartmental working group has been created and launched.
6c. Update Policies	Develop comprehensive administrative policies manual – including ADA, FMLA, Harassment, etc. with the Internal Policy Committee. <ul style="list-style-type: none"> • Update the Rules & Regs 	FY 22-23	Management Services	Ongoing. Human Resources Division Assessment underway - Consultant recommending changes to Personnel Rules & Regulations and HR Policies, updates to follow. Staff will be engaging continued consulting services to revise the Personnel Rules & Regulations, HR and Administrative Policies, and have compiled a list of priorities. Policies will be presented to the City Manager for review and approval as the policies are drafted or revised.

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6d. Improve technology	Create an IT Master Plan for introducing or updating technologies in all departments.	FY 21-22	Management Services	Ongoing. Management Services met with all departments to review and discuss their respective IT needs for their operations. Community Development acquired Accela launching the software internally, Community Services acquired Civic Rec Plus, and July 19, 2023 City Council approved SirsiDynix Library software. An asset management tracker has been implemented to manage technology more efficiently, and a thorough asset inventory is being conducted to create a comprehensive replacement plan to address aging technology. A mobile device management system has also been implemented and is managed by staff.
6e. Public Engagement	Establish and implement a targeted Community Outreach Program.	FY 21-22	CMO	Ongoing. Efforts include Neighborhood Pulse, Social Media efforts, quarterly newsletters, district mailers, and engagement survey.
6f. Governance	Review all City Boards, Commissions, and Committees	FY 21-22	CMO/ Mgmt. Services	Completed. City Clerk’s Office updated Board, Commission, and Committee (BCC) onboarding process and training. BCC Analysis was completed, and City Council approved Commission reorganization structure on April 6, 2022. The City Clerk’s Office established a welcome packet for all new Advisory Body members and will carry out all necessary training.
6g. Governance	Undertake process for Redistricting.	FY 21-22	Management Services	Completed. Redistricting map adopted April 6, 2022.

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<p>6h. City Workforce</p>	<p>Pursue a healthy Workplace Culture including efforts to raise employee morale</p> <ul style="list-style-type: none"> • Establish Employee Committee to assist with morale boosting initiatives and events • Create new Training and Mentoring Program <p>Create new branding for HR and City through Onboarding Process.</p>	<p>Ongoing</p>	<p>CMO/ Mgmt. Services</p>	<p>Ongoing. The City is committed to promoting a positive employee experience through enhanced employee engagement activities and events. Through Council approval of NEOGOV Modules, HR commenced the implementation phase of NEOGOV Learn and Onboarding to improve training and make it more accessible for staff.</p> <p>Employee Engagement efforts include Bring Your Child to Work Day, Employee Appreciation events, and Benefit and Wellness Fairs.</p>
<p>6i. Modernize Division</p>	<p>Human Resources Division enhancements.</p>	<p>Ongoing</p>	<p>Management Services</p>	<p>Ongoing. Modernized tracking and reporting systems for many HR functions, including recruitment, leaves of absence, workers' compensation, and claims. Staff has created and is preparing to implement an automated recruitment tracker. The streamlining of our onboarding process will begin mid-2023, which will include digitizing the onboarding paperwork, create a more engaged and welcoming onboarding and orientation experience for new employees.</p> <p>Staff will begin revamping the performance evaluation process, which will include an update to our performance appraisal form. The goal is to increase communication, collaboration, and engagement between employees and management.</p>