

MINUTES
ALHAMBRA CITY COUNCIL
ALHAMBRA REDEVELOPMENT AGENCY
Adjourned Regular Meeting
December 4, 2008
8:00 a.m.

ROLL CALL: At 8:30 a.m., on Thursday, December 4, 2008, after continental breakfast and informal conversation which began at 8:00 a.m., the Alhambra City Council and the Alhambra Redevelopment Agency (ARA) met in Salon 4 of *Almanson Court*, 700 South Almanson Street, Alhambra, California.

CITY COUNCIL/ARA BOARD MEMBERS:

PRESENT: SHAM, YAMAUCHI, PLACIDO, AYALA
ABSENT: MESSINA

(Note: Mayor Messina arrived at 10:05 a.m. but because she was too ill to stay, at 10:35 a.m., she left the meeting and was driven home.)

Officials Present: City Manager/ARA Executive Director Fuentes, City Attorney/Agency Counsel Montes, Assistant City Manager/Personnel Director Bacio, City Clerk/ARA Assistant Secretary Moore, Director of Development Services/ARA Executive Director Martin, Director of Finance Longballa, Library Director Hernandez, Chief of Police Hudson, Director of Utilities Montan, Director of Public Works Swink, Fire Chief Stedman, Director of Community Services Jarvis, Deputy City Manager Schultz, Deputy Director of Public Works Chavez and Assistant to the City Manager Hayashi.

Also present were Marilyn Snider, Facilitator, Snider and Associates, and Gail Tsuboi, Recorder, Tsuboi Design.

NOTICE NO. N2M8-67: City Clerk/ARA Assistant Secretary Moore reported that she had duly given notice of this meeting pursuant to the order of the Mayor and ARA Chairman and in accordance with Section 54955 of the Government Code of the State of California.

OPEN STRATEGIC PLANNING RETREAT: At 8:30 a.m., Vice Mayor **PLACIDO** opened the meeting, welcoming everyone in attendance.

ORAL COMMUNICATIONS: None.

ARA/CITYCOUNCIL/MANAGEMENT STRATEGIC PLANNING RETREAT - F2M8-58

The City Council/Agency Board, City Manager, Department Heads and Facilitator Marilyn Snider, assisted by Gail Tsuboi as Recorder, held a Strategic Planning Retreat, the purpose of which was to update the City's Strategic Plan which was originally developed in October, 1992, by reviewing that certain set of three-year (2008-2011) goals which were developed on June 2, 2008 and the six-month objectives set on the same date to implement the same and by identifying a new set of six-month objectives for each of these goals.

Continental breakfast and informal conversation began at 8:00 a.m., with the retreat beginning promptly at 8:30 a.m. At 10:30 a.m., a 15-minute recess was called and the retreat reconvened at 10:45 a.m., with all members present. At 12:15 p.m., the participants broke for lunch and at 1:00 p.m. the retreat reconvened with all members.

SUMMARY

The following **Mission Statement** was reviewed and found to be still on point:

The City of Alhambra is dedicated to responsive, creative leadership and quality services ensuring desirable neighborhoods and a supportive business environment while being sensitive to the diversity of our community.

Likewise, the following **Vision Statement** was reviewed and found to be still on point:

The City of Alhambra shall be the premier family-oriented and economically prosperous community in the San Gabriel Valley.

Additionally, the following **Core Values** (not in priority order) were reviewed and found to be still relevant:

The City of Alhambra values . . .

High level of customer service
High ethical standards
Professionalism
Commitment, responsibility and accountability
Compassionate, responsive service delivery
Innovation and creativity
Inclusiveness and diversity

The following **Three-year (2008-2011) Goals** (not in priority order) were likewise reviewed:

- Enhance commercial development, housing and jobs creation to ensure the long-term financial viability of the City
- Provide premier customer service

- Improve the pride, character and quality of our neighborhoods
- Improve and expand infrastructure and facilities, including recreation and leisure

The Facilitator next led the participants in a “**brainstorming**” session to answer and/or discuss the following questions/topics:

1. What are the major accomplishments of the City of Alhambra since the June 2, 2008 strategic planning retreat?

- Completed the Groundwater Treatment Facility
- Completed community outreach for the Paramedic Subscription Program
- Signed an agreement to bring a new VW dealership to town
- Approval given to move forward with our fire training facility expansion
- 25,000 new books in the library
- The entire City participated in the *Great Shake-Out* disaster drill
- The Demoiselle Fashion Shop opened
- Improved our code enforcement efforts
- Three new, very well-qualified department heads
- Palatine Booster Pump Station is under construction
- Provided three CERT training workshops
- Successful cooperation among departments under NIMS (National Incident Management System)
- Repaved 11 streets and 7 alleys
- The High School Video Competition closes today
- Purchased three homes for our First-Time Home Buyers Program
- Golf fee increase has been developed and will be presented to the City Council at the beginning of the year
- Completed a mapping system for code enforcement violations
- Successful Taste of Alhambra last summer
- Resolved the pavement issue with the Gas Company
- New Library opened
- Summer Jubilee
- Increased Library hours and days of service
- Adopted a balanced budget
- Had a successful election with a 77.4% turnout – the highest we have ever had
- Crime is down 7% year-to-date
- Completed construction on Chipotle Restaurant
- Completed acquisition of the 3rd and Main development site
- Five-Year Sewer Rate Adjustment and Financial Plan approved by the City Council
- Fireworks policy implemented
- Working on establishment of a wine shop in the downtown
- Successful unified response to a four-alarm fire
- Adopted a smoke-free parks ordinance
- Started construction of the 38 Degrees Bar & Grill
- LA Fitness opened – the largest one in the San Gabriel Valley
- Fresh and Easy Market almost complete

- Mahan Indian restaurant under construction
- CCTV (closed circuit television) inspection of sewer lines completed citywide
- Started the Veterans' Memorial
- Completed the 15 North Valencia Ave. Senior Citizen apartment rehab

2. What are the City's internal weaknesses/challenges?

- No money
- Hiring freeze
- Reduction in revenues
- Scarcity of potential commercial project development
- Short staffed
- Employee-management relations are a challenge
- High cost of employee salaries and benefits
- Challenges to maintain the same levels of service
- We lack sufficient materials and supplies
- Lack of Alhambra car dealership storage area
- Lack of a reverse 911 system
- Lack a policy for employees to respond to a disaster after hours
- Large number of potholes
- Perception that expenditures exceed revenues
- Lack of IT support
- Unanticipated increase in use of city services and programs
- Reduction in fund balances
- Residential design guidelines still not adopted
- Lack of election guidelines
- Strained relations with peace officers association
- Lack of public parking in the downtown
- Not collecting enough fees to offset costs in some services
- Unable to replace equipment and vehicles (e.g., safety, parks, Public Works, Utilities)
- Still struggling with an aging sewer and water system infrastructure
- Overwhelming number of broken or raised sidewalks
- Volume and speed of traffic within the neighborhoods
- Lack of sufficient land, areas, properties for affordable commercial and residential development
- Day worker problem at the Home Depot

3. What are the external factors/trends that will/might have a positive impact on the City of Alhambra in the coming year?

- Potential infrastructure money from the state
- Raymond Basin Management Board resolution that will allow the utilities to lease water rights
- Passage of Measure MM for our schools
- Low interest rates
- Potential increase in the number of CERT members

- Passage of Measure R (transportation money)
- More companies bidding City projects
- Prop 1C – housing-related parks program
- Low gas prices
- Ford dealership remaining open

4. What are the external factors/trends that will/might have a negative impact on the City of Alhambra in the coming year?

- Aging infrastructure
- Aging equipment
- State taking money away from the City and Redevelopment Agency
- Increased taxes in California
- Corporate downsizing
- Unemployment
- Potential increase in crime
- Graffiti
- State budget
- Statewide water crisis
- Corporate downsizing
- Lack of available commercial loan money
- More environmental regulations with no increase in revenues to implement
- Increase in water quality regulations
- Mervyn's bankruptcy
- Potential increase in insurance costs
- Lack of bailout money for GMC and Chrysler affecting City auto dealers and City revenues
- High cost of materials and supplies
- PERS rates increasing potentially in 2010
- Costly burden of laws with requirements outside of the city's control
- Home foreclosures
- Difficulties recruiting police and fire personnel
- Increased water replenishment costs
- Continued drought
- Earthquake
- Worldwide increase in terrorist activity
- More local communities considering bankruptcy as an option
- Higher college and K-12 education costs
- Other communities cutting services; their residents come to Alhambra
- Increase in the federal deficit eventually affecting our CDBG and other federal funding
- Trash pickers/dumpster divers
- State's upcoming adoption of new CEQA regulations – an impediment for developers
- LEED requirements add extra cost that impacts consumers
- 2010 census
- Traffic impact of putting railroads below grade in San Gabriel
- Cannot keep up with technological advancements
- So many State regulations and pass-throughs are restricting development

- Increase in sales tax
- Increase in personal income tax
- Reduction in property values
- Reassessment of property values
- Increased cost of labor for public safety personnel
- Heavy traffic
- Increased homelessness
- Inability of businesses to maintain their building exteriors and landscaping
- Lack of federal funds
- High cost of clean energy solutions
- We're penalized for not having a transportation center
- Alhambra could lose its desirability because it cannot meet state and federal mandates and targets
- State and Federal unfunded mandates
- Possible involvement in the LHASA homeless count

Because of the economic downturn which has gripped our nation and the financial problems facing the State of California, at the request of the City Council and City Manager, the Facilitator next led the participants in a **“brainstorming”** session to develop and explore options for **addressing the 2009-2010 Budget shortfall.**

SUMMARY OF OPTIONS TO EXPLORE FOR ADDRESSING THE 2009-2010 BUDGET SHORTFALL

- ▶ Consider adjustments to fees, licenses, rates and assessments
- ▶ Consider selling or leveraging City/ARA-owned properties
- ▶ Consider reducing or eliminating citywide and departmental services and programs
- ▶ Consider adjustments to staffing levels
- ▶ Consider adjustments to all city contracts

How can we address the 2009-2010 Budget shortfall to ensure long-term financial viability of the City?

- Implement a two-tier system
- Use money in reserves set aside for legal issues
- Consolidate departments
- Reevaluate fee and license structure for services and build in automatic increases without having to return to the City Council
- Expand the credit line
- Each department to evaluate its service hours for cost savings

- Obtain cell phone tower leases on City property
- Compressed/closed Friday work week
- Freeze open employee positions
- Developer reimbursement of all staff costs associated with a project
- Sell surplus City- and ARA-owned property
- Contract with the YMCA and other groups to handle recreational programs
- Maintain economic development as a priority
- Increase nonresident user fees
- Cut Chamber subsidies
- Rent out the Library for events
- Charge for public parking
- Seek cooperation and support of San Gabriel Valley cities (e.g. on pay schedules)
- Renegotiate existing consultant contracts
- Increase water rates
- Sell advertisement space on City facilities and equipment
- Reduce liability with more stringent pre-hiring processes
- Broaden ARA line-of-credit
- Increase parking enforcement
- Outsource some programs
- Evaluate our permanent, temporary and part-time City employee program
- Eliminate nonessential services, e.g., Summer Jubilee, 4th of July celebration, Rose Parade float
- Eliminate take-home vehicles
- Ask employees to consider salary give-backs
- Renegotiate existing labor contracts
- Reduce workweek hours of operation
- Eliminate free golf passes
- Install parking meters
- Outsource case management
- Evaluate programs and contracts in each department and determine which ones to alter

The City Council/Agency Board and Management Team then identified the following options to explore for addressing the 2009-2010 Budget shortfall:

A. Consider Adjustments to Fees, Licenses, Rates and Assessments

1. At the January 5, 2009 City Council meeting, the City Manager (lead), Director of Finance and Department Heads will present to the City Council a report on fees and licenses that need adjustment.
2. At the January 5, 2009 City Council meeting, the City Manager and Director of Utilities will present to the City Council a three-option report for adjusting water rates for 2009-2014.
3. At the January 5, 2009 City Council meeting, the City Manager and the Director of Community Services will present to the City Council a golf fees' proposal for the City's golf course.

4. At the January 5, 2009 City Council meeting, the City Manager and Fire Chief will present to the City Council for consideration a proposal to accept the Los Angeles County paramedic fee schedule with automatic adjustments.
5. At the January 5, 2009 City Council meeting, the City Manager and Director of Public Works will review the City's assessments, identify which assessments should be considered for adjustment and report the results to the City Council.

B. Consider Selling or Leveraging City/ARA-owned Property

1. At the January 5, 2009 City Council meeting, the City Manager and Director of Development Services will present to the Alhambra Redevelopment Agency Board for consideration a proposal to extend the ARA line-of-credit.
2. At the February 9, 2009 City Council/Agency Board meeting, the Assistant to the City Manager will identify City- and ARA-owned properties and recommend to the City Council/Agency Board for consideration a list of nonessential properties that could be sold.
3. By May 1, 2009, the Assistant to the City Manager (lead) and the Director of Development Services, working with appraiser(s), will appraise the City Council/ARA Board recommended nonessential properties for potential sale.

C. Consider Reducing and/or Eliminating Citywide and Departmental Services and Programs

1. By December 31, 2008, each Department Head will review departmental services and programs and recommend to the City Manager for consideration those that could be reduced or eliminated.
2. At the January 5, 2009 City Council meeting, the City Manager will present to the City Council for consideration those departmental services and programs that should be reduced or eliminated to address the 2009-2010 Budget shortfall.
3. By the January 12, 2009 City Council meeting, the City Manager and Director of Finance will review Citywide services and programs and recommend to the City Council for consideration those that should be reduced or eliminated to address the 2009-2010 Budget shortfall.

D. Consider Adjustments to Staffing Levels

By March 1, 2009, each Department Head will assess his/her staffing levels and make recommendations for adjustments as needed to the City Manager.

E. Consider Adjustments to All City Contracts

By March 1, 2009, each Department Head shall review their department's contracts and

recommend adjustments as needed to the City Manager to help eliminate the 2009-2010 Budget shortfall.

The City Council/Agency Board and Management Team then identified the following **six-month objectives** for the **period** from **December 4, 2008 through May 15, 2009** for each of the three-year (2008-2011) goals, with the caveat that all objectives with department head responsibility must go through the City Manager for approval before implementation.

THREE YEAR GOAL: ENHANCE COMMERCIAL DEVELOPMENT, HOUSING AND JOBS CREATION TO ENSURE THE LONG-TERM FINANCIAL VIABILITY OF THE CITY
6-month objectives

1. At the January 5, 2009 City Council meeting, the City Manager and Director of Finance will present to the City Council the mid-year budget review and budget projections for FY 2009-2010.
2. By January 5, 2009, the City Manager and the Director of Development Services, working with the developer, will enforce property maintenance standards at the Alhambra Place Shopping center.
3. By April 1, 2009, the Director of Development Services will coordinate, complete the construction and the opening of 38 Degrees Bar & Grill, Mahan's, Jeffs Sporting Goods and Subway Sandwich Shop.
4. By May 15, 2009, the City Manager and Director of Development Services, working with the developer, will finalize plans and entitlements to submit to the City Council and Agency to redevelop the Alhambra Place Shopping Center.
5. By May 15, 2009, the Director of Development Services will continue to assist the developer in submitting plans for planning entitlements for development of the Super A site.
6. By May 15, 2009, the City Manager and Director of Development Services, working with the Target Company, will obtain entitlements and report results to the Agency Board.
7. By May 15, 2009, the City Manager and Director of Development Services will work with Panattoni to find a tenant replacement for the Circuit City Building.
8. By May 15, 2009, the City Manager and Director of Development Services, working with the developer, will complete construction and coordinate the opening of the VW site.

THREE YEAR GOAL: PROVIDE PREMIER CUSTOMER SERVICE
6 month objectives

1. At the January 26, 2009 City Council meeting, the Director of Community Services will present to the City Council the videos produced by high school students to promote City events and programs.

2. By April 15, 2009, the Fire Chief and Chief of Police will complete the Disaster Preparation Plan and present it to the City Council.
3. By May 15, 2009, the Fire Chief will provide two CERT (Citizen Emergency Response Team) workshops for the public.
4. **Future Objectives:**
 - a) By June 30, 2009, the City Clerk and Director of Finance will identify funding for technological support for the City Clerk's Office for hardware, software and online services and report findings to the City Manager.
 - b) By date uncertain, the Assistant City Manager/Personnel Director (lead) and City Manager will provide customer service training seminars for all employees.

**THREE YEAR GOAL: IMPROVE THE PRIDE, CHARACTER AND QUALITY
OF OUR NEIGHBORHOODS**
6 month objectives

1. By May 15, 2009, Mayor Messina (lead), Chief of Police and Assistant to the City Manager will establish and implement a *Project Pride* Program.
2. By May 15, 2009, Mayor Messina, working with the Alhambra Chamber of Commerce, will reestablish and implement *Alhambra Beautiful*.
3. By May 15, 2009, the Chief of Police (lead), Director of Development Services and Deputy City Manager, working with Home Depot management, will develop a plan to address the ongoing day laborer loitering problem and report the results to the City Manager.
4. By May 15, 2009, the Director of Public Works will install neighborhood signs in at least one additional neighborhood.

**THREE-YEAR GOAL: IMPROVE AND EXPAND THE INFRASTRUCTURE AND FACILITIES,
INCLUDING RECREATION AND LEISURE**
6 month objectives

1. At the January 26, 2009 City Council meeting, the Director of Public Works will present to the City Council for action a contract for construction of the Valley Boulevard Capacity Improvement Program.
2. By January 31, 2009, the Director of Public Works will complete the Veterans' Memorial.
3. By February 23, 2009, the Fire Chief will identify how funding from regional agencies for use of the Fire Training Facility will be captured and report the results to the City Manager.
4. By March 1, 2009, the Director of Utilities will report to the City Manager the prioritization

of work to be done identified by the CCTV (closed circuit television) survey of the sewer lines.

5. By May 15, 2009, the Fire Chief will ensure that construction of the Fire Training Facility expansion is complete.
6. By May 15, 2009, the Director of Utilities (lead), Director of Public Works and Director of Community Services will ensure that construction on the Gateway Plaza is complete.
7. By May 15, 2009, the Director of Public Works will complete the design of residential street improvements in the Emery Park Hills, Granada Park, and Alhambra Hills neighborhoods.
8. By May 15, 2009, the Director of Community Services will ensure completion of the Almansor Park Lower Lake renovation project.
9. By May 15, 2009, the Director of Community Services, contingent upon the receipt of funding, will renovate the Alhambra Golf Course bathroom.

Next Meeting: Thursday, June 4, 2009, has been tentatively set for the next Strategic Planning Retreat at which time Council/ARA Board and Management Team will more thoroughly review the progress on those objectives established on December 4, 2008 and develop strategic objectives for the next six months.

ADJOURNMENT: At 3:10 p.m., Vice Mayor **PLACIDO** closed the retreat by thanking our Facilitator and all of the participants for the good work that was done today; and, there being no further business, with the unanimous consent of the City Council/Agency Board, he adjourned the meeting.

**FRANCES A. MOORE, CMC
CITY CLERK & ARA ASSISTANT SECRETARY**