

**MINUTES**  
**ALHAMBRA CITY COUNCIL**  
**Adjourned Regular Meeting**  
**July 27, 2016**  
**8:00 a.m.**

**ROLL CALL:** At 8:30 a.m., on Wednesday, July 27, 2016, after breakfast and informal conversation which began at 8:00 a.m., the Alhambra City Council met in Ruth Reese Hall of the Alhambra Civic Center Library, 101 South First Street, Alhambra, California.

**CITY COUNCIL:**

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

**Officials Present:** City Manager Yokoyama, Assistant City Attorney Richman, City Clerk Myles, Assistant City Manager/Director of Risk Management Bacio, Director of Community Services Ray, Assistant City Manager/Director of Human Resources Schultz, Director of Finance Espinoza, Library Director Hernandez, Interim Chief of Police Gomez-Whiteley, Fire Chief Phelps, Director of Public Works Chavez, Interim Director of Development Services Pace, Director of Administrative Services Paulson, Deputy City Manager Binnquist, Management Assistant Kespradit

Also present were Marilyn Snider, Facilitator, Snider and Associates, and Michelle Snider Luna, Graphic Recorder – Snider Education & Communication.

**OPEN STRATEGIC PLANNING RETREAT:** At 8:32 a.m., Vice Mayor **PLACIDO** opened the meeting, welcoming everyone in attendance.

- 1. ORAL COMMUNICATIONS:** None
- 2. CITYCOUNCIL/MANAGEMENT STRATEGIC PLANNING SESSION - F2M14-53**

The City Council, City Manager, Department Heads and Facilitator Marilyn Snider held a strategic planning session, 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 (2014-2017) goals which were developed on November 17, 2014 and the six-month objectives set on December 4, 2015 to implement the same, and by identifying a new set of three-year (2014-2017) goals as well as the six-month objectives for each of these goals.

Continental breakfast and informal conversation started at 8:00 a.m. followed by the Retreat at 8:32 a.m. At approximately 10:15 a.m., a 15-minute recess was called and the retreat reconvened at 10:30 a.m. At 12:20 p.m., the participants broke for lunch and at 1:05 p.m. the retreat reconvened.

## 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 (2014-2017) Goals (not in priority order) were likewise developed:

- Enhance communication and participation with the community
- Improve and enhance technology and its use
- Increase the quality and livability of our neighborhoods and community
- Maintain financial stability
- Increase commercial activity while retaining our residential integrity

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

### 1. **What are the City of Alhambra’s strengths and accomplishments since the December, 2015 Strategic Planning Retreat?**

- Hired a new City Manager
- Mayor hosted the first Alhambra Day at the Races
- Planned for and prepared for El Niño

- Purchased 11 AEDs for City facilities and provided CPR and AED training for employees
- Library re-carpeted the second floor and teen area
- Conducted a homeless count for the LA County Homeless Authority
- Hosted a free 4th of July Fireworks Celebration
- Hired a consultant to update the City's records retention schedule
- Implemented first phase of the City's IT Road Map
- Strong appreciation of the public of the Police and Fire Departments and their service
- Assessed financial reporting methods and transparency reporting and recommended to the City Manager not to purchase new software
- Currently in beta testing for the new City designed website
- Successfully implemented Affordable Care Act requirements
- People love the new Alhambra Place, especially Sprouts Market
- People are excited for the new Wing Stop
- Police Department Facebook hit 13,000 followers and there are plans to grow it
- High level of service to homeless and those with mental health needs
- Held a low flow toilet giveaway and gave away 500 toilets for free
- Hosting the Summer Serenade Concert Series in the park
- Completed a new lit crosswalk at Seventh and Valley
- Updated the community organization contact list
- Hired two part-time fire inspectors for park and house inspections
- Updated fee schedule
- Booked musical talent for upcoming Main Fest
- Completed the sale of Fremont Plaza
- In the final process of finding a vendor for body worn cameras
- Hosted a movie picnic night in the park
- Summer Thursday Night Farmers Market
- Created a new position of Assistant to the Fire Chief
- Held Eco Fair on May 1st in conjunction with the Sunday Farmers Market
- Hosted two low cost animal clinics
- Redid planning applications
- Have a new look for the Development Services Department
- Some of the planning applications are online
- Remodeled the Grenada Swim Facility
- Hired two new code enforcement officers
- Partnered Code Enforcement with the Police Department staff to increase the level of service to the community
- Balanced budget
- Received Presidential Citation from the California Parks and Recreation Society for the Rose Parade float
- Received the CSMFO award for excellence in financial reporting for our CAFR
- Implemented the Calren Scenic Project for high speed broadband at the library
- Ongoing relationship with the City and School District
- Viral video on Police Department's Facebook page led to capture of package thief
- Public perception of better access to our Police Department (e.g., through social media)
- The City staff team is working hard, eager to work and very friendly
- Completed the upgrades to Sewer Plant #3
- City reached its water conservation goal of 24% reduction—767 million gallons of water were saved in the last six months
- Hosted the 25th annual Lunar New Year Festival

- Completed patient care reports are now all electronic and sent to the hospital prior to transport
- Three new fire apparatus ordered
- Continued annual training with the school district on active shooters
- New Fire Chief
- Installed remote lighting for the Almansor baseball fields
- All City employees went through customer service training
- Replaced netting at the golf course driving range
- Library developed and implemented a new logo and slogan
- Code enforcement hosted its second annual neighborhood clean-up
- Remodeled front counter in Development Services to better provide customer service and staffing efficiency
- Plan to provide active shooter training for all school district staff
- Hosted the 4th annual 710 Day
- Updated our wireless communication ordinance
- Held another successful Summer Reading Program for the public and employees
- Entered escrow on three more Successor Agency properties (i.e., 107 South Chapel, 110-116 West Main)
- Completed the initial General Plan community workshops and are now in the follow-up process
- Completed the Almansor and Valley Sewer Main Project
- City's 88th annual Rose Parade float featured Parks and Recreation staff
- Hosted a successful Memorial Day celebration with the veterans' organization
- Creation of Alhambra Emergency First Responders Fund
- Funded the 89th annual Rose Parade float for 2017 honoring the Fire Department
- Police and Fire Department active shooter training provided
- Employee negotiations completed
- Implemented Code Enforcement weekend park patrol
- Adopted a balanced budget early (i.e., in May)
- Completed the Ross Avenue Sewer Line Project
- Completed the Westboro Water Main Project
- Adopted a massage ordinance
- We've hired 52 people since January and completed 35 recruitments

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

- Declining infrastructure without ability to reinvest
- Lack of technology to facilitate communication and approval
- Antiquated job descriptions
- Staffing issues due to IOD (injured on duty) and long-term workers' comp process
- Lack of resources to implement GIS-based building and planning permits and entitlement
- Perception of overdevelopment
- Lack of information and outreach by the Fire Department through social media
- Perception of lack of communication
- Lack of adequate funding
- Slow recruitment hiring process
- Perception of a lack of including the community in the decision making process

- Challenge in the retention of employees due to lack of competitive salaries and benefits
- Lack of succession planning

**3. What are the external factors/trends that will/might have a positive impact on the City of Alhambra in the next three years?**

- Two very strong Little League divisions in Alhambra
- Faith-based organizations supporting City departments
- Sales tax revenue is rising
- 2016 local, State and Federal elections
- Funding from firework sales to help nonprofits
- Possible passage of Measure R2 for transportation projects
- Strong relationship between the City and the School District
- Strong Chamber of Commerce
- U.S. News and World Report award to Alhambra High for bring one of America's Best High Schools
- Changing technology
- Steadily rising home prices
- Publication of final 710 North EIR report
- State of California adopted a balanced budget
- Significant interest from foreign investment
- Diverse community
- Strong community organizations (e.g., Rotary, Soroptimist)
- People in L.A. County have more disposable income
- Neighborhoods have a great sense of community
- Increased California minimum wage possibly increasing consumerism
- Strong AYSO (American Youth Soccer Organization)
- The Alhambra Community Coordinating Council
- Completion of Alhambra Place Project
- Walkable Downtown with easy access to public buildings (e.g., City Hall)
- Reputation as a safe City to live, work and visit
- Young families are moving into town

**4. What are the external factors/trends that will/might have a negative impact on the City of Alhambra in the next three years?**

- 2016 elections
- Terrorism
- Affordable Care Act
- State Water Resources Control Board and their regulations
- Cyberattacks
- Rapid advances in technology
- Large scale wildfires
- Early release of prisoners
- Negative perception of police brutality
- Increases in mass shootings
- Homelessness
- Lack of resources for mental health assistance

- Economic slowdown
- State's newly enacted commercial organics law
- Absentee landlords
- Retirements
- State budget instability
- Parachute kids whose parents live in a different country and the kids are going to school here
- PERS
- Drought
- Earthquakes
- Negative public perception about government
- Proposition 47—reducing some felony drug crimes to misdemeanors
- Regulations regarding utility users' tax and franchise fee revenue
- Loss of institutional knowledge when employees leave

**THREE YEAR GOAL: ENHANCE COMMUNICATION AND PARTICIPATION WITH THE  
COMMUNITY**  
**6-month objectives**

1. By September 1, 2016, the Assistant City Manager/Human Resources Director will develop and present to the City Manager a plan to improve efficiency of the recruitment and hiring process.
2. On September 10, 2016, the Administrative Services Director and Management Assistant will assist the Downtown Association with the implementation of the "MainFest Music Festival."
3. By September 15, 2016, the Management Assistant will create a social media policy and present to the City Manager.
4. At the September 26, 2016 City Council meeting, the City Clerk will develop and provide to the City Council for action an updated records retention schedule.
5. By October 1, 2016, the Management Assistant, working with the Department Heads will develop and present to the City Manager for action a Social Media Program for all City Departments.
6. By January 15, 2017, the Assistant City Manager/HR Director will update the Human Resources forms for recruitment, hiring, orientation and benefit services.
7. By January 15, 2017, the Management Assistant and City Clerk will implement an online registration process for residents to receive a link to City Council agenda packets online.
8. By January 15, 2017, the Management Assistant and City Clerk, with input from the Department Heads, will develop and present to the City Manager a process to address

issues of high-level community interest that would benefit from greater outreach through community forums.

9. By January 15, 2017, the Police Chief will develop, design and identify funding for a Police Substation at the northwest corner of Fremont and Hellman and present an update to the City Manager.
10. By January 15, 2017, the Management Assistant, working with the Library Director and in coordination with the City Manager and Department Heads, will launch the redesign and upgrade of all City websites.

**THREE YEAR GOAL: IMPROVE AND ENHANCE TECHNOLOGY AND ITS USE**  
**6 month objectives**

1. By September 1, 2016, the Assistant City Manager/HR Director will complete, test and go live with online job applications.
2. By October 1, 2016, the Management Assistant, working with the Administrative Services Director will purchase and implement an archiving system for social media.
3. By November 1, 2016, Administrative Services Director, working with the Finance Director will identify funding and staffing for the City Hall Lobby Kiosk and present the results to the City Manager.
4. By November 1, 2016, the Police Chief will award a contract for the purchase and implementation of body cameras for the Alhambra Police Department.
5. By December 15, 2016, the Assistant City Manager/Human Resources Director and Administrative Services Director will identify and present to the City Manager funding to implement an employee ID card system.
6. By January 15, 2017, the Development Services Director and Administrative Services Director will identify funding to contract with a company to put Building and Planning applications online.
7. By January 15, 2017, the City Manager, working with the Finance Director, will study the feasibility of creating a City IT Department and determine whether or not to move forward.
8. By January 15, 2017, Administrative Services Director, working with the Police Chief and Finance Director will identify funding for additional security improvements in the Civic Center.

9. By January 15, 2017, the Administrative Services Director will identify and present to the City Manager for action funding to complete public counter replacement and painting in City Hall.
10. By January 15, 2017, the Fire Chief will identify grant funding to replace mobile data computers in Fire Department apparatus and present to the City Council for action.
11. By January 15, 2017, the Fire Chief (lead), working with the Police Chief and Finance Director, will identify funding to implement a mass notification system for public safety.

**THREE YEAR GOAL: INCREASE THE QUALITY AND LIVABILITY OF OUR  
NEIGHBORHOODS AND COMMUNITY**  
**6 month objectives**

1. At the September 12, 2016 City Council meeting, the Public Works Director will present to the City Council a proposed bus line route to the Gold Line station in South Pasadena, including funding.
2. By October 15, 2016, the Public Works Director will distribute a notice inviting bids for the 2016 Street Improvement Project.
3. By November 1, 2016, the Community Services Director will study options for the Story Park Pool area and make a recommendation to the City Council for action.
4. By January 1, 2017, the Public Works Director will complete the Westmont Water Main Project.
5. By January 15, 2017, the City Attorney and Public Works Director will identify funding and negotiate with property owners regarding necessary easement for installation of street lights on Ramona Road, Marguerita to Marengo (north side of freeway).
6. FUTURE OBJECTIVE: Upon completion of the General Plan, the Development Services Director will update residential design guidelines for distribution and use by the City and applicants.

**THREE-YEAR GOAL: MAINTAIN FINANCIAL STABILITY**  
**6 month objectives**

1. By January 15, 2017, Finance Director (lead), City Manager and Development Services Director, working with property tax and sales tax consultants, will monitor and estimate property and sales tax revenue and present the results to the City Manager.
2. By January 15, 2017, the Finance Director will refinance the City's existing Water System Improvement Bonds.



3. By January 15, 2017, the Finance Director, will begin the budget process for the FY 2017-2018 budget by outlining the previous year's actuals to budget.

**THREE-YEAR GOAL: INCREASE COMMERCIAL ACTIVITY WHILE RETAINING OUR RESIDENTIAL INTEGRITY**

**6 month objectives**

1. By September 15, 2016, the Development Services Director will present to the City Manager a plan to improve efficiencies in the entitlement process.
2. By October 1, 2016, the Assistant City Manager/Human Resources Director will complete the sale of the Successor Agency properties as approved in the Long Range Property Management Plan.
3. By October 1, 2016, the Development Services Director will finalize the draft of the General Plan and initiate the environmental review (EIR) process.
4. By December 1, 2016, the Development Services Director will facilitate the search for a desirable tenant to fill the former Fresh and Easy store and report the results to the City Manager.
5. By January 15, 2017, the Development Services Director will identify the system and funding to provide online next-day building inspection request to enhance and supplement the existing next-day call-in system.
6. By January 15, 2017, the Development Services Director will prepare a plan to facilitate the implementation of a new creative arts and media district in the industrial area for presentation to the City Council.

**Next Strategic Planning Session:** Thursday, January 19, 2017, was tentatively set for the next Strategic Planning Retreat at which time the City Council and Management Team will more thoroughly review the progress on the objectives established on July 27, 2016 and develop strategic objectives for the next six months.

At 2:06 p.m., Vice Mayor Placido closed the strategic planning session by thanking our Facilitator and all of the participants for the work that was done on this item today.

**ADJOURNMENT:** At 2:06 p.m., there being no further business for the Council to transact, Mayor, with the consent of the City Council, adjourned their meeting.

LAUREN MYLES, CMC  
CITY CLERK