

CITY OF SAN MARINO
CITY COUNCIL AGENDA

Steve Talt, Mayor

Steven W. Huang, DDS, Vice Mayor

Susan Jakubowski, Council Member

Gretchen Shepherd Romey, Council Member

Ken Ude, Council Member

Marcella Marlowe, Ph.D., City Manager



www.cityofsanmarino.org

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City Hall Council Chamber

2200 Huntington Drive

San Marino, CA 91108

ADJOURNED REGULAR MEETING
FRIDAY, MARCH 2, 2018
8:00 A.M.
CROWELL PUBLIC LIBRARY (BARTH ROOM)
1890 HUNTINGTON DRIVE
SAN MARINO, CA 91108

The City of San Marino appreciates your attendance. Citizens' interest provides the Council with valuable information regarding issues of the community.

Regular Meetings are held on the 2nd Wednesday of every month at 6:00 p.m. Adjourned Regular Meetings are held on the last Friday of every month at 8:00 a.m.

In compliance with the American Disabilities Act, any person with a disability who requires a modification or accommodation in order to participate in a meeting should contact the City Clerk's Office at (626) 300-0705 at least 48 hours prior to the meeting.

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL: Council Member Jakubowski, Council Member Shepherd Romey, Council Member Ude, Vice Mayor Huang, and Mayor Talt

POSTING OF AGENDA

The agenda is posted 72 hours prior to each meeting at the following locations: City Hall, 2200 Huntington Drive, the Crowell Public Library, 1890 Huntington Drive and the Recreation Department, 1560 Pasqualito Drive. The agenda is also posted on the City's Website: <http://www.cityofsanmarino.org>

PUBLIC COMMENTS

The City Council welcomes public input. Members of the public may address the City Council by completing a public comment card and giving it to the City Clerk prior to the meeting. At this time, the public may address the City Council on items that are not on the agenda. Pursuant to state law, the City Council may not discuss or take action on issues not on the meeting agenda (Government Code Section 54954.2). The Mayor reserves the right to place limits on duration of comments. Staff may be asked to follow up on such items.

STUDY SESSION**1. DISCUSSION OF BUSINESS LICENSE AND HOME OCCUPATION**

Recommendation: Staff recommends the City Council direct staff to proceed with the adoption of the draft ordinance attached and prepare such an amendment for review by the Planning Commission.

2. DISCUSSION REGARDING RESIDENTIAL USE IN THE COMMERCIAL ZONE

Recommendation: Staff recommends the City Council withhold action on this matter until further notice.

3. CRIME UPDATE AND ANNUAL TRAFFIC REPORT

Recommendation: “A motion to receive and file the End of Year Crime Reduction Plan and Annual Traffic Report for 2017.”

4. IMPLEMENTATION PLAN - FIRE DEPARTMENT DEPLOYMENT STUDY

Recommendation: Staff recommends the following:

- 1) That the City Council formally adopt the fire and life safety goals as described in Improvement Goal A in the ESCI SOC Report for the SMFD;
- 2) That the City Council direct the City Manager to provide monthly incident data reports to the City Council to continually evaluate the Fire Department response system including fire life safety goals consistent with Improvement Goal B in the ESCI SOC Report for the SMFD;
- 3) That the City Council direct the City Manager to continue to pursue reduced time required to notify the SMFD of an incident as described in Improvement Goal C in the ESCI Report for the SMFD;
- 4) That the City Council direct the City Manager to include turnout time as a metric in monthly incident data reports provided to the City Council consistent with Improvement Goal D in the ESCI SOC Report;

- 5) That the City Council direct the City Manager to closely monitor the data related to the efficiency of response to emergency medical incidents, and report on progress towards Verdugo Fire Dispatch new CAD implementation consistent with Improvement Goal E in the ESCI SOC Report;
- 6) That the City Council continue to fund the Fire Department budget to ensure four personnel on fire engine consistent with Improvement Goal F in the ESCI SOC Report;
- 7) That the City Council direct the City Manager to initiate a wildland fuels modification program in the Enhanced Fire Zone area of the City of San Marino consistent with Improvement Goal G in the ESCI SOC Report; and
- 8) That the City Council take no action on Improvement Goal H in the ESCI SOC Report.

CONTINUED BUSINESS

5. REVIEW OF MAKING SAN MARINO BETTER LIST

PUBLIC COMMENTS

ADJOURNMENT

The San Marino City Council will adjourn to the joint meeting to be held with the Library Board of Trustees on **WEDNESDAY, MARCH 14, 2018, at 5:00 P.M.** in the City Hall Emergency Operations Center, 2200 Huntington Drive, San Marino, California.

Dated: February 23, 2018
Posted: February 23, 2018

VERONICA RUIZ, CMC
CITY CLERK

City of San Marino
AGENDA REPORT



TO: MAYOR AND CITY COUNCIL

FROM: MARCELLA MARLOWE, PH.D., CITY MANAGER

BY: ALDO CERVANTES, PLANNING AND BUILDING DIRECTOR

DATE: MARCH 2, 2018

SUBJECT: **DISCUSSION REGARDING BUSINESS LICENSE AND HOME OCCUPATION**

Steve Talt, Mayor

Steven W. Huang, DDS, Vice-Mayor

Susan Jakubowski, Council Member

Gretchen Shepherd Romey, Council Member

Ken Ude, Council Member

BACKGROUND

It has come to staff's attention that the provisions that govern Home Occupations in the City of San Marino are severely lacking standards to protect the character of the residential area. Currently, San Marino City Codes permit a home occupation in a Residential Zone. Pursuant to City Code Section 23.02.01, the following uses are permitted in the R-1 Zone as they relate to home occupations:

- *Occupations permitted within single-family dwellings shall be restricted to in home tutoring of educational, cultural, artistic or recreational subjects to individuals permanently residing within this dwelling; and professional services not requiring clients to visit the dwelling.*
- *Prohibited activities within a single-family dwelling or accessory buildings are those involving manufacturing, storage of materials for distribution or sale, clients visiting the residence (except for tutoring, construction), any signage, or rental for financial consideration (except filming).*
- *Business licenses shall be required for all occupations permitted in a single-family dwelling, with amounts to be fixed by council resolution.*

In addition, City Code Section 11.05.13 defines Home Occupations in the following:

Individuals residing in the city may undertake business activities within their residential dwelling unit, provided all of the following provisions are complied with:

A. The street address of the residential unit shall not be advertised as the location of the business activity.

B. With the exception of tutoring of no more than two (2) individuals at a time or the giving of music lessons to more than two (2) individuals at one time, no clientele shall be permitted at the residential unit.

C. No goods or materials shall be delivered to the residential unit in conjunction with the business activity.

D. No warehousing or storing of any materials or goods in connection with the business activity shall be allowed at the residential unit.

E. No manufacturing of goods shall take place at the residential unit.

F. The use is permitted in the R-1 use zone.

DISCUSSION

In reviewing these sections of the Code, it appears that they are absent key standards that protect public welfare and the residential character of the neighborhood-provisions such as limitations to staffing, vehicle circulation and standards that dictate occupancy size for such a home occupation. In order to close the current loop hole in the Code, staff is recommending an amendment (See attached draft ordinance) that would include new provisions. Such provisions may include the following:

Prohibited activities within a single-family dwelling or accessory buildings are those involving manufacturing, storage of materials for distribution or sale, clients visiting the residence (except for tutoring, construction), any signage, or rental for financial consideration (except filming).

That there be no alteration in the residential character of the premises in connection therewith;

That no more than one hundred fifty square feet of the premises be so occupied and used; such one hundred fifty square feet must be within the dwelling or a fully enclosed accessory building and may not occupy required parking area;

That no motor other than electrically operated motors shall be used in connection therewith, and that the total horsepower of such motors shall not exceed one-half horsepower in all;

That no merchandise or articles shall be displayed for advertising purposes;

That no merchandise or articles pertaining to such home occupation shall be stored other than in the one hundred fifty square feet allotted to such home occupation other than in approved vehicles;

That no assistants shall be employed in connection therewith;

That no sign or advertising device relative thereto shall be displayed on the premises other than on approved vehicles;

That the use will not generate pedestrian or vehicular traffic substantially greater than traffic normal to the neighborhood in which it is located nor require the use of additional off-street parking facilities;

That no vehicles, including delivery vehicles, in excess of one ton rating be utilized in connection therewith and that no such approved vehicles be painted, designed, decaled or have thereon any writing, such as to make reference to the home occupation unless approved by the planning commission;

That no use of utilities or community facilities shall occur beyond that reasonable to the use of the property for residential purposes;

That no home occupations shall be permitted when the same is objectionable due to noise, dust, smoke, odor, poisons, toxic substances, flammability, or other causes.

Notwithstanding the proposed provisions described above, Assembly Bill 1616 (California Homemade Food Act) was signed into law on September 21 2012. Under this law, certain foods, known as Cottage Foods, are allowed to be made in private homes and sold to the public. Pursuant to AB 1616, these home-based businesses are known as Cottage Food Operations. The standards within AB 1616 would allow for certain activities that are contrary to the proposed standards staff is recommending. In drafting the proposed amendment, staff intends to include language that differentiates the provisions of this Act with the proposed changes for other home occupations.

As a matter of procedure, the adoption of the proposed draft ordinance requires a public hearing before the Planning Commission. Once the Planning Commission has reviewed and recommends adoption of the ordinance, the Council is required to conduct an additional public hearing under first reading. Subsequent to first reading, the Council shall agendaize the item for second reading and if adopted, the ordinance becomes effective 30 days after second reading.

FISCAL IMPACT

There is no fiscal impact.

RECOMMENDATION

Staff recommends the City Council direct staff to proceed with the adoption of the draft ordinance attached and prepare such an amendment for review by the Planning Commission.

Attachment: Draft Ordinance

ORDINANCE NO. O-18-XXXX

AN ORDINANCE OF THE CITY OF SAN MARINO AMENDING CHAPTER 23 OF THE SAN MARINO CITY CODE PERTAINING TO BUSINESS LICENSES FOR HOME OCCUPATIONS

THE SAN MARINO CITY COUNCIL HEREBY ORDAINS AS FOLLOWS:

SECTION 1. Section 01, Article 2, of Chapter 23 of the San Marino Municipal Code, is hereby amended by adding the follows:

23.02.01: USES PERMITTED:

The following shall be permitted in the R-1 single-family dwelling zone:

A. All commercial uses and activities are specifically prohibited in R-1 zones. A commercial use or activity, as used in this paragraph, shall include, but not be limited to, the taking in of boarders who do not operate as or participate in a single housekeeping unit. Ancillary retail sales are permitted as part of a "special event" if such ancillary retail sales are authorized pursuant to issuance of a conditional use permit as provided in subsection [23.02.31D](#) of this article.

B. Accessory Dwelling Units subject to the requirements of Section 23.02.25 of this article.

C. Garage or estate sales shall be permitted only in the rear yard and only one sign shall be allowed in the front yard. The maximum size must conform with the requirements of this chapter. Only one such sale, not to exceed two (2) consecutive days, shall be permitted at a dwelling per calendar year. The owner or legal occupant of the dwelling, where such sale is being held, shall register with the city prior to such a sale.

D. Licensed residential care facilities are permitted subject to the same development standards applicable to single-family dwelling units.

E. Modular, prefabricated or mobile home construction shall be permitted as authorized and preempted by state law and otherwise shall be prohibited.

F. Not more than one single-family dwelling of a permanent character, on any lot, placed in a permanent location, containing not more than one kitchen, used by but one family.

G. Home occupation permits shall be issued by the city, after approval of the director upon payment of a fee as established by city council resolution provided that the following conditions are met:

1. Home Occupations permitted within single-family dwellings shall be restricted to in home tutoring of educational, cultural, artistic or recreational

subjects to individuals permanently residing within this dwelling; and professional services not requiring clients to visit the dwelling.

2. Prohibited activities within a single-family dwelling or accessory buildings are those involving manufacturing, storage of materials for distribution or sale, clients visiting the residence (except for tutoring, construction), any signage, or rental for financial consideration (except filming).
3. That there be no alteration in the residential character of the premises in connection therewith;
4. That no more than one hundred fifty square feet of the premises be so occupied and used; such one hundred fifty square feet must be within the dwelling or a fully enclosed accessory building and may not occupy required parking area;
5. That no motor other than electrically operated motors shall be used in connection therewith, and that the total horsepower of such motors shall not exceed one-half horsepower in all;
6. That no merchandise or articles shall be displayed for advertising purposes;
7. That no merchandise or articles pertaining to such home occupation shall be stored other than in the one hundred fifty square feet allotted to such home occupation other than in approved vehicles;
8. That no assistants shall be employed in connection therewith;
9. That no sign or advertising device relative thereto shall be displayed on the premises other than on approved vehicles;
10. That the use will not generate pedestrian or vehicular traffic substantially greater than traffic normal to the neighborhood in which it is located nor require the use of additional off-street parking facilities;
11. That no vehicles, including delivery vehicles, in excess of one ton rating be utilized in connection therewith and that no such approved vehicles be painted, designed, decaled or have thereon any writing, such as to make reference to the home occupation unless approved by the planning commission;
12. That no use of utilities or community facilities shall occur beyond that reasonable to the use of the property for residential purposes;

13. That no home occupations shall be permitted when the same is objectionable due to noise, dust, smoke, odor, poisons, toxic substances, flammability, or other causes.

Issuance of a home occupation permit may be denied upon a finding by the city's representative that the issuance of such a permit will be detrimental to the health, safety or welfare of the citizens of the city or is otherwise violate of the spirit and purpose of the zoning ordinance and its application to the subject premises and surrounding neighborhood. An existing zoning, building code or municipal code violation may be cause for denial.

H. Special events as provided in section 23.02.31 of this article.

I. Structures or accessory buildings that are customarily incidental to a single-family dwelling when placed upon the same lot, including:

1. Private garages, which are subject to development standards of this chapter.
2. Private recreational facilities.
3. Private bathhouses, greenhouses or service yards.
4. Private tool sheds, storage sheds or workshops, and offices.

J. Transitory residential uses are prohibited.

K. Wireless telecommunication monopoles are permitted on public or private school property provided that a conditional use permit has first been issued. No other wireless telecommunication facility is allowed. Upon termination of use, the monopole must be removed. Safety lighting that is attached to or illuminating the monopole, except for lighting associated with the illumination of an athletic field, shall not be permitted. The monopole must be painted a color designed to blend in with the background. (Ord. 096-1093, 7-10-1996; amd. Ord. 096-1091, 9-11-1996; Ord. 0-08-1210, 12-10-2008; Ord. 0-12-1264, 5-25-2012)

PASSED, APPROVED, AND ADOPTED this ___th day of _____, 2018.

STEVE TALT,
MAYOR

ATTEST:

VERONICA RUIZ,
CITY CLERK

City of San Marino
AGENDA REPORT



TO: MAYOR AND CITY COUNCIL

FROM: MARCELLA MARLOWE, PH.D., CITY MANAGER

BY: ALDO CERVANTES, PLANNING AND BUILDING DIRECTOR

DATE: MARCH 2, 2018

SUBJECT: **DISCUSSION REGARDING RESIDENTIAL USE IN THE COMMERCIAL ZONE**

Steve Talt, Mayor

Steven W. Huang, DDS, Vice-Mayor

Susan Jakubowski, Council Member

Gretchen Shepherd Romey, Council Member

Ken Ude, Council Member

BACKGROUND

Sections 65580 and 65589.8 of the State of California Government Code require that the City include a Housing Element as one of seven mandatory elements of its General Plan. It further requires that the Element consist of “an identification and analysis of existing and projected housing needs and a statement of goals, policies, quantified objectives, and scheduled programs for the preservation, improvement and development of housing.” While the other elements of the General Plan have ten to fifteen year longevity, the Housing Element is generally required to be updated every eight years and is subject to detailed statutory requirements and mandatory review by a State agency - Department of Housing and Community Development – “HCD.”

The City Council has directed staff to study the feasibility of amending the Commercial Ordinance by eliminating the allowance of residential uses. Pursuant to City Code, residential uses are allowed in the Commercial zone via a conditional use permit and Planning Commission review. In addition, the Code provides density allowances for residential uses in the Commercial Zone.

DISCUSSION

The City’s current housing need pursuant to the State is fifteen (15) housing units. At the moment, there are three (3) newly permitted Accessory Dwelling Units (ADU’s) in the City and nine (9) ADU applications pending review and approval. Although the City’s focus for meeting our Regional Housing Needs Allocation (RHNA) is through our ADU ordinance, the 2014 Housing Element also considered the provisions for allowing R-1 Uses in the C-1 Zone as an additional option. Although that may be the case, the Housing Element states that the current density provision are a constraint to the development of housing. As a result, the Goals, Policies and Objectives of the 2014 Housing Element provide the following policies for housing opportunities in the C-1 Zone:

Policy 1.4 – Continue to allow residential uses in the C-1 zone as a conditionally permitted use.

Program 1.4 – Three years from the date of adoption of the Housing Element, evaluate the City Code as it relates to residential development in the C-1 Zone. Assess possible barriers to this type of development and re-evaluate the City’s policy as necessary.

Although these are current policies and goals of the City, these items can be re-evaluated at the conclusion of this Housing Element cycle which ends in 2021.

The City has the option to amend the Housing Element now and re-evaluate this specific goal and policy for residential use in the C-1 zone rather than waiting for the next cycle. However, staff cautions that an amendment to the current Housing Element eliminating this provision as a housing option runs the risk of de-certification of the Housing Element by the State. Amending the Housing Element midway through the cycle, which goes from 2014-2021, would leave the City exposed to challenges from local or regional housing advocates.

The lack of State certification would render the Housing Element extremely vulnerable to legal challenge, which in turn could result in severe penalties, such as suspension of the City’s authority to issue building permits at all, mandated approval of applications for affordable units or homeless shelters, and/or mandated revisions to the Housing Element. The City might also face a loss of funding, such as CDBG grants. A noncompliant Housing Element could also leave the City vulnerable under the recently-enacted SB 35 to losing its authority to prohibit multi-family residential development that includes affordable housing.

Due to the vulnerability a noncompliant Housing Element may leave the City, staff recommends the City Council withhold on amending the 2014 Housing Element and re-introduce this topic during the planning stages for the next cycle of the Housing Element update. Staff has already begun initial discussions with the San Gabriel Valley Council of Governments (SGVCOG). In addition, at the current pace with ADU applications, we may meet our RHNA allocation by the time the next Housing Element Cycle begins.

FISCAL IMPACT

There will be no fiscal impact.

RECOMMENDATION

Staff recommends the City Council withhold action on this matter until further notice.

City of San Marino AGENDA REPORT



Steve Talt, Mayor

Steven W. Huang, DDS, Vice Mayor

Susan Jakubowski, Council Member

Gretchen Sheperd Romey, Council Member

Ken Ude, Council Member

TO: MAYOR AND CITY COUNCIL

FROM: MARCELLA MARLOWE, CITY MANAGER

BY: [JOHN N. INCONTRO, CHIEF OF POLICE]

DATE: [MARCH 2, 2018]

SUBJECT: **CRIME UPDATE AND ANNUAL TRAFFIC REPORT**

BACKGROUND

On March 25, 2016 a Crime Reduction Plan was presented to the City Council outlining five areas that would assist the Department's effort to reduce crime. The Department's last report was November 8, 2017. Since that time residential burglaries have been reduced. The Department continues to use a variety of methods to reduce crime.

DISCUSSION

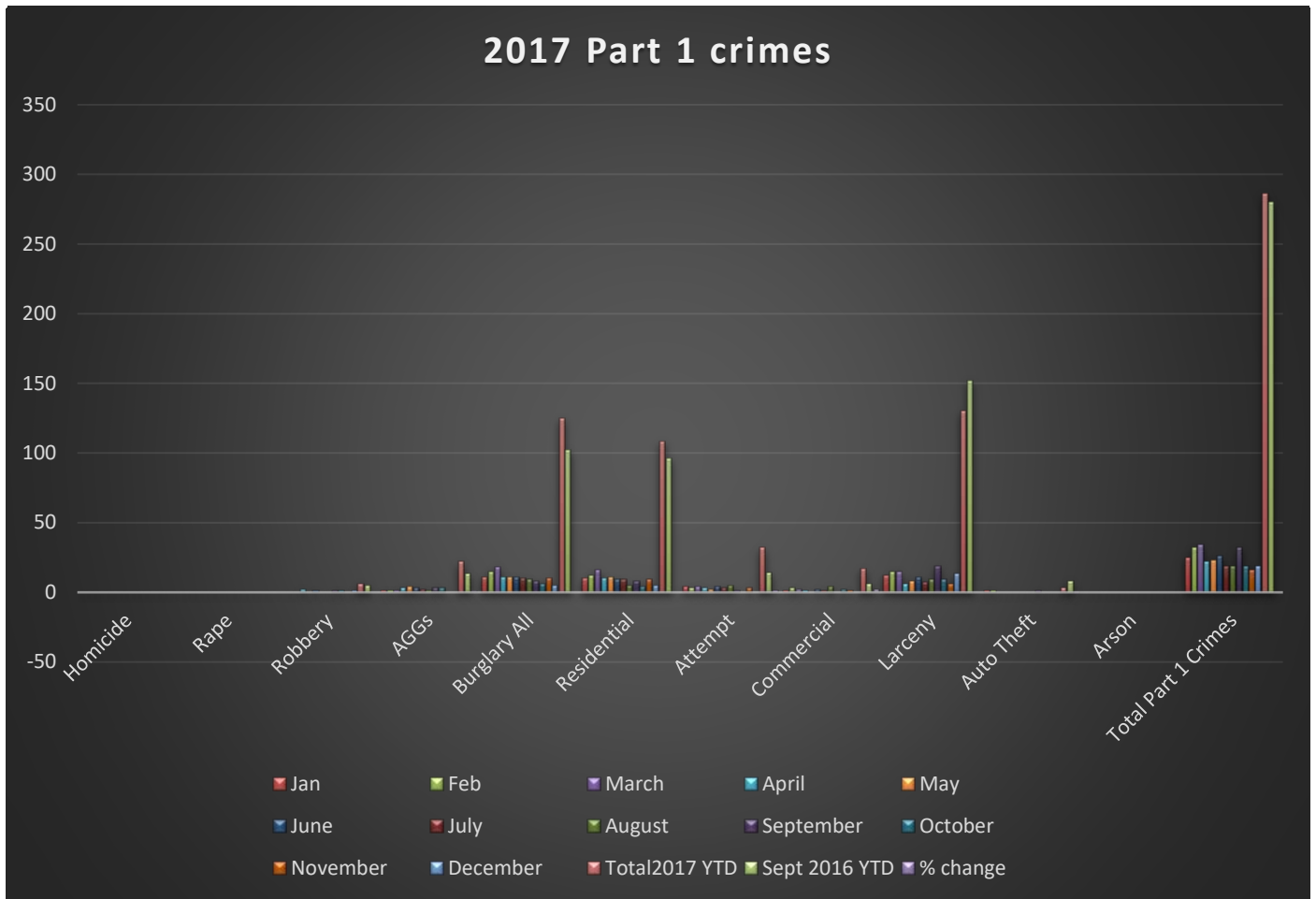
Since the last quarter both commercial and residential burglaries have decreased. Since October we have had only 14 residential, three attempted burglaries and one commercial burglary. We had one robbery, no assaults and 19 larcenies. Our overall Part 1 crimes increased by 2.14% or six additional crimes for 2017 compared to 2016.

Comparisons to other cities in the area have been difficult. It is important to verify information and other jurisdictions are reluctant to release information until it has been first provided to their communities.

STATISTICAL INFORMATION

	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Total 2017	Total 2016	% Change
Homicide	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Rape	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Robbery	0	0	0	2	0	1	0	0	1	1	0	1	6	5	20.00%
AGGS	1	1	1	3	4	3	2	1	3	3	0	0	22	13	69.23%
Burglary All	11	15	18	11	11	11	10	9	8	6	10	5	125	102	22.55%
<i>Residential</i>	10	12	16	10	11	9	9	5	8	4	9	5	108	96	12.50%
<i>Attempt</i>	4	3	4	3	2	4	3	5	1	0	3	0	32	14	128.57%
<i>Commercial</i>	4	3	2	1	0	2	1	4	0	2	1	0	17	6	183.33%

Larceny	12	15	15	6	8	11	7	9	19	9	6	13	130	152	-14.47%
Auto Theft	1	1	0	0	0	0	0	0	1	0	0	0	3	8	-62.50%
Arson	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Total Part 1 Crimes	25	32	34	22	23	26	19	19	32	19	16	19	286	280	2.14%



Calls	October 1, 2016- December 31, 2016	October 1, 2017- December 31, 2017	Percentage Change
E9/ 9-1-1	152	172	13.157%
Officer Initiated	2513	3431	36.530%
Citizen Initiated	2158	2742	27.062%
Walk-In	531	544	2.448%
Total Calls for Service	5354	6889	28.670%

	October 1, 2016- December 31,2017	October 1,2017 – December 31,2017	Percentage Change
Vacation Checks	389	877	125.450%
Decoy Vehicle	14	5	-64.285%
Radar Deployment	36	5	-86.111%

CRIME REDUCTION:

- The Department conducted a total of 109 crime suppression details since August 2017
- Patrol personnel are provided crime updates weekly
- Detective personnel share information with patrol resources
- Continue to use Pasadena PD Air Support Resources

INVESTIGATIVE FOLLOW UP

- Multiple scheduled meetings with other Departments’ detective personnel
- We have made 14 arrests for Burglary with one conviction and three subjects awaiting trial.
- Continue to use Pasadena PD Criminalists to gather forensic evidence

COMMUNITY ACTION:

- Conducted 12 Neighborhood Watch Meetings
- Two Coffee with a Cop events
- Three crime information meetings with the Chinese Club
- Two meetings with the Citizens for a Safe San Marino
- Held our first National Night Out event August 1, 2017

TECHNOLOGY, TOOLS AND PERSONNEL

- We have utilized the PODS cameras in several different locations. One camera provided essential information for an investigation
- The use of NIXLE and CLEARS has assisted with increased communication with the community
- Utilizing Crime Analysis software program that has assisted with deployment and information to the community. Officers receive updates weekly.
- We have three Recruit Officers in recruit training, two will graduate March 16, 2018 from Golden West College and one will graduate May 18, 2018 from the Los Angeles Sheriff’s Department. Our Record Clerk has begun working and is undergoing training for her position. We have three Cadets in the background phase of the hiring process.

2017 ANNUAL TRAFFIC REPORT

BACKGROUND

Section 15.03.05 of the San Marino City Code (entitled: ANNUAL TRAFFIC REPORT) states:
 The Police Department shall, annually, prepare a traffic report, which shall be filed with the City Council. Such report shall contain information on traffic matters as follows:

- A. The number of traffic accidents, the numbers of persons killed, the number of persons injured and other pertinent traffic accident data.
- B. The number of traffic accidents investigated and other pertinent data on the traffic safety activities of the Department. (Ord. 977, 6-13-90)

The Records Division has compiled the following summation of traffic related information that occurred within the City of San Marino for calendar year 2015, 2016, 2017.

- Total calls for service regarding traffic collisions in 2017- 276 (2016- 309, 2015, 251)
- Break down by day of week from 01/01/2017-12/31/2017
 - Sunday Monday Tuesday Wednesday Thursday Friday Saturday
- Non-Injury Collisions 5 20 24 20 17 13 9
- Injury Collisions 13 14 10 13 11 12 9
- Misdemeanor Hit and Run 4 5 5 6 9 3 3
- Felony Hit and Run 1 1 0 1 1 0 0
- Break down by day of week of documented collisions from 01/01/2017-12/31/2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
23	40	39	40	38	28	21

- Total number of people involved in the 229 documented collisions – 292 (2016-302, 2015 -177)
- Injuries: 98 Non-injured: 194 Killed: 0
- Fifty (50) of the 229 collisions required additional investigation.
- Thirty-nine (39) collisions were misdemeanor hit and runs (CVC 20002) collisions with vehicle damage. Four (4) collisions were felony hit and run (CVC 20001) with injuries. Three suspects were arrested and are pending court appearance.
- Eleven (11) collisions involved drivers who were under the influence (CVC 23152(a)).
- Total number of traffic stops for the year – 3754 (2016 – 3070, 2015- 4146)
- Total number of citations issued- 929 (2016- 2047, 2015- 1742)
- Total number of parking citations issued- 816 (2016- 1735, 2015- 1760)
- Total number of parking permits issued – 1549 (free 891/ paid 658)
- Total number of DUI arrests for the year – 34 (2016- 30, 2015- 41)
- Number of Pedestrian Safety Operations – 0
- Number of multi-agency traffic saturations – 0
- Total number of overweight vehicle saturations – 1

Traffic Complaint Locations:

El Molino/ Wilson (all times) – Stop sign violation, in all directions. – On 47 occasions officers monitored the intersection, which yielded 3 violations.

Lorain/ St Albans – Vehicles speeding in the area. Officers monitored the area on 9 different occasions with 0 violations overserved.

San Marino/ Euston- South bound stop sign violation. Officers monitored the area on 18 different occasions, which yielded 10 violations.

Rose/ Duarte- Stop sign and speeding violations. Officers monitored the area on 35 occasions, which yielded 4 violations.

FISCAL IMPACT

No fiscal impact at this time.

RECOMMENDATION

Staff recommends that the End of Year Crime Reduction Plan and Annual Traffic Report for 2017. | If Council concurs, the appropriate action would be:

“A motion to receive and file the End of Year Crime Reduction Plan and Annual Traffic Report for 2017.” |

Attachments: | None |

City of San Marino
AGENDA REPORT



TO: MAYOR AND CITY COUNCIL
FROM: MARCELLA MARLOWE, PH.D., CITY MANAGER
BY: FIRE CHIEF M. D. RUEDA
DATE: MARCH 2, 2018
SUBJECT: **IMPLEMENTATION PLAN FIRE DEPARTMENT
DEPLOYMENT STUDY**

Steve Kim, Mayor

Steven W. Huang, DDS, Vice-Mayor

Susan Jakubowski, Council Member

Gretchen Shepherd Romey, Council Member

Ken Ude, Council Member

BACKGROUND

In August of 2016, the City of San Marino agreed through the then City Manager to the release of a Request for Qualifications (RFQ) from qualified consultants to conduct a deployment study, facilities study, and a review of the command structure for the San Marino, South Pasadena, and San Gabriel Fire Departments and the shared command structure known as the Verdugo Cities Fire Rescue.

After a review of RFQs, Emergency Services Consulting International (ESCI) was selected and, consistent with the Shared Fire Department Command Agreement between the three Cities, the costs of this study were shared.

On January 3, 2017, a Professional Services Agreement was approved and ESCI initiated work on the project. On June 21, 2017, the first draft was submitted to the Fire Department for review. During the course of that review, the Shared Command Agreement was terminated and the project was changed to a review of only the San Marino Fire Department (SMFD). On August 9, 2017, the Final Report was submitted to the Fire Department, and presented to City Council on September 22, 2017. The Fire Department recommended to the City Council that the report be received and that they return with an implementation plan.

The Final Report serves as the City of San Marino Fire Department's Standards of Coverage(SOC) and Deployment Plan. It follows closely the Center for Fire Public Safety Excellence Standards of Coverage model that develops written procedures to determine the distribution and concentration of a fire and emergency service agency's fixed and mobile resources. The purpose for completing such a document is to assist our Fire Department in ensuring a safe and effective response force for fire suppression, emergency medical services, and specialty response situations.

There are several other methods of conducting an evaluation of a fire department. They include benchmarking against other fire departments; or direct comparison to nationally published deployment

standards such as the National Fire Protection Association Standard 1710. One other standard evaluation used in the Fire Service Industry to evaluate a fire department is the Insurance Services Office (ISO) Public Protection Classification. The City of San Marino was evaluated by the ISO in 2016 and the report was published In January 2017. The fire suppression features being provided by City of San Marino resulted in a community classification of Class 4, with 1 being best. It is not widely understood outside of the fire service industry that in developing a community rating, the ISO only evaluates features related to reducing property losses from structural fires; life safety and other metrics used in the Standards of Cover process are not considered. Much of the rating standards set by the ISO are outside the direct control of the Fire Department and depend upon the following: theoretical amount of water necessary for fire suppression purposes; dispatching systems; fire department staffing and equipment; and lastly our City water supply. Deficiencies noted by the ISO, including hydrant inspections and pre-fire planning have been corrected by the SMFD and a Class 3 rating in the City's next evaluation is anticipated. The Standards of Coverage process is a much more comprehensive evaluation and has become a fire service industry standard.

It is also important to remember, the body of regulations for the fire service provides that if fire services are provided, it must be done with the safety of the firefighters and citizens in mind. These Standards are primarily documented in the National Fire Protection Association Standards (NFPA), and under California State Law. However, it is important to understand that there are no mandatory federal or state regulations directing level of service, fire service response times, or outcomes.

This report provides recommendations for an implementation plan for the eight policy and operational recommendations contained in the report.

DISCUSSION

Improvement Goal A: Formally adopt response performance goals.

The consultant, ESCI, recommends that the City Council formally adopt response fire and life safety performance goals for the SMFD. It is important to note, the uninformed may believe these fire and life safety performance goals are levels of service that must be achieved immediately but, instead, they are targets for achievement when resources are available to do so. The adoption of performance goals should be accompanied by a regular report on progress on achievement of these goals, obstacles to achievement and resources needed to improve service.

The SMFD supports the following as recommended by ESCI, as our fire and life safety response performance goals.

Recommended Call Processing Goal

- 9-1-1 calls will be answered at the primary PSAP San Marino Police Department (SMPD) within 15 seconds, 95 percent of the time.

- Calls will be transferred from the primary PSAP to Verdugo Fire Department (VFD) within 30 seconds from the time answered, 95 percent of the time.
- Response resources shall be notified of a priority incident within 60 seconds from receipt of the call at the dispatch center, 80 percent of the time.

Recommended Turnout Goal

- Response personnel shall initiate the response of a unit capable of mitigating an incident to a priority fire and special operations rescue incident 80 seconds from notification 90 percent of the time.
- Response personnel shall initiate response to all other priority incidents within 60 seconds from notification 90 percent of the time.

Recommended First-Due Response Time Goal

- The first response unit capable of initiating effective incident intervention shall arrive at a priority fire or special operations rescue incident within 5 minutes 20 seconds from notification of response personnel, 90 percent of the time.
- The first response unit capable of initiating effective incident intervention shall arrive at all other priority incidents within 5 minutes from notification of response personnel, 90 percent of the time.

Recommended Effective Response Force Goal

- The full effective response force shall arrive at a moderate risk structure fire within 9 minutes 20 seconds of notification of response personnel, 90 percent of the time.

FISCAL IMPACT

There is no fiscal impact associated with Improvement Goal A.

RECOMMENDATION

That the City Council formally adopt the fire and life safety goals as described in Improvement Goal A in the ESCI SOC Report for the SMFD.

Improvement Goal B: Improve the collection and analysis of incident data

The consultant, ESCI, recommends that SMFD should find a source for public safety GIS analysis or develop that capability in-house. Computer hardware, software and training for the GIS analyst will be required if done in-house. The consultant, ESCI, estimated \$10, 000 for acquisition of GIS hardware, software, and training along with staff time to implement this recommendation.

The SMFD supports this recommendation, however, the method with which we accomplish this is not clear and requires additional research. Developing this capability in-house is not a simple task, and may not be cost effective for the City. VFD does have the capacity for public safety GIS and has recently developed reports for the SMFD. Additionally, the San Marino Public Works Department possesses some GIS capability and contracts for support which may provide the SMFD opportunities. The VFD has recently undergone a reorganization following the retirement of the Executive Director of the dispatch center. I am optimistic that VFD may be able to perform much of this work for the SMFD once the new leadership has established itself.

Much can be revealed by collecting and evaluating incident data accurately and regularly. Trends can be identified allowing the fire department to prepare for changes and or increases in response workload. SMFD should ensure it is capturing sufficient data to fully evaluate its response system. Regular analysis of this data should be conducted so that system performance is understood and shared with policy makers to support future decision making.

FISCAL IMPACT

The fiscal impact associated with Improvement Goal B is undetermined and requires additional research.

RECOMMENDATION

That the City Council direct the City Manager to provide monthly incident data reports to the City Council to continually evaluate the Fire Department response system including fire life safety goals consistent with Improvement Goal B in the ESCI SOC Report for the SMFD.

Improvement Goal C: Reduce the time required to notify response personnel of an incident.

The consultant, ESCI, made several recommendations to decrease the amount of time taken in the dispatch system. The SMFD and the SMPD support the recommendations made by the consultant and are actively working towards solutions that reduce the time to notify the SMFD of an emergency.

The first recommendation, SMPD and SMFD could develop an alerting system to notify SMFD responders directly regardless of their location. The notification would need to provide additional information including the nature of the emergency and location. The consultant does not recommend this method as the preferred option because it essentially requires the caller to undergo interrogation twice, once for SMPD and again for VFD. A version of this process is currently in practice between SMPD and SMFD, however, the pre-alerts provided by the SMPD do not contain complete information, or if the SMPD dispatcher is busy, may not occur at all. The SMPD and SMFD are hopeful a technical solution to pre-alerts between the SMPD and SMFD may still be beneficial and may be possible with the implementation of the new phone system.

The second option recommends that the SMPD immediately transfer the caller to VFD once it is determined that the primary service to be provided is fire, medical or other rescue situation. SMPD has

the capability to remain on the line to hear the caller's responses to the VFD dispatcher's questions. The SMPD has implemented this recommendation.

The combination of an early warning system that does not add to SMPD dispatcher work-load and an immediate call transfer once it determined that the primary service provider is the SMFD will reduce the time required to notify response personnel of an incident. The regional fire response resource management system is not impacted and VFD can ensure the closest appropriate response unit is dispatched.

Once the call is transferred to VFD, the caller is questioned about the nature and location of the emergency. Typically, the dispatch of response personnel does not occur until the end of that question or very near the end of the interrogation of the caller.

Lastly, the consultant recommends that the VFD should additionally implement a pre-alert system that notifies response personnel of the emergency once the basic nature of the call (EMS, fire, etc) and the location are known. This is typically within first 10-15 seconds of the call. VFD does not currently have this feature in the current Computer Aided Dispatch System (CAD). VFD has awarded a contract for the purchase of a new CAD, and will be initiating the project in February with a 15 month implementation time line. VFD's intent is to include a pre-alert feature in the new CAD system.

FISCAL IMPACT

The only cost to implement the current changes was staff time required to develop these revised procedures.

RECOMMENDATION

That the City Council direct the City Manager to continue to pursue reduced time required to notify the SMFD of an incident as described in Improvement Goal C in the ESCI Report for the SMFD.

Improvement Goal D: Improve turnout time performance

Several recommendations were offered by the consultant, ESCI, to improve turnout time performance by the SMFD. The proposed adopted performance goal for turnout time is within 80 seconds 90 percent for fire and special operations rescue incidents and within 60 seconds 90 percent of the time for all other incidents.

The SMFD supports these recommendations. The SMFD's Monthly Report of the Fire Department's Activity is being revised to reflect this metric of the Department's performance. The current report represents average response times, which is not the most accurate reflection of the SMFD's performance.

The first recommendation concerns upgrading the response unit's mobile data computers to provide incident routing in the vehicle's cab. One pre-response activity that takes time is confirming the location and route to an incident. Currently response crews use wall maps in the fire station to do this.

This capability will be available with the planned CAD replacement at VFD. VFD has awarded a contract for the purchase of a new CAD, and will be initiating the project in February with a 15 month implementation time line. This should reduce the time required to initiate response.

The second recommendation involves ensuring accountability of Fire Department personnel for initiating a prompt response. Since this report was published, at the request of the SMFD, VFD has produced standing reports which display turnout times, by month, for each of the three SMFD shifts. However, the SMFD continues to experience issues with the accuracy of some of the data. The SMFD is continuing to meet with VFD and resolve these issues. However, these reports are of great value in reinforcing expectations and continue to be used to manage the Fire Department's turnout time performance; they are reviewed monthly with each Officer. I anticipate that this performance will improve.

FISCAL IMPACT

There is no fiscal impact associated with Improvement Goal D.

RECOMMENDATION

That the City Council direct the City Manager to include turnout time as a metric in monthly incident data reports provided to the City Council consistent with Improvement Goal D in the ESCI SOC Report.

Improvement Goal E: Improve the efficiency of response to emergency medical incidents.

The consultant, ESCI, recommends that SMFD should begin discussions with VFD and other regional partners to determine if medical incident categorization can be initiated. Medical incident categorization is commonly referred to as "tiered dispatching."

The SMFD does not support this recommendation; however, this issue should continue to be monitored closely by the SMFD. Nearly 77% of calls for emergency medical services in the City of San Marino are for advanced life support. During calendar year 2016, the consultant reviewed 798 incidents and found that only 32 occurred at a time when SMFD units were already assigned to another call. With so few instances of simultaneous incident occurrence, combined with a very high percentage of advanced life support calls for service, the citizens of San Marino are better served with the response of both the Engine and RA.

VFD and the SMFD's current practice are to send both the RA (rescue ambulance) and the fire engine to all emergency medical incidents regardless of severity. In San Marino, since most requests for service are emergency medical, nearly 67%, this means that both SMFD response units are committed to those incidents. A subsequent incident may require response from an outside agency resulting in a longer response time.

The consultant maintains that not all emergency medical incidents require both response units. Non-life threatening incidents can be adequately served with a single resource response. Many dispatch centers

will query the caller with a standardized list of questions that can differentiate between a life threatening incident and a non-life threatening incident. The number of units sent to a medical incident is based on the results of this query. VFD does not currently offer the tiered dispatching feature. This capability is currently being considered for implementation with the planned CAD upgrade at VFD.

Additionally, a standard operating procedure for the SMFD personnel is to monitor radio traffic while assigned to a call for service. If assigned to a response, and another call for service is received in the City of San Marino, if the response the SMFD is assigned does not require both the Engine and RA, one of the units will break away and initiate response to the new call. This helps ensure the times that both units are unavailable is as short as possible.

FISCAL IMPACT

There is no fiscal impact associated with Improvement Goal E.

RECOMMENDATION

Direct the City Manager to closely monitor the data related to the efficiency of response to emergency medical incidents, and report on progress towards Verdugo Fire Dispatch new CAD implementation consistent with Improvement Goal E in the ESCI SOC Report.

Improvement Goal F: Ensure the long term ability to staff the engine with four personnel.

The consultant, ESCI, states that the SMFD's current staffing on its fire engine of four personnel is appropriate and should be continued for the following reasons.

- Certain community risk factors, such as the larger homes that sit back from roadways, require more personnel to initiate effective fire operations than normal.
- Existing law requires at least four personnel on scene before interior fire attack operations can be conducted, except when it is known that a rescue is required.
- The additional response resources needed for a structure fire are not under SMFD's direct control. The availability to San Marino of outside resources is at the discretion of those controlling them.

The SMFD supports this recommendation. The consultant did not reference two additional significant circumstances when four- person staffing on the Engine is critical. The first circumstance is the criticality of six personnel during advanced life support emergency medical response; this represents 76% of SMFD's emergency response workload. In 2010, the National Institute for Standards and Technology (NIST), an agency of the United States Department of Commerce, released a report entitled, "Report on EMS Field Experiments." The report essentially concludes that during critical emergency medical incidents, crew size does matter. Completion of simultaneous critical life saving tasks can make a difference in the outcome of our patients. This is confirmed by my own personal experience.

The second circumstance when four-person staffing may be critical, and is not referenced in the consultant's report, is when a disaster impacts our City. In the VFD system, during a disaster each City essentially is responsible for its own jurisdiction. Additional fire and RA units are not deployed from other Cities until the situation has been stabilized in their own jurisdictions. That leaves the City of San Marino with our Engine and RA to protect the City.

Lastly, of the 88 Cities in Los Angeles County, the only other full-service fire department with a single fire engine and RA similar to our City; is South Pasadena. The South Pasadena Fire Department is nearly identical in terms of deployment and has standardized their staffing levels at a four person engine company and two person rescue ambulance. Other jurisdictions regularly staff their fire engine with three Firefighters; however they also offset these staffing levels with multiple fire engines and other resources and therefore maintain a greater capacity for emergency response.

FISCAL IMPACT

There is no fiscal impact associated with Improvement Goal F.

RECOMMENDATION

That the City Council continue to fund the Fire Department budget to ensure four personnel on fire engine consistent with Improvement Goal F in the ESCI SOC Report.

Improvement Goal G: Improve wildland fire safety through active fuels modification efforts.

The consultant, ESCI, recommends that the SMFD should initiate a wildland fuels modification program. This will involve property inspections to identify necessary mitigations, working with property owners to ensure fuel modifications efforts are completed, and providing public education to reinforce the reasons why such efforts are important. This program will be backed by enforcement authority. The SMFD supports this recommendation.

The SMFD currently conducts a voluntary compliance fuels modification effort in San Marino's Enhanced Fire Zone, which includes 90 properties in the North/west section of the City. Homeowners are sent a letter advising them of the City of San Marino Fire Department's requirements and asking for their cooperation in creating defensible space. Although the current Municipal Code provides for enforcement of fuel modifications, traditionally the SMFD has taken no enforcement action to ensure fuel modification efforts are completed.

The risk in the City of San Marino is significant due to numerous homes nearly highly combustible wildland fuels. The SMFD plans to conduct community outreach this year to inform the community of the change from merely taking advisory actions to providing public education to reinforce the reasons why these efforts are important, and working with property owners to ensure fuel modification efforts are completed.

Although the consultant contemplated utilizing an outside contract outreach specialist, the SMFD believes this work can be conducted through existing staff. Program materials will be absorbed in the existing budget.

FISCAL IMPACT

There is no fiscal impact associated with Improvement Goal G.

RECOMMENDATION

That the City Council direct the City Manager to initiate a wildland fuels modification program in the Enhanced Fire Zone area of the City of San Marino consistent with Improvement Goal G in the ESCI SOC Report.

Improvement Goal H: Explore cooperative service and consolidation opportunities

The consultant, ESCI, recommends that the City of San Marino work with neighboring communities, including the previous partners and other, to develop a more integrated system. This could include agreements for shared training services, fire prevention services, and joint purchasing. During the City Council presentation by ESCI, the City Council gave no indication that there was currently an interest in pursuing this path. Stakeholder input provided in the ESCI SOC report also indicated limited interest in pursuit of consolidation strategies. Therefore, the SMFD takes no position on this recommendation.

This recommendation from ESCI is the result of the recognition that the City of San Marino is highly dependent on neighboring fire agencies for the delivery of effective response services. Personnel qualifications and training are at the discretion of other agencies. Although many incidents can be handled with one or both of the SMFD response units, all building fires, rescues, and other large incidents require support from outside agencies. Additionally, the consultant opined that a regional consolidation of fire protection services may provide a more effective and efficient delivery system.

FISCAL IMPACT

There is no fiscal impact associated with Improvement Goal H.

RECOMMENDATION

That the City Council take no action on Improvement Goal H in the ESCI SOC Report.

Making San Marino Better List: "Immediate/Emergency" Items

Project/Program Title:	Date Requested:	Responsible Department:	Status:

Making San Marino Better List: "Departments Not Meeting Expectations"

Project/Program Title:	Status:
Administration/Finance	Final report presented to City Council; staff to return to Council with report On April 12, 2017 Meeting. Refer to Ad Hoc Matrix.
City Council	No other such meetings are scheduled at this time.

Making San Marino Better List: "Long Term Goals"

Project/Program Title:	FY To Be Included In:	Responsible Department:	Status:
Develop a plan for Stoneman (and/or San Marino Center)			Interim Community Services Director Cindy Collins has been brought on to assist in advancing this project. At the April 29th meeting she will give an update on the status of this effort. Council workshop scheduled for 7/13/16, with goal for an action plan by the end of the calendar year. Residents asked staff to ensure that residents are notified of the process. On 9/30/16 Council agenda to recommend building code and fire safety compliance. A Request for Proposal was released. Deadline for receiving proposals is 2/6/17. Two Proposals received. Conversation has been put on hold until a decision has been made about Recreation programming.
Develop a plan for San Marino Center			At the April 29th meeting Ms. Collins gave an update on this topic and its relationship to Stoneman. Discussion will be held in conjunction with the Stoneman Project.

Making San Marino Better List: "Long Term Goals"

Project/Program Title:	FY To Be Included In:	Responsible Department:	Status:
Develop a Commercial District Master Plan			No action to date
Huntington Drive/City Center Plan		Parks and Public Works	Contract PW Director Chris Vogt is drafting an RFP for design of this project and working to see if we can use SGVAG Grant Money to pay for the design work. This project is somewhat related to the 2013 Metro Call For Projects which is also being acted on by the Council on April 29th. Council has asked for traffic assessment of the dual left turn lanes. Council also approved acceptance of the SGVAG Grant money Huntington Drive Corridor Improvement Plan. Council approved the Ad Hoc Committee at the meeting of 7/13/16. These individuals will work with the consultant on a set of recommendations. One of the three community input meetings has taken place. Ad Hoc and Community meetings are completed. School site meetings completed. Draft study to TAC on February 12th and to City Council on March 14th.
City Wide Traffic Management Plan		Parks and Public Works	A comprehensive Traffic Management Plan will be included in the FY18-19 Budget.
Assess restrooms at Lacy Park	10/25/2013	Parks and Public Works	Patrick's Tree complete - dedication is June 15th at 5:00 P.M. Revised plan for Restrooms being developed. Because of issues with the bids, the project has to go out once more bid. Should come back to Council in September for award. Staff suspended the bid proposal process and is reevaluating the restroom plans and design. City Council directed P & PW December 2017 to hire architect to design replacement building; conceptual plans presented to DRC and at community meeting for comments February 7, 2018.

Making San Marino Better List: "Long Term Goals"

Project/Program Title:	FY To Be Included In:	Responsible Department:	Status:
Oleander Plague		Parks and Public Works	Ron Serven continues to monitor the condition of City oleanders for evidence of Oleander Scorch. Replacement of oleanders continues as needed.
Lacy Park Rose Arbor	10/30/2015	City Manager	Preliminary design completed by Lacy Park Landscape Committee and reviewed by Potential donor. Lacy Park Landscape Committee recommended design, and final presentation will be made to Council on July 28. Dr. Lin and family pledged \$200,000 over next four years. A fundraising plan is being developed to raise funds for the additional \$200,000 needed to construct project. An update will be provided at the 7/28 Council Study Session. P & PW hosted 3 community meetings and appeared at DRC and City Council study session to solicit comments on design and economics. P & PW is developing action proposal for City Council consideration for late Spring 2018.
Vacancy Registration Ordinance	2/26/2016	Police Department	Staff (Fire, Police, Public Works, Community Services and Administration) has begun research. After 4/29 Study Session Council provided direction, staff and attorney working on a draft ordinance. Implementation will begin in June 2017. Letters have been mailed to every household in San Marino. Vacant home registrations are currently being collected. Approximately 38 homes have registered and registrations will continue to be collected on an ongoing basis. PD coordinating. Ongoing.

Making San Marino Better List: "Long Term Goals"

Project/Program Title:	FY To Be Included In:	Responsible Department:	Status:
Police Public Safety Strategy	1/29/2016	Police Department	At the 1/29/16 meeting, Council asked the Chief of Police to provide regular updates on a proposal to improve enhance our current public safety/policing efforts in the city. At 2/26/2016 meeting Police Chief gave report. Update reports to be given quarterly. Chief Incontro gave an update at the July 29th Meeting. Update was provided at January 27, 2017 meeting. At their July 12 meeting, Council appropriated additional funds to increase overtime for patrol during peak hours. Cadets will be used for tasks such as taking minor crime reports, allowing officers to remain on patrol. Signs will be placed at entry points to the City indicating surveillance cameras are in place. Neighborhood watch programs will continue to be supported. Next update March 2nd.
Cell Tower and Utility Collector Units	9/30/2016	Planning & Building	Updates on the cell tower relocation will be provided as the conditions change.
4-day Versus 5-day work week for City employees	9/30/2016	Administration	Refer to Ad Hoc Matrix.
Senate Bill 1069 re. second units	9/30/2016	Planning & Building	Completed.

Making San Marino Better List: "Long Term Goals"

Project/Program Title:	FY To Be Included In:	Responsible Department:	Status:																																
Infrastructure Investment Program	2016-2017	Public Works	<table border="0"> <thead> <tr> <th data-bbox="1165 337 1428 370"><u>Infrastructure Asset</u></th> <th data-bbox="1486 337 1822 370"><u>Maximum Annual Budget</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="1165 376 1270 409">Streets</td> <td data-bbox="1621 376 1768 409">\$4,300,000</td> </tr> <tr> <td data-bbox="1165 415 1470 448">Sewers & Storm Drains</td> <td data-bbox="1621 415 1759 448">\$ 600,000</td> </tr> <tr> <td data-bbox="1165 454 1297 487">Sidewalks</td> <td data-bbox="1621 454 1772 487">\$ 250,000</td> </tr> <tr> <td data-bbox="1165 493 1289 526">Buildings</td> <td data-bbox="1621 493 1772 526">\$ 380,000</td> </tr> <tr> <td data-bbox="1165 532 1239 565">Total</td> <td data-bbox="1612 532 1772 565">\$5,530,000</td> </tr> <tr> <th data-bbox="1165 571 1297 604"><u>Buildings</u></th> <th data-bbox="1486 571 1906 604"><u>Maximum Annual Budget /Bldg.</u></th> </tr> <tr> <td data-bbox="1165 610 1281 643">City Hall:</td> <td data-bbox="1621 610 1780 643">\$29,384.43</td> </tr> <tr> <td data-bbox="1165 649 1306 682">Fire Dept.:</td> <td data-bbox="1621 649 1785 682">\$41,661.90</td> </tr> <tr> <td data-bbox="1165 688 1327 721">Police Dept.:</td> <td data-bbox="1621 688 1785 721">\$30,051.31</td> </tr> <tr> <td data-bbox="1165 727 1348 760">Public Works:</td> <td data-bbox="1621 727 1785 760">\$ 26,424.43</td> </tr> <tr> <td data-bbox="1165 766 1369 799">Crowell Library:</td> <td data-bbox="1604 766 1772 799">\$206,743.87</td> </tr> <tr> <td data-bbox="1165 805 1276 837">Old Mill:</td> <td data-bbox="1621 805 1780 837">\$18,656.82</td> </tr> <tr> <td data-bbox="1165 844 1381 876">Thurnher House:</td> <td data-bbox="1621 844 1793 876">\$ 8,549.08</td> </tr> <tr> <td data-bbox="1165 883 1344 915">Lacy Park HQ:</td> <td data-bbox="1621 883 1772 915">\$19,947.85</td> </tr> <tr> <td data-bbox="1165 922 1402 954">Total Annual Cost:</td> <td data-bbox="1596 922 1772 954">\$381,419.69</td> </tr> </tbody> </table> <p data-bbox="1165 1039 2003 1153">Discuss and Plan how to fund the City's aging Infrastructure. Infrastructure investment plan presented at 1/27/2017 meeting and to be included in financial strategies.</p> <p data-bbox="1165 1159 2003 1357">Infrastructure planning was assigned to the Strategic Financial Planning Committee subsequent to creation of this long-term goal. Policy direction to be considered by City Council in May 2018 following publication of Committee conclusions in April 2018.</p>	<u>Infrastructure Asset</u>	<u>Maximum Annual Budget</u>	Streets	\$4,300,000	Sewers & Storm Drains	\$ 600,000	Sidewalks	\$ 250,000	Buildings	\$ 380,000	Total	\$5,530,000	<u>Buildings</u>	<u>Maximum Annual Budget /Bldg.</u>	City Hall:	\$29,384.43	Fire Dept.:	\$41,661.90	Police Dept.:	\$30,051.31	Public Works:	\$ 26,424.43	Crowell Library:	\$206,743.87	Old Mill:	\$18,656.82	Thurnher House:	\$ 8,549.08	Lacy Park HQ:	\$19,947.85	Total Annual Cost:	\$381,419.69
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Making San Marino Better List: "Long Term Goals"

Project/Program Title:	FY To Be Included In:	Responsible Department:	Status:
2018 Mayor's Goals	12/13/2017	Administration	<ol style="list-style-type: none"> 1. Creation of a permanent Public Safety Commission. Completed. 2. Approval of a Historic Preservation Ordinance and a re-evaluation of the City's existing building ordinances 3. Recommendations from the Strategic Financial Planning Committee to secure the City's financial future and the development of an efficient and effective budget and budgeting 4. Ensure compliance with the City's General Plan as an organization, via a strategic planning process 5. Develop a list of volunteer opportunities within the city organization for residents 6. Cooperate more fully and directly with the San Marino Unified School District, including the appointment of a council liaison to SMUSD
Ad Hoc Committee Recommendations Timeline	1/17/2017	Administration	Completed June 30, 2017 by previous administration. Refer to Ad Hoc Matrix.

Ad Hoc Committee Findings

Department	#	Finding Recommendation	Progress Notes	Est. Completion Date
<i>Administration</i>				
	1	Staff immediately develop, install and document proper accounting procedures and internal controls to correct the deficiencies identified by the auditors, the interim Finance Director and this committee. The Interim Finance Director's team should be able to suggest better approaches and help document appropriate procedures.	Progress toward creating a viable, long-term finance operation has been slowed by the depth of structural accounting problems largely unknown to the Ad Hoc Committee and subsequent reliance on part-time contractors for almost two years. Contributing to lack of progress is the City's inability to recruit permanent finance department employees.	Fiscal Year 2018-2019 budget
	2	Time be collected using a computerized system that will permit real-time management review. Both hours and the nature of the assignment or the project should be collected. Performance stats should be made available to managers.	The City's payroll processes and procedures evidence a pattern of inattention by dedicated, professional-level accounting managers. From a foundational standpoint, in other words, we do not know that strengths and weaknesses of what we currently have, and it may be that other improvements are required before a project-based system of employee time allocation is implemented. This said, the City is evaluating a Springbrook HR module on February 22, 2018. It is not known if the City has the appropriate ratio of staffing to populate and maintain a dedicated HR module with interface to the payroll process.	TBD
	3	A thorough review of work schedules and immediate changes to conform with labor laws.	Interim City Manager Collins had already implemented a five-day work week and changed the work hours of employees for all departments to conform to labor laws.	Completed by previous administration

Department	#	Finding Recommendation	Progress Notes	Est. Completion Date
	4	Establish a "hot-line" for citizens, employees and others to report concerns of inappropriate behavior and added to the "Report a Concern" section of the website. It should be monitored by a senior employee and the City Attorney.	A "hot-line" will be established to report concerns. However, it is not cost-effective to have such a line monitored by the City Attorney. Any legal issues reported on the "hot-line" can be referred to the City Attorney as appropriate by staff. The Human Resources manager will implement the guidelines and protocol. State of the art fraud hotlines have a clear separation of function and compliant review from organizational employees in order to create the fairest resolution system for complaints and concerns.	November 2017
	5	Financial statements comparing actual receipts and disbursements compared with the budget be prepared and distributed to management and the Council within five days after each month.	Distribution is not possible within five days as the bank reconciliation journal entries are not completed yet. The monthly report will be distributed when available and ready, usually by the second or third week of the following month.	Completed by previous administration
	6	Those options of the Springbrook accounting and management software already owned by the City, such as accounting, budgeting and payroll modules, not currently in use be evaluated and adopted where appropriate.	The City has not employed a full-time controller-level position dedicated to accounting management in various forms, including those described in this finding. The degree to which an organization utilizes the various potentials of its computerized accounting system is largely dependent on the skills of an accounting manager in collaboration with the CFO. The transition from the City's Excel-based budgeting system, for example, to Springbrook-based budgeting will require considerable effort beyond the City's current capacity.	Fiscal Year 2018-2019 budget

Department	#	Finding Recommendation	Progress Notes	Est. Completion Date
	7	Immediate development or updating and implementation of appropriate employment policies and procedures, including performance review and progressive discipline procedures. The current contract human resources should be able to assist in this activity.	The City has Personnel Rules that were adopted in 1979 which includes progressive discipline procedures; An updated personnel policy has been completed and reviewed by the City Attorney. The attorney's comments have been incorporated and the new Personnel Rules and Regulations were distributed to the labor groups for review.	3/1/2018
	8	Immediate creation and publication of a current employee handbook that would include current personnel policies, performance expectations and reviews, and discipline practices. It must be distributed to all employees who must acknowledge in writing the receipt of the handbook. The current contract human resources professional should be able to assist in this activity.	The City currently has all of the policies completed and ready to go into an employees handbook. Once the Human Resources Manager is appointed, it will be his/her responsibility to meet and confer with the Associations and have policies approved by the City Council and/or the City Manager and then distributed to all employees.	3/1/2018
	9	Implementing the practice of formal documentation of employee participation in training programs covering legally sensitive issues such as safety, sexual harassment and discrimination. Evidence of successful completion of both initial training and refreshers needs to be recorded in employee personnel files.	The City currently documents employee participation in training programs and holds a mandatory Harassment and Discrimination Training once every two years as required. The next training is scheduled for November 2017. Certificates of completion are maintained in each employee's personnel files which are confidential.	Already in effect
	10	Council consider appointing a citizen committee to study, understand and advise on how to deal with the growing unfunded pension liability.	A professional actuarial study was completed in February 2017 regarding the unfunded liability. The Strategic Financial Planning Committee recommendation on this topic is due for publication in April 2018.	April 2018

Department	#	Finding Recommendation	Progress Notes	Est. Completion Date
	11	Council lead the way by defining goals and objectives and assign staff to work with citizens to developing plans for achieving them. Upon, completion, a spending plan needs to be developed and funding identified.	Goals and objectives are established in the "Making San Marino Better" list which is reviewed by the City Council each month. The City Manager will conduct annual workshops with Council and staff to develop strategies for achieving these goals. Identification of funding and a spending plan are part of the budget process. The Strategic Plan will provide goals and objectives.	Annual workshops to commence with new City Manager
	12	Council set clear guidelines for service goals and spending limits, allowing department managers to develop plans within the guidelines.	The City Council already does this as part of the budget process.	Already in effect
	13	Staff be directed to request alternatives for an insured Workers' Compensation program and/or lower retention levels to limit the risk.	The City is currently self insured up to \$1,000,000 per occurrence with an excess liability policy. The City has never had a workers compensation claim that came close to the \$1 million threshold. The only other alternative would be to join the California Joint Powers Insurance Authority pool. Research has determined that the contribution to the Authority to join would be very costly. For Policy Year 2018 through 6/1/2019, policy options were included in annual renewal, and will be reviewed for 7/1/2019 renewal as well	Future review by new City Manager
	14	The City consider self insuring for vehicle physical damage.	Self insuring the City's vehicles is not a recommended practice because the measure of risk on City vehicles can be high due to vehicle activity level and type (Police and Fire, for example).	N/A
	15	A formal contract be negotiated and approved by the City Council after a careful determination of requirements is prepared and bids are solicited as intended for large service contracts.	The IT RFP will be completed by August 15th. The deadline for responses will be October 1, with implementation in January 2018.	January 2018

Department	#	Finding Recommendation	Progress Notes	Est. Completion Date
	16	Evaluation of software to support project management, financial information sharing, electronic record retention and sharing, policy and procedures documentation and sharing, and other areas. It is likely that the Springbrook software package currently used by the accounting department has features or options available that may provide solutions to some of these weaknesses.	Springbrook is an accounting system and doesn't contain policy and procedures documentation or project management. Springbrook is adequate for the Finance Department.	N/A
	17	The Council revisit the investment policy and consider seeking the assistance of professional money managers.	The Long Range Strategic Financial Planning Committee has been formed and will review and make recommendations on the City's investment policy. Publication of the Committee's recommendations is expected in April 2018.	April 2018
	18	The Council consider the role of the Treasurer both as defined in law and as a resource to assist the City.	The City Treasurer's role is established in the Government Code and is limited in scope to oversight and investments. Term limits for the Treasurer have been implemented to be consistent with other appointed Boards and Commissions.	Completed by previous administration
<i>Citizen Access</i>				
	19	City Hall schedule be changed to include Fridays. Some employee work schedules will need to be revised to provide expanded hours without increasing their total hours or cost.	City Hall schedule has been changed to include Fridays and work schedules have been revised to meet the work week.	Completed by previous administration
	20	All schedules be evaluated and modified to improve results and control costs.	This is complete. All employees will be working either a 5/40, 4/10 or 9/80 work schedule, depending on the services being provided by the department.	Completed by previous administration

Department	#	Finding Recommendation	Progress Notes	Est. Completion Date
	21	A "dedicated receptionist" position be created and located at the entry. This person can direct visitors, perform clerical services for various departments and answer those callers seeking to speak with a "real person." This job can be staffed by reconsidering existing assignments or by citizen volunteers.	We have purchased directional signage, labeled "General Information" and the intent is to direct people to a specific area of the counter for questions. We have redesigned the phone system to have the main phone line transfer to additional phone lines to make sure that calls are answered.	Completed by previous administration
	22	Improved directory, that a person be available to answer when callers request to speak with one, and that all employees update their greeting daily.	The existing phone system has been updated so that phone calls roll over to a different employee if the call is not picked up. An entirely new phone system was included in the 2017-18 budget, which will allow for an improved directory.	Improvements to existing system were completed by previous administration.
	23	Employees be required to leave an "out of office message" with instructions for reaching their replacement when they are away for a day or more.	Employees are currently required to leave an "out of office message" on their telephones and emails.	Completed by previous administration
	24	Employees be required to respond to citizens' emails and written communications within two business days.	Employees are currently required to respond to citizens' emails and written communications as soon as practical.	Completed by previous administration
	25	The telephone system be replaced. Leasing should be considered as an alternative to purchase which may offer flexibility in future updates to equipment or software.	The City is scheduled to award a contract for telephone system implementation in March 2018. It is expected the project will be complete by June 2018.	June 2018
	26	Immediate attention be given to improving the website and appointing a qualified "webmaster" with support from all departments.	Under Previous administration: Website improvement and a qualified webmaster was packaged with the RFP for the new IT Services provider and will be managed by the Administrative Services Director.	TBD
<i>Parks and Public Works</i>				
	27	Immediate installation and use of a computerized system for planning, tracking and control of projects. Note- we believe the new City Engineer has found and is installing such a system.	System has been installed, supervisory employees have been trained, Currently in use department wide.	Completed by previous administration

Department	#	Finding Recommendation	Progress Notes	Est. Completion Date
	28	All costs be measured and recovered from customers and programs, including those operated by our Recreation Department and outside groups.	Under previous administration: through the use of the computerized planning, tracking and control of projects system, all costs are being measured/tracked for recovery. Recovery from other City Departments will likely be addressed in the 2018-2019 budget. Recovery from non-City customers will be made on an on-going basis.	Currently being implemented
	29	Use of citizen volunteers, students or unpaid interns to perform this function following established guidelines.	Boy Scouts have performed volunteer work at Lacy Park. A list of reasonable volunteer projects/tasks is being developed for future implementation.	Full implementation by Winter/Spring 2018.
	30	Agreement with the City Engineer that the City Council needs to consider infrastructure maintenance a priority ahead of other areas and increase funding when developing the next budget.	The City Engineer has provided recommendations on what he has deemed appropriate levels of infrastructure spending.	Completed by previous administration
	31	The City Engineer be directed to develop and prioritize a comprehensive list of capital and repair projects with approximate costs and timing for immediate consideration by the Council in the coming budget cycle.	Completed and included in the 2017/18 budget submitted to the City Council for its consideration	Completed by previous administration
	32	Review of creation of the maintenance schedule and work assignments to ensure improved attention is paid to care for the park.	Completed and incorporated into the computerized planning, tracking and control of projects system	Completed by previous administration
<i>Organizational</i>				
	33	A complete review of vehicle and equipment requirements before the next capital budget is prepared. Contracting for services instead of owning infrequently used equipment should be considered. Renting newer equipment, only as needed, should be considered. If we must own long lived assets, leasing rather than a cash purchase should be considered.	The only equipment/vehicles included for purchase by the PPWD in the 2017/18 budget will be used on a daily basis. Prior to the purchase the feasibility of rental/lease will be examined.	Completed by previous administration

Department	#	Finding Recommendation	Progress Notes	Est. Completion Date
	34	The Recreation Director and City Librarian report directly to the City Manager improving management, communication, and potentially cutting costs	Completed.	Completed by previous administration
	35	The positions of Assistant City Manager/ Community Services Director and Finance Director be combined to create a position of Administrative Services Director, with a responsibility for Finance, Human Resources, Risk Management and Technology. While a non-traditional approach for government, it is a common practice in industry. You may want to look outside government for the person to fill this role.	Council approved removal of the Assistant City Manager position and restructuring of the Administrative Services Department. This included hiring an Administrative Services Director, Human Resources Manager, and Accountant. Interim Administrative Services Director hired pending staffing review of Administrative Services (finance)	September 2017
	36	An Accountant be added to the Finance team and a Human Resources professional be employed to address major weaknesses discussed elsewhere in the report. The combined cost of these positions should be no more than the current budgeted cost of the Finance Director position alone.		
	37	Adding an employee position of Technology Director to support computer, website and other technology needs and oversee the use of outside contractors as needed. We believe the cost can be recovered by reducing spending with the current outside contractor.	The IT RFP was originally combined with the telephone replacement RFP. The combined RFP was pulled from the market in September 2017 in order to allow the telephone project to proceed with IT assistance from the current IT vendor. The IT RFP will be released later in FY 2018.	January 2018

Department	#	Finding Recommendation	Progress Notes	Est. Completion Date
	38	<p>Evaluation of all activities of the Parks and Public Works department with the goal of eliminating unnecessary work and workers and outsourcing activities at a lower cost. This can eliminate inefficient operations and reduce costs, including benefits and pension liabilities.</p>	<p>A review of assignments and staffing has been made. This has resulted in the elimination of two service contracts and the insourcing of that work. Further, formerly under-utilized staff has had additional work assigned to increase cost effectiveness. Outsourcing and the elimination of staff requires approval from the City Council and direction from the City Council to conduct the requisite systems analyses and evaluation with the assistance of an experienced consultant in this area along with an agreed-to level of service for those areas proposed to be contracted-out.</p>	Ongoing
	39	<p>Opening of the City Hall Monday through Friday to improve service and meet the needs of citizens (as requested in the 2013 "Results and Summaries of the Town Hall Meetings and Survey").</p>	<p>Council approved revised City Hall hours to accommodate Monday-Friday operations. HR staff has met with the affected employee Associations with the revised schedules.</p>	<p>Completed by previous administration</p>
	40	<p>Current four-day work schedules be reviewed and changed where appropriate to five days to improve service to citizens, increase productivity and permit better utilization and management of personnel.</p>		
	41	<p>A search begin immediately to fill the position of City Manager based upon a description and qualifications for the position redefined considering the organizational changes we have recommended. A professional search firm should be employed to seek out, rather than only advertise for, outstanding candidates.</p>	<p>City Manager appointed October 16, 2017</p>	<p>Completed</p>

Department	#	Finding Recommendation	Progress Notes	Est. Completion Date
	42	A "dedicated receptionist" position be created and located in the City Hall entry. This person can direct visitors and act as a telephone "operator" to serve callers seeking to speak with a "real person." The person can also perform clerical services for various departments. This job might be staffed by reconsidering existing employee assignments or by citizen volunteers.	We have purchased directional signage- labeled it "General Information" and the intent is to direct people to a specific area of the counter for questions. We have redesigned the phone system to have the main phone line transfer to additional phone lines to make sure that calls are answered.	Completed by previous administration
	43	An outside consultant be employed to develop and document a salary survey after all positions have been clearly defined so that accurate comparisons can be made. That survey can be used to evaluate all staff positions. This information must be available to establish appropriate salary ranges for each position, even those covered by current contracts, to properly compensate our employees. Any discrepancies must be addressed at the earliest opportunity.	The Administrative Services Director and Human Resources Manager will work with Council regarding approval and funding for consultants to perform a comprehensive classification and compensation study.	
	44	An immediate comprehensive review of assignments and staffing in the Parks and Public Works Department. Staff, reassignments, reductions, and/ or outsourcing of assignments must be implemented before the end of the fiscal year if we are to increase service for cost.	A review of assignments and staffing has been made. This has resulted in the elimination of two service contracts and the insourcing of that work. Further, formerly under-utilized staff has had additional work assigned to increase cost effectiveness. Outsourcing and the elimination of staff requires approval from the City Council and direction from the City Council to conduct the requisite systems analyses and evaluation with the assistance of an experienced consultant in this area along with an agreed-to level of service for those areas proposed to be contracted-out.	Ongoing