

# AZUSA CITY COUNCIL KEY PRIORITIES AND OBJECTIVES FOR 2015-2016

## 1. ECONOMIC DEVELOPMENT

### Goals

- Encourage new business investment and development of Block 36, Block 37, A-2 and A-3 to diversify the City's tax base.
- Attract, retain and grow a diverse and stable economic base that supports city revenues, goods, services and jobs for residents.
- Attract a specialty food market/grocery store.
- Conduct a survey to gather input from the business community on how the City is performing and to determine what more can be done to improve business.

### Objectives

- Complete the Azusa Transit Oriented Development Specific Plan by late summer 2015;
- Prepare a Request for Proposal (RFP) and market to brokers/developers potential retail, dining and entertainment opportunities for the following sites within the City:
  - Block 36 – October 2015
  - Block 37 – Fourth Quarter 2015
  - A-2 and A-3 – First Quarter 2015
- Hire an Economic Development consultant to assist City with economic development by the end of summer 2015;
- Attend International Conference on Shopping Centers (ICSC) conference in San Diego (Fall 2015) and in Las Vegas (Spring 2016), specifically targeting food/grocery stores;
- Prepare new marketing campaign and collateral materials designed to attract new and retain/expand existing businesses in the downtown and throughout the City by September 2015; and
- Work with Azusa Chamber of Commerce on preparing a business climate survey for implementation in the fall 2015.

## 2. FINANCIAL SUSTAINABILITY

### Goals

- Plan for and implement practices to achieve financial sustainability.
- Maintain a balanced budget.
- Continue to work with the City's labor groups to reduce retirement and benefit costs.

### Objectives

- Continue to develop and implement budget and fiscal policies that achieve financial sustainability including, but, not limited to:
  - Interfund Loan Policy – completed
  - General Fund Reserve Policy - completed
  - Internal Control Policy -- October 2015

- Debt Management Policy – November 2015
  - Long-Term Budget Planning/Policy – January 2016
- Perform an user fee cost recovery study by October 2015 to ensure that costs of services provided is sustained with appropriate fees and charges revenues;
- Conduct an initial presentation / work session with City Council regarding revenue options in the fall 2015;
- Educate labor groups of consequences of unsustainable employee benefit plans and unfunded retirement liabilities (Ongoing);
- Promote and implement plans to reduce retirement liabilities and offset with programs for employee benefits such as retirement annuities (Ongoing); and
- Develop a five-year rolling Capital Improvement Program (CIP) and financial projections with effective policies, project descriptions and revenue projections by May 2016.

### **3. ENVIRONMENT**

#### **Goals**

- Evaluate, develop, and implement short and long term strategies to address the environmental and financial impacts of drought conditions.
- Continue to monitor Vulcan Mining to insure compliance with the terms and conditions of the Development Agreement.

#### **Objectives**

- Conduct Vulcan annual mining inspection (Ongoing);
- Implement pilot plan to replace median island turf with rock scape or drought tolerant landscape efforts by July 2015; and
- Evaluate current operational practices and identify water-saving opportunities (Ongoing).

### **4. PLANNING/DEVELOPMENT**

#### **Goals**

- Complete Intermodal Parking Structure and rehab the former train depot.
- Continue to work with Rosedale Land Partners on the completion of all remaining development obligations.
- Complete the hotel on the former Enterprise site.
- Complete the build-out of World Gym at Edgewood Shopping Center.

#### **Objectives**

- Continue to oversee construction activities to complete the parking structure on time and on budget by end of 2015;
- Release RFQ for Planning Contract services and establish list of consultants to assist in major planning projects by July 2015;
- Complete Monrovia Nursery Development Agreement extension by November 2015;

- Complete demolition of existing structures on former Enterprise Site by June 2015; and
- Complete new hotel/restaurant development on former Enterprise site by second quarter 2016.

## **5. INFRASTRUCTURE**

### **Goals**

- Enhance and sustain public facilities and infrastructure.

### **Objectives**

- Develop a program that identifies and prioritizes specific maintenance schedules for all facilities and infrastructure owned and maintained by the City (November 2015); and
- Update City's Pavement Condition Index (PCI) for all arterial streets and prepare a financial plan to ensure the sustainability of City's streets system (March 2016).

## **6. PUBLIC SERVICES**

### **Goals**

- Maintain core services levels to keep up with growing community requirements.
- Explore the potential for a Police sub-station at Edgewood center.
- Improve and enhance downtown maintenance.

### **Objectives**

- Develop realistic staffing plans for all operations that demonstrate means of meeting future service needs and demands. Special emphasis should be placed on succession planning, customer service training, cross-training within departments and professional development. Prepare a report that describes service level options and barriers to achieving efficient and effective levels of service by the end of February 2016;
- Work with Public Works and Recreation and Family Services on code compliance issues in the downtown area (Ongoing);
- Prepare a memorandum to the City Council on the feasibility and alternatives to a police substation at Edgewood Center by June 2015;
- Develop a program that establishes maintenance districts where specific staff members are responsible for the maintenance of specific areas throughout the City by August 2015; and
- Develop a master plan to improve the infrastructure and aesthetics of downtown by July 2015.