



STRATEGIC PLANNING RETREAT

December 7, 2017

MISSION STATEMENT

The Department of Transportation is committed to achieving the safe, efficient and convenient movement of people and goods within Pasadena, while concurrently ensuring a balance between land use and transportation to maintain a livable community in which cars are not necessary to travel within the city.

CORE VALUES

The Department has identified five Core Values to achieve its mission by guiding both program design and project developments. They are:

CONNECTIVITY: To promote ease of access to local and regional transportation services

SAFETY: To promote programs and transportation design features to enhance user safety

QUALITY: To promote environmentally friendly and convenient transportation services

PARTNERSHIP: To inform and engage the community in the collaborative development of services and programs

DIVERSITY: To recognize the distinctive needs of the community and deliver appropriate services

THREE-YEAR GOALS

2016-2019

Implement the Complete Streets strategy, safety and operational strategies

Provide and enhance safe, reliable, seamless and exemplary local transit services in the City of Pasadena and the Dial-A-Ride service area

Enhance the efficiencies of on-street and off-street parking management

Enhance organizational and operational effectiveness, efficiency and communication with the community

WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE TRANSPORTATION DEPARTMENT SINCE THE JUNE 1, 2017 STRATEGIC PLANNING RETREAT? (6/01/2017 – 96)

1. Metro Regional Bike Share Program was launched on July 14, 2017
2. Staff presented the Bike Share Program at National Parking Association 2017 Convention
3. Reviewed approximately 60 plan applications submitted to the Planning Department since June 2017
4. Completed 20 traffic studies for development projects since June 2017
5. Completed Phase 3 (San Pasqual Street) for the Roseways Bike Network Signage project
6. Issued work orders and installed approximately 200 “Roseways” signs to date
7. Conducted several public meetings regarding the Orange Grove Boulevard (south of Colorado Boulevard) Complete Streets initiatives
8. Conducted the North Fair Oaks Complete Streets Working Group meeting
9. Executed the MOU with Metro for the Shared EV Employer Demonstration (SEED) project
10. Issued RFP and currently evaluating proposals for the Allen Avenue Complete Streets improvements
11. Approved mini-grants for the Go Verdugo product
12. Completing outreach with Go Verdugo team to promote alternative modes of transportation
13. Assist in developing a list of projects with neighboring cities for alternatives to the 710 Gap project
14. Prepared an outline for the RFP to develop a list of Measure M projects for the Arroyo-Verdugo subregion
15. Reviewed four TDM plans for new developments
16. Reviewed five TDM plans for new development project in FY 2017
17. Adopted the revised, VMT based Trip Reduction/Transportation Impact Fee
18. Collected travel time data to include in the Department of Transportation Report Card
19. Initiated RFP for consulting services to prepare baseline striping plans
20. Submitted FY18 Balanced Budget
21. Preliminary numbers for FY17 Budget are within budget
22. CIP Budgets have been updated on a monthly basis by the 10th of each month
23. Continued participation in the I-210 Connected Corridors project, and narrowed down the list of ITS improvements to be installed along specific routes within the City to be funded by the project.
24. Provided training to management staff regarding Purchasing policies and practices
25. Coordinated TM Training on Project Inquiry for Department Management
26. Conducted Emergency Preparedness Training including an Emergency Drill
27. Coordinated the installation of emergency siren and flashing light in Suite 210
28. DOT Payroll Staff completed Initial Training for Payroll
29. Coordinated 2 successful teambuilding events for the department
30. Insurance was updated on all DOT contracts
31. Issued Department Quarterly Newsletter
32. Processed 23 Public Information Requests since June 1, 2017
33. Processed 9 Contracts for the Department of Transportation since June 1, 2017
34. Processed 78 Purchase Orders for the Department of Transportation since June 1, 2017
35. Processed 512 invoices for the Department of Transportation within a 30 day turnaround period since June 1, 2017
36. Payroll was completed on time every pay period

37. Vacant Administrative Specialist position in the Admin Division was filled
38. Coordinated 2 successfully quarterly meetings
39. Admin staff attended all Coffee with Finance meetings ensuring DOT was well represented
40. Traffic Principal Engineer position was filled by a promotional process
41. Communication within the Department of Transportation has improved
42. Purchase Order for Office Supplies was completed
43. Ability to adapt to the ongoing changes in procurement practices
44. Increased employee morale
45. We do a lot, have lots of responsibilities
46. Implemented staggered annual parking permit renewals
47. Keep cool with irate customers
48. Adjust well to pressure
49. We are a cohesive unit, we get along well
50. Added 2 new LPR units
51. CSC response time has gotten faster
52. Red flag response went well, officers went door to door
53. New parking enforcement handhelds with better pictures
54. Increased T district signage
55. Increased preventative maintenance work completed by Meter Mechanic staff
56. Added an additional TODPEK at FS#36
57. Won a court case regarding an impound
58. Increased collaboration between PE and Traffic
59. Added 24 hour EV enforcement in most garages
60. PE impounded 695 vehicles in the last 6 months
61. Initiation of Orange Grove Road Diet Outreach Program
62. Completion of OTS Grant funded Pedestrian Safety Outreach Project
63. Supported special events operations for the Rose Bowl game and Rose Parade
64. Supported special events operations for the major Rose Bowl stadium events; Concerts, ½ marathon
65. Awarded Metro adaptive Traffic Signal program for the gold line signal network
66. Coordinated with DoIT on the Traffic Signal Fiber Extension
67. Initiated North Fair Oaks Complete Streets Program
68. Speed feedback sign data collection and data analysis
69. Designed and developed street resurfacing construction plans
70. Contract awarded – Union Street Cycle Track
71. Contract awarded – TMC network Communication Redesign
72. Implemented contract implementation of 70 detectors
73. Implanted Sierra Madre Villa Road Diet and outreach
74. Hired Senior Engineering Technician
75. Updated school sign inventory
76. Demo new striping material with Public Works
77. Distributed over 120 bicycle helmets
78. Participated in weekly coordination meetings with Caltrans regarding I-210 Freeway ramp mainline improvements
79. Reviewed and approved over 120 traffic control plans for special events, filming and construction
80. Received and processed almost 200 traffic investigations resulting in over 90 work orders
81. Received \$112,000 Bike Safety Grant from California Office of Traffic Safety

82. Implemented signal synchronization for bicycle detection project
83. Received funding agreement with Metro for Adaptive Phase II
84. Received funding agreement with Metro for the Pasadena transit signal priority (TSP)
85. Expanded CCTV network
86. Started partnership with Metro as Stakeholders in measure-up Metro program
87. Implemented the Pasadena Transit College Pass program at PCC, ArtCenter, Fuller and Caltech
88. Replaced two-thirds of the Pasadena Dial-A-Ride fleet with grant funding and in FY18 received a grant award for the replacement of the remaining vehicles
89. Initiated transition of the Pasadena Dial-A-Ride fleet to the updated look
90. Awarded two (2) FTA Job Access and Reverse Commute (JARC) grants, for capital and operating projects totaling \$1.8 million. Both grant applications were ranked first in Los Angeles County.
91. Awarded one (1) FTA 5310 Enhanced Mobility for Seniors and Individuals with Disabilities grant for four (4) replacement Pasadena Dial-A-Ride vehicles, totaling \$275,000. Grant application was ranked first in Los Angeles County
92. Transit Division public counter remodeled for ADA compliance and improved customer service
93. Implemented Dial-A-Ride program to provide free transportation to Dial-A-Ride members, or those who are eligible for the service, who are travelling to/from the Foothill Unity Center food bank
94. Implemented Pasadena Transit December Service Changes
95. Redesigned bus stop information panels with the Pasadena Transit brand
96. Presented at two sessions at the CalACT Fall Conference in Monterey, CA
97. Pasadena Transit maintained a 94% on time performance
98. Received authorization from City Council to purchase four larger capacity 35-foot buses
99. Conducted two quarterly fleet audit inspections for the Pasadena Transit and Pasadena Dial-A-Ride fleet
100. Coordinated and implemented the Raymond Ave corridor bus stop enhancements
101. Processed 302 Pasadena Dial-A-Ride applications
102. Attended 10 local and regional workshops for Pasadena Dial-A-Ride, reaching out to an estimated 400 individuals
103. Provided 956 individual one-way trips on 50 programmed Dial-A-Ride group ride trips
104. Participated in the Police Department's Kids Safety Academy including a field trip on a Pasadena Transit bus to a Gold Line Station
105. Presented the Pasadena Short Range Transit Plan draft recommendations at two general public meetings and five commission meetings
106. Implemented "Driven to Excellence" Pasadena Transit marketing campaign to highlight services and statewide recognition by CalACT
107. Pasadena Transit ridership in FY 17 was 1% higher than the previous year at just over 1.61 million passenger boardings
108. Submitted FY17 National Transit Database data to FTA
109. Assisted with Art Night shuttle route planning and facilitated the provision of accessible vehicles using Pasadena Dial-A-Ride vans
110. Developed Transit to Trails draft routes and budget which was used by interested non-profit agencies (The Wilderness Society, The Trust for Public Land) to develop a program to expand public transit access to national forests adjacent to Pasadena
111. Initiated the Enhanced BusFinder Project to provide other transit agency real time arrival information on the BusFinders; this is actively under development
112. Provided free service on Pasadena Transit's Route 51 to the City's Early Learning Fair at the Rose Bowl.

LIST OF REGIONAL AND PROFESSIONAL ORGANIZATIONS REPRESENTED BY THE TRANSPORTATION DEPARTMENT: (6/1/2017 – 19)

1. Metro TAC (Technical Advisory Committee)
 - a. TDM/Sustainability Subcommittee
 - b. Streets and Freeway
2. Measure M Local Return Guidelines Working Group
3. Arroyo Verdugo Communities JPA TAC
4. NACTO – National Association of City Transportation Officials Designing Cities Conference
5. CalACT Board (Transit staff reelected)
6. Transportation Professional Advisory Committee (Transit staff continued)
7. Metro Local Transit Systems Subcommittee (Transit staff continued as chair)
8. Metro TAP Operating Group (Transit staff continued)

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE TRANSPORTATION DEPARTMENT IN THE NEXT THREE YEARS (6/1/2017 – 41)

1. Measure M
2. City budget
3. New Public Works Management
4. Completion of Connected Corridors project with State
5. Gold Line extension
6. Legalization of marijuana
7. Launch of the Bike Share program will bring people to circulate without cars
8. Increase of new development applications
9. Rose Bowl Music and Arts Festival
10. Continued development and implementation of the General Plan
11. Regional support for the implementation of first mile/last mile strategies
12. Fuel prices
13. Transportation Advocacy Groups
14. SB 743 Implementation
15. SB 1 implementation
16. State of California ATP Grant Opportunities
17. Caltrans cooperation – new staff
18. Increase in Tax Revenue from new Hotels
19. ADU – Backyard homes
20. Repurposing of the existing Avon site – Home Depot
21. Hosting of 2028 Olympic Games
22. Increased Foothill Gold Line Extension frequency – Less Traffic
23. Professional development – City Training available for staff
24. New gas tax
25. Private development – increase in property tax
26. Specific plan updates
27. Community support for Vision Zero
28. Transportation Network Companies (Uber, Lyft...)
29. Inter-agency transfers on TAP
30. Potential approval of Transit Operations and Maintenance Facility

31. Potential approval of Short Range Transit Plan
32. Events and activities that could result in increased transit ridership
33. Autonomous vehicles

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE TRANSPORTATION DEPARTMENT IN THE NEXT THREE YEARS (6/01/2017 – 37)

1. Lack of new development
2. Amazon
3. Increased commercial deliveries related to online shopping
4. Aging workforce
5. NIMBYism
6. Reduced gas tax revenue
7. Potential revenue shortfall in the City
8. Inexperienced workforce
9. Lack of funds to maintain transportation infrastructure
10. Aging infrastructure
11. Increase in transportation fatalities
12. Leaving of Avon site
13. President Trump
14. City budget
15. Public Works management re-organization
16. Lack of funds to maintain transportation infrastructure
17. Fuel prices
18. Changing political climate
19. Increased pension costs to cities
20. Business district resistance to projects which support alternative modes of transportation
21. Transportation Network Companies (Uber, Lyft)
22. Budgetary constraints, more money should come back to the department instead of going to the general fund
23. Bike Share subsidy
24. New City Purchasing Contract Manager
25. Measure M
26. New Developments
27. Natural Disasters
28. Workflow for contracts, purchase orders and procurement takes too long
29. Invoice processing takes too long once it is released to City AP Staff
30. Payroll time keeping for hourly employees
31. Scooter repair time
32. LPR glitches
33. Technology upgrades
34. Increased disabled placard abuse
35. RV's and homeless parking overnight
36. E-commerce hurting local businesses
37. Electric cars – Reduced gas tax
38. Leaving of Avon – loss of revenue for City of Pasadena
39. Bike Share underutilization

40. Additional staff time required for audit compliance
41. Budget cuts/layoffs
42. Lawsuits
43. Increase in population density – Granny Flats (backyard homes)
44. New federal administration policies
45. Possible federal funding shortages
46. PUSD student enrollment levels
47. National transit ridership trends decreasing
48. TNCs (Uber, Lyft, etc.)
49. Autonomous vehicles
50. Website constraints
51. Building entrance and parking lot not ADA compliant
52. The “Big One” earthquake
53. Active shooter
54. Lack of timely notifications of construction projects
55. Homeless population increasing



THREE-YEAR GOAL: <i>IMPLEMENT THE COMPLETE STREETS, SAFETY AND ITS STRATEGIES</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
Mar. 15, 2018	Joaquin Siques	Coordinate with Public Works the presentation to the City Council for the awarding of a consultant contract for the OTS Safer Streets Pasadena – Bike Safety Outreach Project.				
May 1, 2018	Armin Kheirmand (Lead) & Mike Bagheri	Initiate Allen Avenue (Colorado to Villa) Complete Streets Improvements Outreach				
May 1, 2018	Mike Bagheri	Initiate Cordova Street Road Diet outreach and coordinate with PW				
May 1 2018	Joaquin Siques	Complete the adaptive traffic control (ATC) central software update to accommodate the Metro Gold Line Intersections				
June 1, 2018	Joaquin Siques	Coordinate with Public Works the presentation to the City Council for the awarding of a construction contract for the Metro Gold Line at-grade Crossing Improvement Project.				
June. 1, 2018	Victor Koo	Working with DOIT, complete the implementation of the Transportation Network Redesign Implementation Project				
June. 1, 2018	Joaquin Siques	Coordinate with Public Works the presentation to the City Council for the awarding of a construction contract for the installation of RRFB (Rectangular Rapid Flashing Beacon) at four locations as part of the Pedestrian Crossing Enhancement CIP project.				
.June. 1, 2018	Victor Koo	Conduct a kick-off meeting with Public Works for Phase 2 of the Adaptive Traffic Control CIP project.				
.June. 1, 2018	Joaquin Siques	Conduct a kick-off meeting with Public Works, and develop technical specifications for the Pasadena Transit Bus Signal Priority System.				
.June. 1, 2018	David Phan	Provide a consultant led training session for Vistro.				



THREE-YEAR GOAL: <i>IMPLEMENT THE COMPLETE STREETS, SAFETY AND ITS STRATEGIES</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
June. 1, 2018	Rich Dilluvio	Complete outreach for the East/West Orange Grove Blvd Resurfacing and potential Road Diet Project.				
June. 1, 2018	Rich Dilluvio	Conduct at least two workshops with the North Fair oaks Complete Streets Program Working Group.				
June. 1, 2018	Rich Dilluvio	Conduct a kick off meeting for the Mountain Ave Complete Streets Program				
June. 1, 2018	Rich Dilluvio	Complete the South Orange Grove Complete Streets Program				
June. 1, 2018	Joaquin Siques (lead) working with Mike Bagheri	Identify potential grant funding opportunities and prepare/submit grant funding applications.				
FUTURE	Mike Bagheri (lead), working with Joaquin Siques	Update the Pedestrian Plan as part of Specific Plan Updates.				Coordinate with Planning Department
FUTURE	Conrad Viana (lead), working with Mike Bagheri	Update CEQA transportation performance metric thresholds and present to City Council for approval.				Dependent upon release of updated CEQA Guidelines by State



THREE-YEAR GOAL: <i>PROVIDE AND ENHANCE SAFE, RELIABLE, SEAMLESS AND EXEMPLARY LOCAL TRANSIT SERVICES IN THE CITY OF PASADENA AND THE DIAL-A-RIDE SERVICE AREA</i>							
WHEN	WHO	WHAT	STATUS			COMMENTS	
			DONE	ON TARGET	REVISED		
June 1, 2018	Britt Card, working with Sebastian Hernandez	Evaluate the effectiveness of the Pasadena Transit College Pass Pilot Program with ArtCenter/PCC/Fuller/Caltech to serve as a template for future pass program development with colleges and analyze benefits and feasibility of a monthly or multiple ride pass program					
March 30, 2018	Valerie Gibson	Prepare a scope of work and request for proposals for a Bus Zone Branding and Maintenance Program.					
July 1, 2018	Britt Card, working with Sebastian Hernandez	Develop and implement Pasadena Transit Annual service changes, that will include Sunday service and additional service on Route 20					
June 1, 2018	Sebastian Hernandez (lead), working with Valerie Gibson and Phil Tong	Develop and implement an Asset Management System for all transit equipment.				Dependent upon February 2018 action by DOIT	
May 1, 2018	Sebastian Hernandez	Present the Draft Short Range Transit Plan to City Council for adoption.					
June 30, 2018	Britt Card, working with Sebastian Hernandez	Develop and implement Transit to Trails pilot program to operate between the Gold Line and a local trailhead in Altadena					
March 1, 2018	Trini Ramirez, working with Britt Card and First Transit	Expand the Dial-A-Ride food bank trips program to include the Dial-A-Ride group rides to grocery stores					



THREE-YEAR GOAL: <i>ENHANCE THE EFFICIENCIES OF ON-STREET AND OFF-STREET PARKING MANAGEMENT</i>							
WHEN	WHO	WHAT	STATUS			COMMENTS	
			DONE	ON TARGET	REVISED		
Dec. 31, 2017	Mike Woolson (lead) and Jon Hamblen	Issue an RFP for a PARCS (Parking Access Revenue Control System) solution for 8 city-owned garages.					
Dec. 31, 2017	Mike Woolson (lead), working with Public Works	Issue an RFP for the CIP ADA construction project in the City owned parking facilities.					
Jan. 31, 2018	Jon Hamblen (lead), working with Hilda Okereke and DOIT	Release Parking Citation and Permit Management System RFP.					
February 1, 2018	Mike Woolson (lead) and Jon Hamblen	Implement a new Parking Garage Operator contracts with MPI and PCI					
April 1, 2018	Gloria Flores (lead), Phil Tong and Jon Hamblen and DOIT	Develop and implement an Asset Management System for all parking equipment, signs, meters, supplies, and vehicles.				Dependent upon February 2018 action by DOIT	
June 1, 2018	Mike Woolson (lead), working with Jon Hamblen	Develop a strategy to update the five year parking garage maintenance program.					