

C I T Y O F P A S A D E N A
STRATEGIC PLANNING RETREAT
8 January 2009 * Pasadena Conference Center

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Gail Tsuboi, Recorder – Tsuboi Design (925) 376-9151

MISSION STATEMENT

**The City of Pasadena is dedicated to delivering exemplary municipal services
responsive to our entire community and consistent
with our history, culture and unique character.**

THREE-YEAR GOALS
2009-2012 • not in priority order

- ▶ **Maintain fiscal responsibility and stability**
- ▶ **Improve, maintain and enhance public facilities and infrastructure**
- ▶ **Increase conservation and sustainability**
- ▶ **Improve mobility and accessibility throughout the city**
- ▶ **Support and promote the local economy**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Friday, January 8, 2009	City Manager	Distribute the retreat record to those unable to attend or who were not here at adjournment.
Within 48 hours of receipt	All recipients	Read the retreat record.
By January 25, 2009	Department Heads	Share and discuss the Strategic Plan with staff.
At the Jan. 26, 2009 City Council meeting	Mayor, City Council	Present the Strategic Plan to the public.
January 31, 2009	ELT (Executive Leadership Team) (City Manager – lead)	Review the “Internal Weaknesses/Challenges” list for possible action items.
By March 15, 2009	Director of Planning and Development, working with the community General Plan Committee	Develop a schedule for the General Plan.
Monthly	ELT and City Council	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Manager	Prepare and distribute the updated Strategic Plan Monitoring Matrix.
By May 31, 2009	City Council (Mayor – lead)	Hold a community forum to get input on the Strategic Plan.
June 18, 2009 8:00/8:30 am - 4:00 pm	Mayor, City Council, City Manager, Department Heads	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives. - identify Core Values for the city - develop objectives for the next six months.

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE STRENGTHS OF THE CITY OF PASADENA ?

Brainstormed List of Perceptions

- Relatively strong financial position
- Employees
- Responsiveness
- History and tradition
- Geographic diversity
- Interesting architecture and development
- Beautiful city hall
- Great restaurants
- Other parades: Latino Heritage, Black History, Doodah
- Arroyo Seco
- The Gold Line
- Recreational facilities
- Community centers and libraries
- Museums
- Hahamongna
- Huntington Hospital
- City department heads
- Diversity
- Engaged community
- Commitment to excellence
- National recognition
- Economic diversity
- Collaboration
- Community outreach
- Committed City Council
- Commitment to affordable housing
- Outstanding public and private institutions
- Strong desire to be what we say we are
- Neighborhoods
- Theater and the arts
- Willingness to address difficult issues
- The city has its own water and electric resources
- Smooth streets
- Informed citizenry
- Emergency preparedness
- Efforts to solve homelessness
- AAA credit rating
- Cooperative City Council
- City's policies affirm the values of the city's residents
- Horse trails
- Old Pasadena
- Police Department's commitment to youth
- Architectural diversity
- Adjacent to Eaton Canyon
- Improving relationship with our school district

- Commitment to volunteerism
- Convention Center
- Declining crime rate
- Our public health department
- Cultural strength
- Quality and diversity of services offered
- Trees
- Rose Bowl
- Libraries
- Reputation for being progressive
- Architectural heritage
- Regional destination
- National destination
- Rose Parade
- Bicycle paths
- We're a green city
- Lots of non-profits; a philanthropic culture; generous local charitable foundations

WHAT ARE THE CITY OF PASADENA'S INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed List of Perceptions

- Budget deficit
- Lack of direction
- Diminishing water resources
- Lack of diverse community-wide input
- Overreliance on process
- Overdevelopment
- Inadequate public engagement
- Failure to embrace non-auto mobility
- Lack resources for capital projects
- Inability to adequately train new employees
- Gang youth violence
- Government inefficiency
- Too many contact numbers for requests for service
- City Council does not invest in NW Pasadena
- Lack of local jobs
- Excessive politicalization, e.g., public art
- Overreliance on fees
- Lack of police officers
- Annual capital budget and operating budget processes are not coordinated; cumbersome; lack transparency; lack objectives tied to the budget
- High volume of commissions, committees, sub-committees
- High employee salaries
- Gentrification
- Personnel expenses growing more rapidly than revenues
- Perception of high cost of doing business with the city
- Building Department does not enforce compliance with codes
- City departments not working together
- Lack another park
- Council meetings are too long
- Police insensitivity in the NW
- Putting Pasadena's residents second – should be first
- Lack of fair treatment in the NW
- Lack of maintenance of aging libraries

- Too much traffic
- Weak sense of urgency
- Too much bureaucracy/process
- Significant dependence on coal for electricity
- Widening gap between the haves and have nots; economic stratification
- Overprotection of historic structures
- Lack of a strong audit function
- Sense of entitlement by employees
- Slow response to Council inquiries
- Lack of public school support
- Lack of comprehensive process for big decisions
- Lack of open space
- Limited funding for city projects
- Ineffectiveness in addressing human resource/employee issues
- Failure to protect open space
- Competing objectives for open space
- "sacred cows"
- Inadequate investment in public infrastructure and facilities
- Lack of management of diversity
- Traveling noise
- Too many Council meetings
- Lack of clear direction from City Council
- Cumbersome process

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF PASADENA IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- Federal stimulus package
- Improving economy
- New state budget
- New federal administration, e.g., new HUD secretary
- Regional transportation funding
- Increased voter turnout
- Our geographic location
- Presence of a Gold Line when people want to drive less
- Improved workforce
- Improvement in ethnic and racial division
- Healthcare reform
- Willingness and enthusiasm of local educational institutions to partner with us
- Strong statewide moves to regionalize for service provision
- Emerging environmental technologies
- Soft real estate market
- Budget challenges could provide opportunities for regional cooperation
- Improvement in schools
- Private investment in local institutions
- Linking transportation to compact urban environments (SB 375/AB 1358)
- AB 32 and the federal Green Agenda
- Improved Sunshine Laws for government employees and government
- Increased engagement of youth in the political process
- Millennials in the workforce
- End of the war in Iraq
- Right sizing of the income tax structure
- Foreclosure funding and foreclosure prevention funding

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON CITY OF PASADENA IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- Decreasing water quality and supply
- State government intervention in local affairs
- Federal and state preemption of local control (e.g., regarding energy)
- Deregulation
- Down economy
- More lawsuits
- Higher jobless rate
- High pension costs
- Lack of true workers comp reform
- Aging of the baby boomers
- Aging workforce
- Aging of the libraries
- Increased public demands
- Regional traffic growth
- More demand for public health
- Natural disasters
- Increasing demand for emergency medical services
- Regionalization
- High cost and limited availability of renewable energy
- Lack of available health care
- Technological challenges and high costs
- Judicial rulings
- Increasing foreclosures
- Increasing homelessness
- Foreign wars
- State government in California is highly dysfunctional
- Lack of trust in government
- Unfunded mandates
- Future inflation
- Shifting/declining retail sales
- Reduction in welfare support
- Consolidation of the banking industry
- Poorly performing public schools
- Ineffective and archaic government funding
- Increased demand for services with declining revenues
- Environmental terrorism
- Funding for public schools
- High cost of healthcare
- Insufficient supply of renewable energy sources
- Need for a more highly-educated workforce
- Increasing cost for water imports
- Hospital closures
- Cost of meeting environmental regulations
- Higher demand for park use



IDENTIFY THREE-YEAR GOALS

Brainstormed list of potential goals from which the Three-Year Goals were developed

- Resolve the city's structural financial deficits
- Invest in business opportunities using existing assets
- Formulate a 21st century energy program
- Adopt the General Plan elements
- Increase the availability of options connecting residents to the Gold Line
- Improve organizational processes
- Increase open space
- Develop a sustainable Water Plan
- Enhance branch libraries
- Increase water conservation
- Increase governmental efficiencies and public responsiveness
- Develop short-, medium- and long-term plans for all city initiatives
- Promote positive activities for kids and adults
- Develop a comprehensive Traffic Management Plan
- Continue collaboration with PUSD
- Implement a central district streetcar
- Create a Technology Master Plan
- Build the ice rink
- Increase transparency
- Maintain fiscal responsibility
- Increase public responsiveness
- Reduce the city's carbon footprint
- Invest in public facilities and infrastructure
- Streamline the budget process
- Reinvent the way we recruit and hire employees
- Coordinate the Mission Statement, Goals and CIP into the budget
- Secure the long-term future of the Rose Bowl
- Increase park space and playing fields
- Increase green jobs in the city
- Protect the most vulnerable community members
- Resolve the Rose Bowl Loop issues
- Decrease disparities across the city
- Solve the FPRS funding issues
- Improve business-friendly City Hall
- Adopt a Bicycle Master Plan
- Reduce gang violence
- Protect against job loss
- Support the local economy
- Increase and preserve affordable housing

STRATEGIC PLANNING ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

"SWOT" ANALYSIS

Assess the organization's:

- Internal Strengths - Internal Weaknesses
- External Opportunities - External Threats

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

VISION STATEMENT

A vivid, descriptive image of the future—what the organization will BECOME

CORE VALUES

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months

CITY OF PASADENA * SIX-MONTH STRATEGIC OBJECTIVES
January 8, 2009 through June 15, 2009

THREE-YEAR GOAL: MAINTAIN FISCAL RESPONSIBILITY AND STABILITY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Jan. 2009 Finance Committee meeting	City Manager and Finance Director	Present for action to the Finance Committee a proposed timeline for the budget.				
2. March 1, 2009	Finance Director and City Manager	Present to the City Council for action a plan to reduce the FY 2009 structural deficit by at least one third.				
3. By the May 18, 2009 City Council meeting	City Manager and Finance Director	Submit to the City Council for consideration a proposed FY 2010 budget that significantly reduces or closes the structural deficit.				
4. June 15, 2009	Finance Director	Present to the City Manager an analysis, with recommendations, of the funding mechanisms for the FPRS.				

THREE-YEAR GOAL: IMPROVE, MAINTAIN AND ENHANCE PUBLIC FACILITIES AND INFRASTRUCTURE

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. June 15, 2009	Asst. City Manager	Review, analyze and report out to the Public Safety Committee on the City/School Staff Joint Use Facilities Plan with the goal of broadening and expanding joint use opportunities beyond recreational opportunities.				
2. June 15, 2009	Infrastructure Project Team (City Manager – lead, RBOC G.M., Finance Dir., Public Works Dir.)	Develop and present to the Finance Committee of the City Council funding strategies for the citywide acquisition or improvement of parks, open space, Arroyo Seco facilities, including the Rose Bowl.				

THREE-YEAR GOAL: INCREASE CONSERVATION AND SUSTAINABILITY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Feb. 24, 2009 MSC meeting	Council MSC Committee (Councilmember McAustin – lead)	Determine the necessity of more frequent MSC meetings.				
2. At the March 24, 2009 MSC meeting	PWP General Manager	Develop and present to the Council MSC Committee for action a Water Conservation Plan.				
3. April 15, 2009	Director of Planning and Development	Complete the 1990 baseline carbon footprint determination and provide the results to the City Council.				
4. At the May 26, 2009 MSC meeting	PWP General Manager	Present a final draft of the IRP (Integrated Resource Plan for Electric Power) to the City Council MSC Committee for action.				

THREE-YEAR GOAL: IMPROVE MOBILITY AND ACCESSIBILITY THROUGHOUT THE CITY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. June 15, 2009	Dir. of Transportation	Achieve 50% completion of the Bicycle Master Plan toward a target of final completion by December 31, 2009.				
2. June 15, 2009	Dir. of Transportation	Recommend funding to the City Council for action for increased frequency of ARTS (Area Rapid Transit System) service to the Gold Line.				
3. June 15, 2009	Dir. of Transportation	Develop and recommend to the City Council for action a program for managing traffic speeds on major streets.				
4. June 15, 2009	Dir. of Planning and Development and the Dir. of Transportation	Provide at least 3 public education workshops on the Mobility and Land Use elements of the General Plan.				

THREE-YEAR GOAL: SUPPORT AND PROMOTE THE LOCAL ECONOMY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. May 15, 2009	Planning and Development Director, working with a Fiber optic Team	Complete an investigation of the city's fiber optic assets to determine potential business and job opportunities and present to the City Council for consideration.				
2. June 15, 2009	Dir. of Human Services and Recreation, in partnership with other organizations	Coordinate a program to transition the private sector work force laid off as a result of contraction of financial and related institutions to rapidly transition to other growth industries and be in a position to accept federal, state and other funding for this effort.				
3. June 15, 2009	Housing Director	Complete an evaluation of the inclusionary housing ordinance with consideration of low, moderate and workforce housing and recommend to the City Council for action how to increase the effectiveness of the ordinance.				
4. June 15, 2009	Housing Director	Present to the City Council for action recommendations for the intake and evaluation of affordable housing projects.				