

ATTACHMENT A

SIX-MONTH STRATEGIC OBJECTIVES

January 8, 2009 to June 15, 2009

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.	X			February 9, 2009
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.	X			March 16, 2009
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.	X			April 13, 2009
4. June 15, 2009	Finance Director	Present to the City Manager an analysis, with recommendations, of the funding mechanisms for the FPRS.		X		Task force has been created to complete analysis and provide recommendations

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.		X		Staff will report on these efforts at the next Public Safety Committee Meeting.
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.	X			Discussed at MSC at the January 27 th meeting.
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.	X			Approved by Council at their April 13th meeting. Water Waste Prohibition and Water Waste Shortage Ordinance was approved and will take effect July 1.
3. April 15, 2009	Director of Planning and Development	Complete the 1990 baseline carbon footprint determination and provide the results to the City Council.			X	The draft baseline carbon footprint report has been completed. Originally intended to move forward with the General Plan, staff is now reconsidering the review process in the context of the revised General Plan schedule.
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.	X			Adopted by City Council on March 16 th .

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.		X		The first public meeting on the plan was held on May 19 th and a draft of the plan is in review by staff with public distribution set for the end of June.
2. June 15, 2009	Dir. of Transportation	Recommend funding to the City Council for action for increased frequency of ARFS (Area Rapid Transit System) service to the Gold Line.	X			Staff prepared an information item to City Council on the amount of funding required to increase frequency
3. Sept. 30, 2009	Dir. of Transportation	Develop and recommend to the City Council for action a program for managing traffic speeds on major streets.			X	Consultant has prepared a Best Management Practice report for staff. A workshop will be held on June 25 th to present this to staff. A program will be developed during the summer. Will include input from TAC. Ultimately this will be part of the Mobility element.
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.			X	The General Plan Update Advisory Committee held their first meeting in April and expressed a desire to delay major outreach activities until the Fall. Staff began stakeholder interviews in April, and, in concurrence with Committee direction, will begin meeting with community groups in June, and will hold the first citywide forum in the Fall.

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 Fiberoptic Team	Complete an investigation of the city's fiberoptic assets to determine potential business and job opportunities and present to the City Council for consideration.		X		A draft report has been completed and will be presented to City Council in June.

<p>2. June 15, 2009</p>	<p>Dir. of Human Services and Recreation, in partnership with other organizations</p>	<p>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.</p>	<p>X</p>	<p>HS&R Dept.'s Career Services Division, on behalf of the Foothill Workforce Investment Board, has received a \$825,000 grant from the State of California to provide employment and job training services to individuals laid off by Indy Mac Bank and other financial-related institutions. Services include: vocational re-training, one-on-one job search assistance, computer training, individualized career counseling and planning, and workshops on resume writing and interviewing techniques. Also, two targeted job fairs have been held to facilitate job placement efforts, and Career Services has partnered with the State Employment Development Department to provide job search and job placement assistance to this sector of dislocated workers.</p>
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<p>3. June 15, 2009</p>	<p>Housing Director</p>	<p>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.</p>		<p>X</p>	<p>The Inclusionary Housing Ordinance Analysis is being prepared. Housing Dept. staff presented possible ordinance modifications aimed at increasing program effectiveness to the Pasadena Housing Advisory Ad Hoc Group on June 2, 2009 for comment. The Analysis will be agendized for review by the City Council Economic Development & Technology Committee on July 1, 2009. A recommendation will be made to City Council in September 2009.</p>
<p>4. June 15, 2009</p>	<p>Housing Director</p>	<p>Present to the City Council for action recommendations for the intake and evaluation of affordable housing projects.</p>		<p>X</p>	<p>A draft outline of the Housing Development Funding Application Intake and Selection Process has been prepared. Housing Dept. staff presented this item to the Pasadena Housing Advisory Ad Hoc Group on June 2, 2009 for comment. It will be agendized for review by the City Council Economic Development & Technology Committee on July 1, 2009. An information item may be sent to City Council in August 2009.</p>

ATTACHMENT B

SIX-MONTH STRATEGIC OBJECTIVES

June 18, 2009 to December 1, 2009

CITY OF PASADENA * SIX-MONTH STRATEGIC OBJECTIVES
 June 18, 2009 – December 1, 2009

THREE-YEAR GOAL: MAINTAIN FISCAL RESPONSIBILITY AND STABILITY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By September 30, 2009	City Manager and Finance Director	Present to the City Council information regarding FY09 fiscal results, known State budget impacts and trends for FY2010 and present to the City Council for action possible budget amendments.				
2. By December 1, 2009	Fire and Police Retirement System Task Force (Assistant City Manager Steve Mermell-lead)	Clearly define the issues surrounding Fire and Police Retirement System funding and begin assessing alternative approaches to shield the General Fund.				
3. By December 1, 2009	Finance Director	Present to the City Council for action recommendations regarding the reserve policy for major funds.				
4. By December 1, 2009	Finance Director	Present to the City Council Finance Committee for action an expanded Debt Management Policy which sets forth parameters designed to protect the General Fund.				
5. By December 1, 2009	HR Director and Finance Director	Review projected costs of future employee benefits and salaries, impacts on the City's budget, and present recommendations to the City Council for action to maintain the City's financial health.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By September 30, 2009	Public Works Director	Present to the City Council Finance Committee for action a FY2010 CIP workplan and timeline.				
2. By November 1, 2009	Public Works Director	Present to the City Council for action the Hahamongna Annex Plan.				
3. By December 1, 2009	Assistant City Manager Steve Mermell	Develop and present to the City Council Finance Committee for action a joint use agreement with PUSD for a minimum of 3 additional school facilities.				
4. By December 1, 2009	Director of Transportation	Develop design standards and develop a framework and a funding plan for the Citywide Way Finding Program and present to the Transportation Commission and to the Design Commission for their recommendations.				
5. By December 1, 2009	Finance Director, working with the Rose Bowl Operating Company	Develop and present to the City Council Finance Committee for action funding strategies for Rose Bowl renovation.				
6. By December 1, 2009	Public Works Director	Present design of Phase I improvements for the Civic Center Plan to the City Council for consideration.				
7. By December 1, 2009	Public Works Director	Ensure completion of Robinson Park.				

8. By December 1, 2009	Public Works Director	Present to the City Council for action the Teen Center at La Pintoresca.				
9. By December 1, 2009	Public Works Director	Bring construction bids to the City Council for action regarding Villa Parke soccer field and community center improvements.				

THREE-YEAR GOAL: INCREASE CONSERVATION AND SUSTAINABILITY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By September 1, 2009	Director of Planning and Development	Finalize the 1990 Baseline Carbon Footprint Report and present to the City Council.				
2. By December 1, 2009	Director of Planning and Development	Present to the Planning Commission for recommendations a new sustainable landscape ordinance in support of the City's Water Conservation Program.				
3. By December 1, 2009	City Manager, with input from the Environmental Advisory Commission	Present to the City Council Legislative Policy Committee recommendations regarding the charge of the commission, including a focus on sustainability.				
FUTURE: By December 31, 2009	General Manager of Water and Power	Develop and present to the City Council Municipal Services Committee a budget-based water rate proposal.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By September 30, 2009	Director of Transportation	Develop and recommend to the City Council for action a program for managing traffic speeds on major streets.				
2. By November 1, 2009	Director of Planning and Development and the Director of Transportation	Provide at least 3 public education workshops on the Mobility and Land Use elements of the General Plan.				
3. By December 1, 2009	Director of Transportation	Disseminate for public discussion updated/enhanced approaches to: 1) transportation performance measures; 2) Neighborhood Traffic Management program (2 nd version); 3) EIR significance thresholds; and 4) street classification.				
4. By December 1, 2009	Director of Transportation	Complete update of the Bicycle Master Plan and present to the Transportation Advisory Commission for recommendations.				
5. By December 1, 2009	Director of Transportation	Recommend funding to the City Council for action for increased frequency of ARTS (Area Rapid Transit System) service to the Gold Line.				

THREE-YEAR GOAL: SUPPORT AND PROMOTE THE QUALITY OF LIFE AND THE LOCAL ECONOMY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By October 1, 2009	City Council Member Jacque Robinson, working with the Finance Director, Human Services and Recreation Director and City Attorney	Design a "Pasadena First" Program (new program) that will give Pasadena businesses and residents first priority for City business opportunities, evaluate similar existing City programs to strengthen them, and present a "Pasadena First" Program to the City Council Ed Tech Committee.				
2. By November 1, 2009	Director of Planning and Development and Director of Transportation	Implement Phase I of the General Plan regarding public outreach.				
3. By November 15, 2009	Director of Planning and Development and the Director of Information Services	Investigate fiber optic and broadband deployment opportunities and present a plan to the City Council Ed Tech Committee.				
4. By December 1, 2009	Director of Planning and Development	Evaluate reuse opportunities for potentially available car dealer sites and present options and alternatives to the City Council Ed Tech Committee.				
5. By December 1, 2009	Housing Director and Finance Director	Identify options for additional permanent sources of funding for affordable housing and present options to the City Council Ed Tech Committee for direction.				

THREE-YEAR GOAL: ENSURE PUBLIC SAFETY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By August 1, 2009	Fire Chief	Submit to the City Council for action a plan to restrict parking in hillside areas on Red Flag Days.				
2. By September 1, 2009	Police Chief	Develop a plan to absorb the loss of the 12 defunded sworn positions in the Police Department and present to the City Council Public Safety Committee for action.				
3. By September 1, 2009	Police Chief and City Attorney	Develop understanding and reach consensus with the Tournament of Roses regarding law enforcement related to the Tournament of Roses events.				
4. By December 1, 2009	Fire Chief	Report to the City Council Public Safety Committee for action consideration of parking restrictions on narrow streets throughout the city (parking overlay zone).				
5. By December 1, 2009	Police Chief	Report to the City Council Public Safety Committee on the status of police officers and upper and middle schools in PUSD.				

ATTACHMENT C

CITY OF PASADENA

STRATEGIC PLANNING RETREAT

June 18, 2009 * Pasadena Conference Center

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Michelle Snider Luna, Recorder – Snider Education & Communication (510) 967-9169

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.

CORE VALUES

The City of Pasadena values...

Responsiveness

Honesty and integrity

Accountability

Excellence

Open, clear and frequent communication

Innovation

Diversity and inclusiveness

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 quality of life and the local economy

Ensure public safety

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE STRENGTHS OF THE CITY OF PASADENA AND THE ACCOMPLISHMENTS SINCE THE JANUARY 2009 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Renovation and expansion of the convention center – made it state of the art on a budget
- Agreements with most of the employees to forgo increases this year
- Completed a number of park improvement projects (e.g., new restrooms, playgrounds)
- Making progress on developing a new intake and selection process for affordable housing
- Police Department published its third consecutive 5-Year Strategic Plan
- A re-training program for laid off workers in the finance industry
- Adopted a Water Conservation Plan
- 18% drop in part one crime
- Library got a national five star rating
- We won some major cases
- We got allotted economic stimulus dollars (\$1.5 million for the Department of Housing)
- Completed an internship program for high school students
- Developed consensus on a plan for Heritage Square
- We haven't had to lay off any City employees
- Received \$347,000 JAG grant that will save the jobs of 12 employees
- Had a successful truancy program with the school district
- Broke ground on a treatment plant to clean up groundwater contamination
- Significantly reduced the structural deficit
- Completed the construction of our compressed natural gas fueling facility
- We've increased public access to information on the City's website
- Completed the restructuring of some outstanding debt to save over \$70 million over the term of the debt
- Successfully coordinated citywide earthquake preparedness drill in conjunction with the State
- Making progress on an electronic agenda process
- Began construction of Robinson Park
- We brought higher education opportunities to City Hall
- Received award for the City's Green Action Plan
- Created a sustainable training module for all employees
- We have remarkably stable and consistent leadership in the City – have integrity
- Adopted the budget
- Completed Integrated Resource Plan for Power
- Started the process of looking at our own structure for efficiency – looking at reorganization
- Initiated the update of the General Plan
- Hosted the California Police Chiefs Conference
- City was designated a Climate Action Leader
- We've figured out a way to constructively engage with the affordable housing advocates
- We have, in spite of economic pressures, been able to move forward on all our major initiatives
- Health Department has received \$200-300,000 in grants to replace money lost due to State cuts
- Recently reached an agreement with Southern California Edison to bring more power into our City through our transmission intertie
- Making progress on revisions to the Inclusionary Housing Ordinance

- A task force looking at the Police and Fire Retirement System has begun its work
- Council is expected to act on an increase in water rate on Monday, June 22, 2009
- Negotiated acquisition of Annandale Canyon for open space
- Successfully monitored the swine flu epidemic
- Reached consensus on a plan for the Rose Bowl
- Received awards for historic preservation (mid-century)
- Reopened a road in Eden Canyon that had been closed since 2004
- Had a successful City election
- Completed a couple streetscape projects (South Lake Avenue and New York Drive)

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

Brainstormed List of Perceptions

- Too slow in getting compliance with problem properties (e.g., liquor stores, nuisance houses_
- Inefficient inspection programs – too many inspectors going to the same place
- Public perception of too many fees to do something in Pasadena (e.g., permitting process) – takes too long
- Lack of coordination between workers comp and departments
- Insufficient funding to meet Fire and Police Retirement System obligations
- Not enough police
- Public perception that there is not enough City financial support for public schools
- Insufficient parks and open space in the central core
- Perception that our fees are too high
- Lack of facility maintenance
- Mismatch between declining resources and external expectations
- Uneven customer service mentality among some employees
- Not enough connection between police and minority community
- Lack of time available among elected officials
- Staff communication issues
- Not enough use of technology in City government
- Not enough transparency and direct information flow from City Hall to the community
- Perception that there is not enough visible police presence (e.g., traffic, speeding, neighborhoods) and not enough direct service to the residents
- Our ability to provide public services is declining due to budget constraints
- Ongoing costs of operation too high, particularly staff costs as a percentage of budget
- Lack of confidence in the planning process
- Some employees have unrealistic and unjustified expectations
- Lack of tracking of community concerns involving/crossing multiple departments
- Delays on contract approvals
- Inefficient IT function
- Lack of sufficient cooperation among departments
- Role ambiguity with staff and commissions process
- Inefficient communication
- Burdensome processes – too process-oriented due to lack of trust
- Don't have enough streetscape and street cleaning services in some parts of the city

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF PASADENA IN THE COMING YEAR

Brainstormed List of Perceptions

- Stimulus dollars
- Economic stimulus dollars directed toward sustainability
- Federal regulation on emissions
- Increased Section 8 and community block grant funding
- Joint use agreement for facilities with PUSD
- LA County will do outreach to landlords to participate in the LA County Housing Resource Center (a web-based tool)
- Discussions with USC School of Communications on a web-based community outreach tool
- End of the war in Iraq
- More decisions being made on a regional basis making us stronger
- Declining real estate prices
- Potential that Gold Line will be funded with the original timeline
- Endowment of the Sustainability Institute at Cal Tech
- Cooperative relationship with Pasadena City College
- Joint effort by municipal utilities to implement SMART grid technologies
- Collaboration with Pasadena Community College and PUSD
- Community is funding a feasibility study for street cars
- Tri-City Law Enforcement Partnership with Glendale and Burbank
- Joining the Foothill Transit Governing Board
- Participation in state commissions and associations
- Leadership demonstrated by the City's unions in addressing the economic situation
- Shift to new fees to cover State costs
- Joint effort between transportation and electricity sectors to promote electric vehicles
- Indications of an economic recovery
- Health Care Reform
- CalTrans SMART mobility framework
- Increased usage of the Rose Bowl facility for large events
- Tier Two included operators agreement by Metro
- Much less development pressure
- Collaboration on developing a plan for a pre-apprenticeship program for utility
- LA County foreclosure funding
- State legislation facilitating the sale of 710 corridor homes

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF PASADENA IN THE COMING YEAR

Brainstormed List of Perceptions

- Pending release of thousands of inmates
- Loss of local control
- Regional planning
- Drought
- Officer-involved shootings
- Cyber attacks on the electric grid
- New NFL stadium in the City of Industry
- Families leaving Pasadena
- Development of Lifestyle Center in Arcadia

- Inconsistent emissions regulations at the State and Federal levels
- Closing/shrinking job markets
- Natural or manmade disasters
- No funding for the Gold Line extension
- Consumer confidence continuing to decline
- State budget deficit
- Decline in national retailers
- Loss of social services
- Reduction of water supplies
- Reduced affordable housing
- Return of the swine flu in a dramatic fashion
- High unemployment
- Reluctance to retire
- Declining education funds
- Increased high school dropout rate
- Instability in the financial sector
- Cap and trade
- Prolonged recession
- State transfer of traditional local revenues
- Businesses relocating out of Pasadena
- Increasing crime
- 710 tunnel
- Gas and oil prices high
- Rain on the U2 concert



BRAINSTORMED CORE VALUES

- Consistency
- Quality
- Citizen participation
- Responsiveness
- Integrity
- Preservation
- Being visionary
- Respectfulness
- Community image
- Accountability
- Excellent customer service
- Municipal leadership
- Heritage
- Children and youth
- Proactivity
- Being number one
- Local control
- Open space
- Local institutions
- Collaboration
- Equality

- Excellence
- Transparency
- Innovation
- Diversity
- Community collaboration
- Honesty
- Environmental responsibility and leadership
- Fiscal prudence
- Trustworthiness
- Flexibility
- Inclusiveness
- Being compassionate
- Results-oriented
- Leadership
- Dedication
- Customer-driven
- Education
- Quality of life
- Efficiency
- Good government
- Out of the box thinking
- Community-based thinking
- Professionalism
- Being progressive
- Responsibility
- Every resident is valuable

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT	Done
June 19, 2009	Staff	Distribute the strategic planning retreat record.	X
Within 48 hours	All recipients	Read the strategic planning retreat record.	X
June 30, 2009	ELT (Executive Leadership Team) (City Manager - lead)	Review the "Internal Weaknesses/Challenges" list for possible action items.	X
At the July 13, 2009 City Council meeting	Mayor, City Council	Present the Strategic Plan to the public.	
By July 15, 2009	Department Heads	Share the Strategic Plan with staff.	
By September 1, 2009	Jan (lead), Barney, Karen and Dennis	Define core values.	
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.	
December 1, 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 a Vision Statement. - develop objectives for the next six months.	

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