

CITY OF PASADENA STRATEGIC PLANNING RETREAT

June 18, 2009 * Pasadena Conference Center

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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

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"SWOT" ANALYSIS

Assess the organization's:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

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