

OFFICE OF THE CITY MANAGER

Additional Information for the City Council Retreat

- A. Strategic Planning Workshop Agenda
- B. Update on the City of Pasadena Six-Month Strategic Objectives
- C. Draft Results of 2009 Citizen Survey



OFFICE OF THE CITY MANAGER

CITY OF PASADENA CITY COUNCIL/MANAGEMENT TEAM  
STRATEGIC PLANNING WORKSHOP  
Thursday, June 18, 2009

8:00 Continental Breakfast

8:30 Welcome, Purpose of the Workshop, Public Comment and Introduction of the Facilitator and Recorder –  
**Bill Bogaard, Mayor**

Role of the Facilitator, Recorder, Group and Public; Strategic Planning Elements; Agenda – **Marilyn Snider, Facilitator** – Snider and Associates

Introduction of the Group

City of Pasadena:

- Mission Statement
- Three-Year Goals (2009-2012)

What Are the Accomplishments of the City of Pasadena Since the January 8, 2009 Strategic Planning Workshop?

What Are the City of Pasadena's Current Internal Weaknesses/Challenges?

What Are the External Factors/Trends (e.g., economic, political, environmental, technological, social) that Will/Might impact the City of Pasadena in the Coming Year

- Positively (opportunities)?
- Negatively (threats)?

Identify Core Values (guiding principles for the City of Pasadena)

- Brainstorm Values
- By Consensus, Select 5-7 Core Values/Guiding Principles

**CITY COUNCIL:** Review and Revise, if Needed, the Three-Year Goals (what the City of Pasadena needs to accomplish)

Identify Six-Month Strategic Objectives (how the goals will be addressed – by when, who will be accountable, for what specific, measurable results) for each of the Three-Year Goals

Next Steps/Follow-Up Process to Monitor Progress on the Goals and Objectives (including setting a date in six months for an update of the plan)

Summary of the Workshop and Closing Remarks

4:00 Adjourn

There will be a mid-morning and mid-afternoon break with a group lunch at 12:00. No cell phone calls/audible pagers/scheduled meetings during the retreat. Please bring the latest progress on the goals and objectives (the completed grid) and your calendar.

**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. Dec 2009	Finance Director	Present to the City Manager an analysis, with recommendations, of the funding mechanisms for the FPRS.			X	The task force created to develop solutions to this issue met on June 4 <sup>th</sup> . The task force requested additional information regarding the history and current operations of the FPRS to help develop strategies. The next taskforce meeting is scheduled for July 9 <sup>th</sup> .

**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.			X	Funding for infrastructure projects will be completed after staff addresses the budget issues from the State and the FPRS. Staff does continue to develop solutions for funding infrastructure issues.

**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 <sup>th</sup> 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 13 <sup>th</sup> meeting. Water Waste Prohibition and Water Waste Shortage Ordinance was approved and will take affect 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 <sup>th</sup> .

**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 <sup>th</sup> , 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 <sup>th</sup> 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.

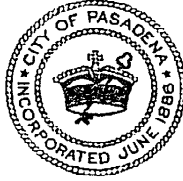
**THREE-YEAR GOAL: SUPPORT AND PROMOTE THE LOCAL ECONOMY**

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&amp;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>
-----------------------------	---	---	----------	--



<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 &amp; 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 &amp; Technology Committee on July 1, 2009. An information item may be sent to City Council in August 2009.</p>



OFFICE OF THE CITY MANAGER

June 17, 2009

**TO:** CITY COUNCIL

**FROM:** JULIE A. GUTIERREZ  
ASSISTANT CITY MANAGER

**RE:** DRAFT RESULTS OF 2009 CITIZEN SURVEY

Over the years, staff has initiated citizen surveys to assist in better understanding Pasadena voter's perspective on priorities for city services and programs; potential funding initiatives; and overall satisfaction with Pasadena. Between May 31<sup>st</sup> and June 3<sup>rd</sup> of this year, a citizen survey was conducted by Fairbank, Maslin, Maullin & Associates as a means to gauge citizen satisfaction with city services and where residents may be willing to reduce services due to budget constraints. The survey was a phone interview to 700 Pasadena voters with 100 voters in each district which is considered a statistically relevant sample size to reflect the thinking of the entire city. The margin of error for the full sample is +/- 3.7% and when a question was divided in half, the margin of error is +/- 5.2%.

Although staff received the draft results of the survey last night, it is believed that this information would be beneficial for City Council to have prior to this Thursday's retreat. This data is preliminary and further analysis will be done, but the initial results do highlight some interesting trends and preferences by Pasadena voters. Since this survey has been done by FMM&A for the past three years, staff was able to provide some trend information on repeat questions.

Below are highlights of the survey and corresponding slides:

- Overall, 93% of residents surveyed rate Pasadena as a totally excellent/pretty good place to live. This is fairly consistent with past ratings. **(slide 1)**
- In thinking about the next five years, 33% said that Pasadena will be totally better. Another 43% believe it will stay the same which is actually a positive statement given that they are not seeing Pasadena as getting worse. **(slide 2)**
- Regarding the most serious issues facing Pasadena that residents would like to see city government do something about stayed relatively

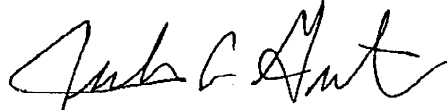
consistent compared to last year. This was an open-ended question for the resident. Crime and education continue to be the top two issues. Also rounding up the top serious issues are increased development; business development/economy; housing costs/affordable housing; and cost of living. An interesting outcome is that traffic congestion is seen as less of an issue than in prior years. This trend is seen again when similar questions were asked in the survey. **(slide 3)**

- Another question also focused on serious issues in Pasadena, this time we provided the issues and asked the resident to give their opinion if they consider it a serious problem or not. The number one issue for the past two years was the amount of money available for our neighborhood schools. This is interesting to note given that Measure TT just recently passed which provided funding for capital improvements. It is also under this question that we see a decrease of traffic congestion on local freeways as a serious problem. **(slides 4 – 8)**
- In an effort to understand where residents believe the economy is headed about a year from now, we asked where they thought their personal finances or the economy would be. A total of 39% said their personal financial situation would be better and 52% said that the economy would be better. This is quite a positive response given all the attention to the State's budget problems and the continuance of high unemployment rates. **(slide 9)**
- When asked about main categories which they believe should have the highest priority for funding, public safety was number one at 46%. This was followed by 27% for after-school youth programs and 9% for street maintenance and road repair. A total of 45% said other, all, none, or do not know. **(slide 10)**
- The residents were asked through a slightly different question that due to budget deficit, some of the following services may need to be cut back. The goal was to weigh the willingness of the residents to accept funding reductions in specific service areas. Residents strongly supported not reducing special police operations such as gang and drug-related prevention and enforcement programs; after school programs for children and youth; community policing; and disaster preparedness. Interestingly the intensity for making cuts in traffic enforcement and safety decreased from 70% in 2007 who said no cuts to only 52% saying no cuts to this program. **(slides 11 - 13)**
- The top three responses to the most important thing residents would like to see the City do to improve city services for people who live and/or work in Pasadena are more police protection/patrol/public safety; improve traffic/speed limits; and improve education/schools/funding. What was equally important about the responses to this question is that 38% said nothing/don't know/no answer which can be interpreted that residents are so pleased with living in Pasadena that they did not suggest changes. **(slide 14)**

Draft Results of 2009 Citizen Survey  
June 17, 2009

- A question was asked to get the awareness that residents have regarding current issues. Over 90% of those surveyed are aware of the state's budget problems and that there could be impacts to the city. Over 70% of the residents knew that the city plans on raising water rates and over 80% know that there is a water shortage. **(slides 15-17)**
- Residents were also asked specifically about job rating of various departments and services. The Pasadena Fire Department continues to lead in this category. One interesting note is that Pasadena City Government overall should a noticeable improvement. One may conclude that there is satisfaction with the direction Pasadena is moving forward in addressing the difficult issues such as the budget deficit, rate increases, and funding of major projects. **(slides 18 & 19)**

Respectfully submitted



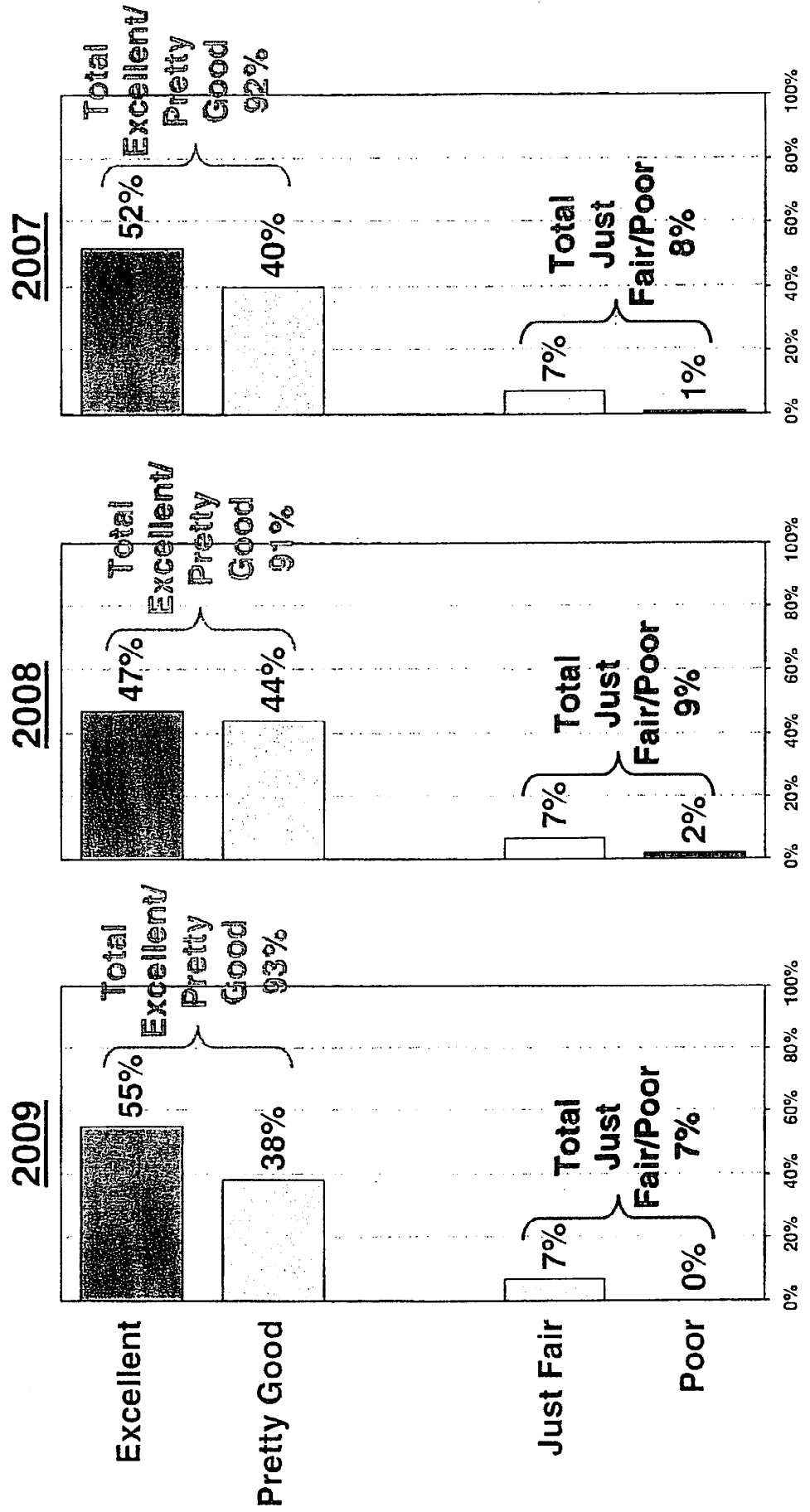
**JULIE A. GUTIERREZ**  
Assistant City Manager

# City of Pasadena 2009 Citizen Survey

Fairbank,  
Maslin,  
Mantlin &  
Associates

Urban Research  
Public Policy Studies

## Rating of Pasadena as a Place to Live, 2009, 2008 and 2007



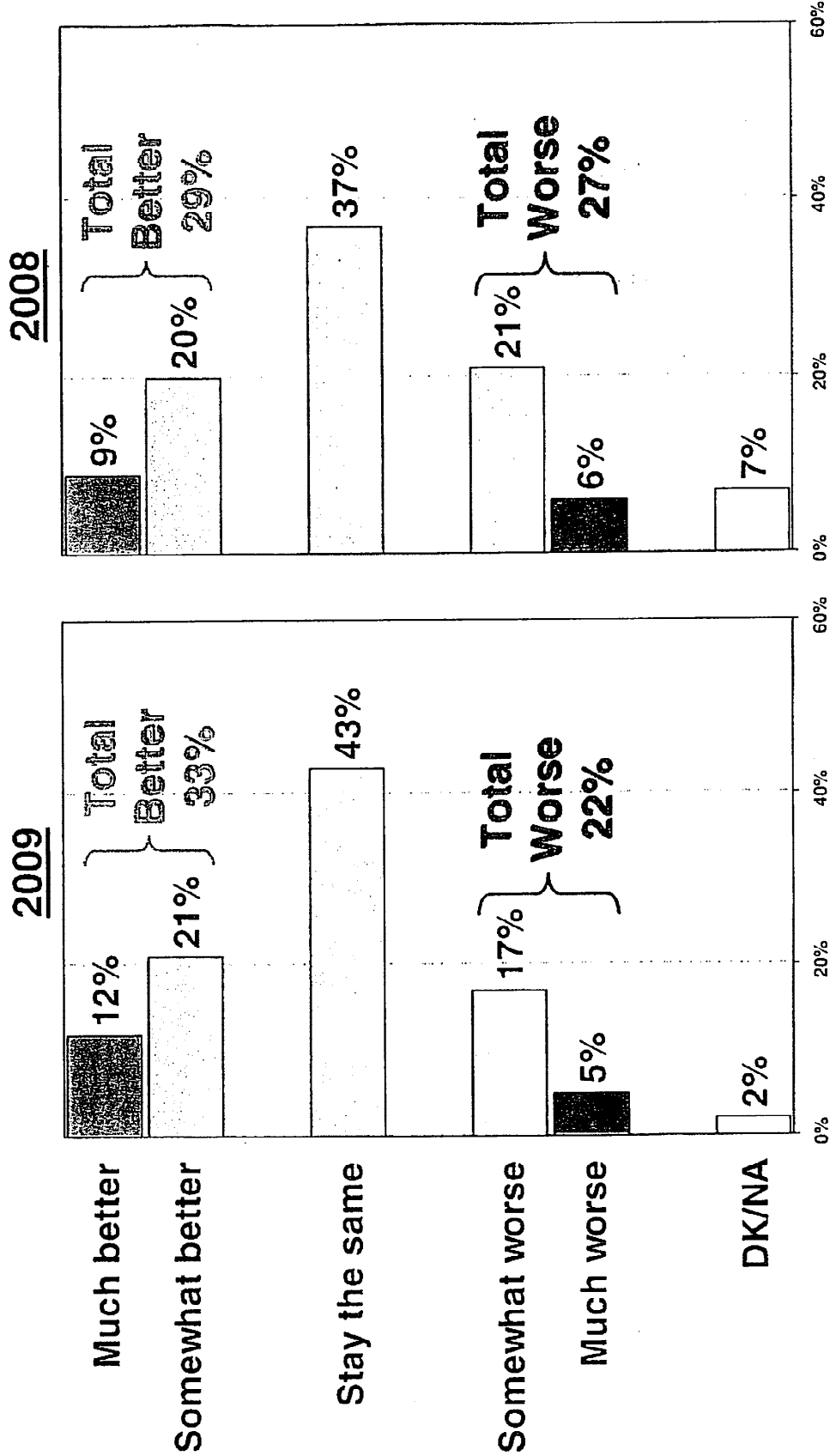
1. Generally speaking, how would you rate Pasadena as a place to live: is it an excellent place to live, a pretty good place, just fair, or a poor place to live?

# City of Pasadena 2009 Citizen Survey

Fairbank,  
Mastin,  
Austlin &  
Associates

Urban Research &  
Public Policy Associates

## Quality of Life in Pasadena in the Next Five Years, 2009 and 2008



2. Thinking about the next five years, do you think the quality of life in Pasadena will get better, stay the same, or get worse?

# City of Pasadena 2009 Citizen Survey

## Most Serious Issues Facing Pasadena That Residents Would Like To See City Government Do Something About, 2009 and 2008

(Ranked By 2009; Including Top 2% Responses; Open-ended; Grouped Responses)

Open-Ended Responses	2009	2008
Crime	13%	12%
Education/public schools	10%	14%
Increased development	8%	9%
Business development/economy	7%	5%
Housing costs/affordable housing	6%	6%
Cost of living	6%	8%
Gangs/violence	5%	5%
Growth and development (no mention of population)	4%	5%
Jobs/unemployment	3%	1%
Blight/Code enforcement	3%	2%
Traffic congestion	2%	5%
Taxes	2%	2%
Street/Road maintenance	2%	1%
Speeding/unsafe traffic conditions	2%	0%
Parking/lack of parking	2%	2%
Housing – repair or condition	2%	2%
Air pollution/Smog	2%	2%

4. What do you think is the most serious issue facing the residents of Pasadena that you would like to see City government do something about?

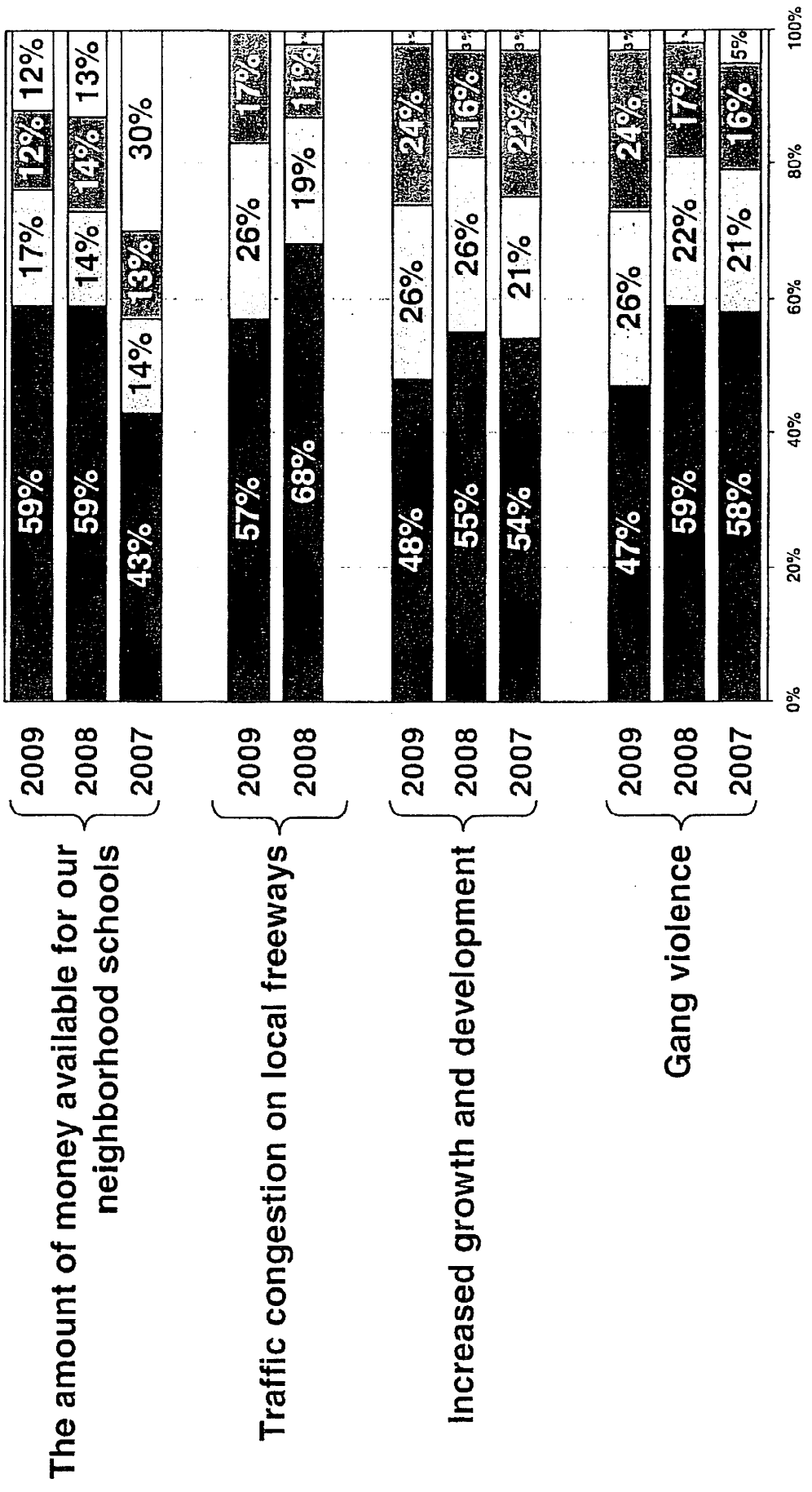
# City of Pasadena 2009 Citizen Survey

Fairbank,  
Maslin,  
Mauldin &  
Associates  
A Division of SouthWest  
Public Policy Analysis

## Serious Issues in City of Pasadena

(Ranked by 2009 Extremely/Very Serious Problem)

■ Ext./Very Ser. □ S.W. Ser. ▣ Not Too Ser. □ DK/NA



5. I'd like to read you a brief list of issues facing Pasadena that have been mentioned by local residents. Please tell me whether you consider each to be an extremely serious problem, a very serious problem, a somewhat serious problem, or not too serious a problem in Pasadena. Split Sample

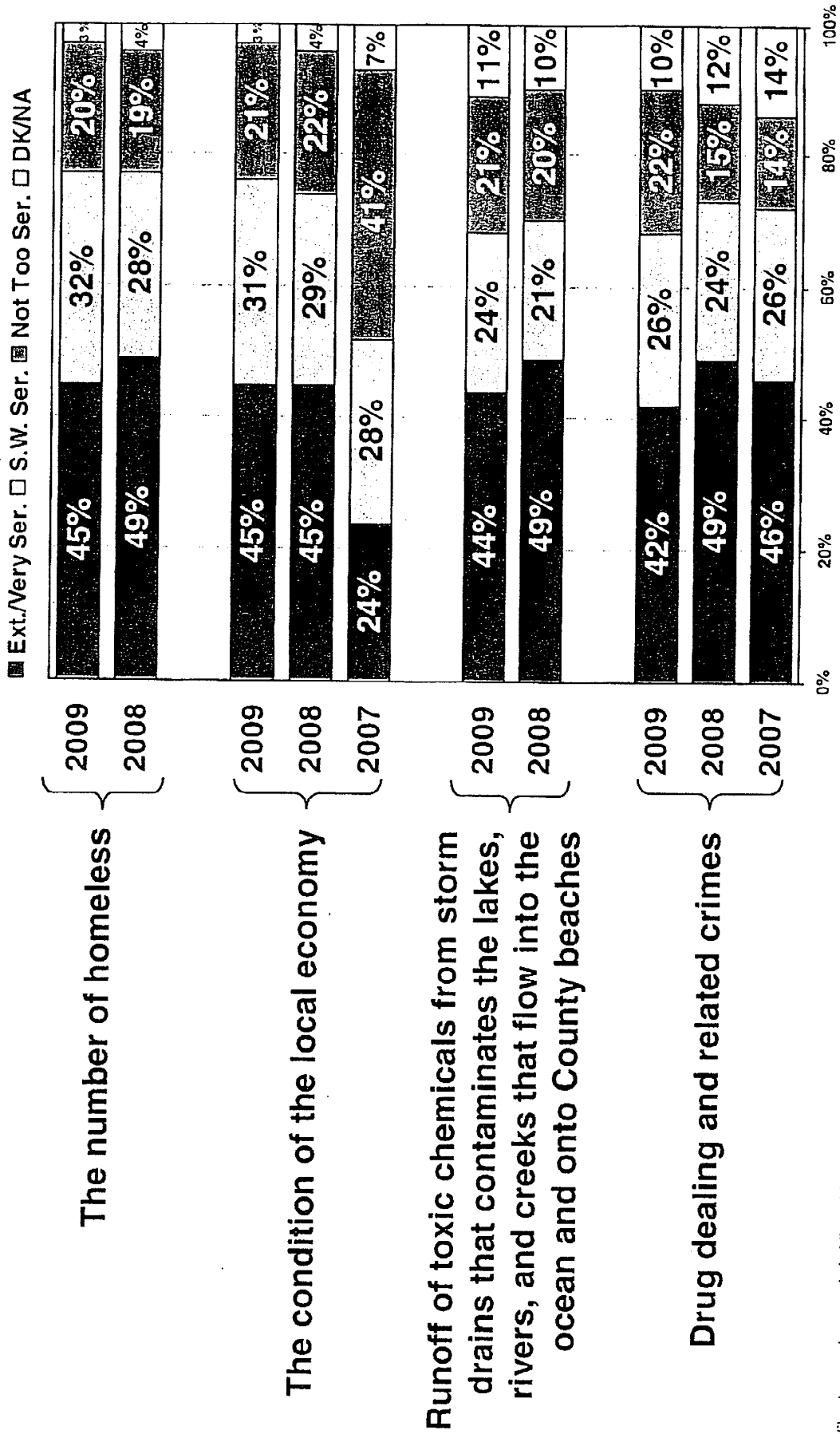


# City of Pasadena 2009 Citizen Survey

Fairbank,  
Alshin,  
Maullin &  
Associates

Opinion Research, Inc.  
Pasadena, California

## Continued



5. I'd like to read you a brief list of issues facing Pasadena that have been mentioned by local residents. Please tell me whether you consider each to be an extremely serious problem, a very serious problem, a somewhat serious problem, or not too serious a problem in Pasadena. Split Sample

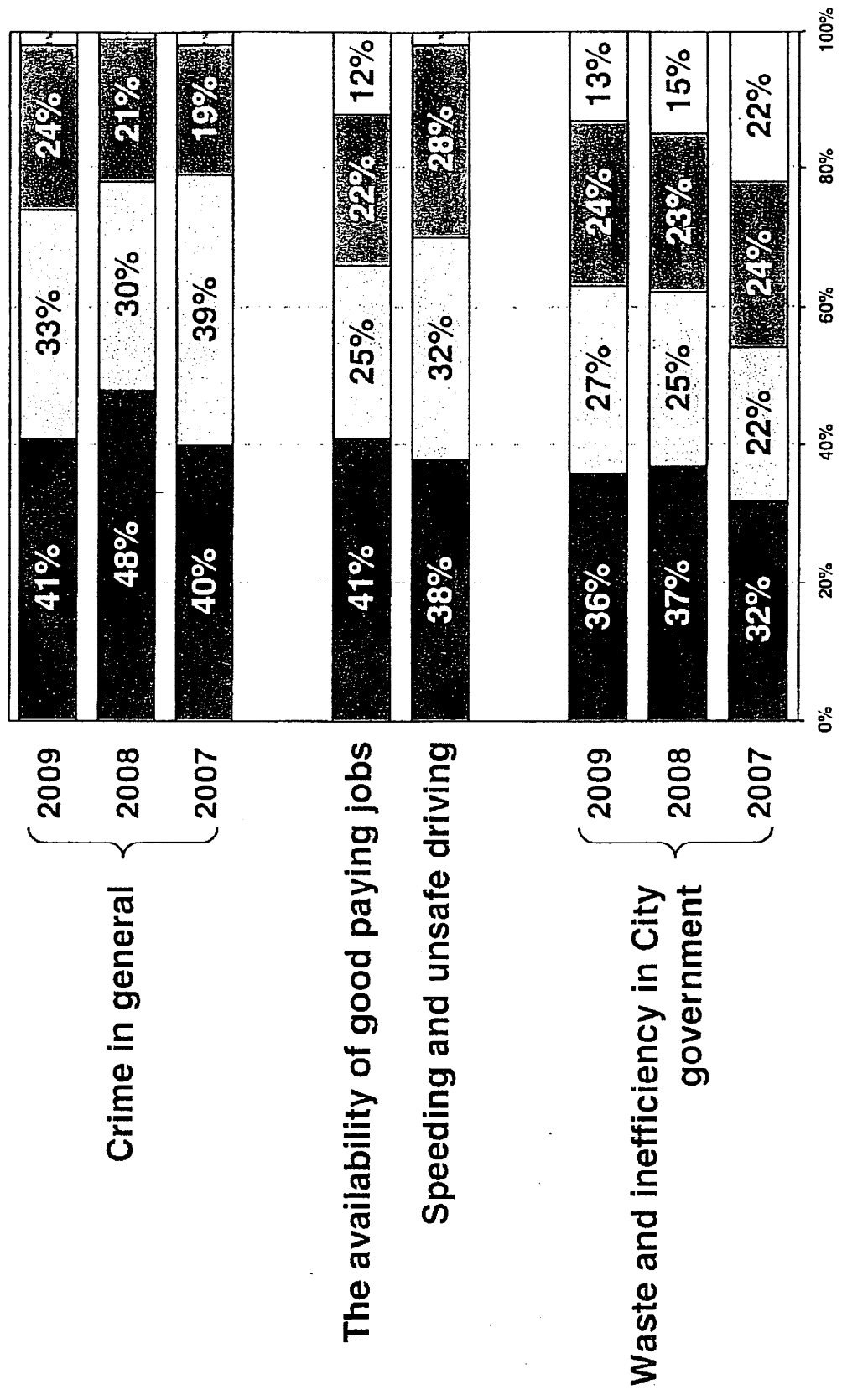
# City of Pasadena 2009 Citizen Survey

Fairbank,  
Muslin,  
Mauldin &  
Associates

Original Research  
Public Policy Analysis

## Continued

■ Ext./Very Ser. □ S.W. Ser. ■ Not Too Ser. □ DK/NA



5. I'd like to read you a brief list of issues facing Pasadena that have been mentioned by local residents. Please tell me whether you consider each to be an extremely serious problem, a very serious problem, a somewhat serious problem, or not too serious a problem in Pasadena. Split Sample

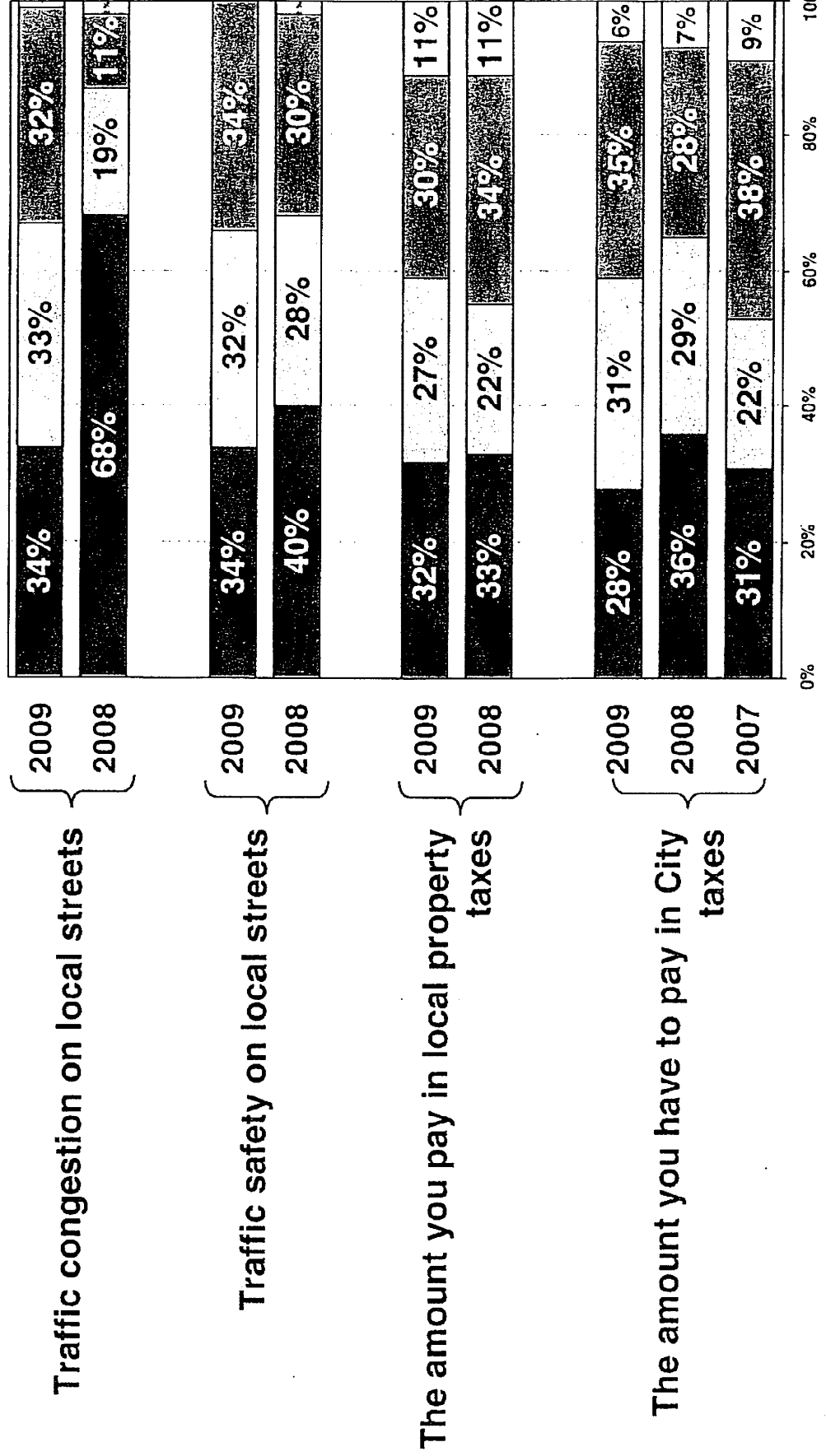
# City of Pasadena 2009 Citizen Survey

Fairbank,  
Maslin,  
Mauldin &  
Associates

City of Pasadena  
2009 Citizen Survey

Continued

■ Ext./Very Ser. □ S.W. Ser. ▣ Not Too Ser. □ DK/NA



5. I'd like to read you a brief list of issues facing Pasadena that have been mentioned by local residents. Please tell me whether you consider each to be an extremely serious problem, a very serious problem, a somewhat serious problem, or not too serious a problem in Pasadena. Split Sample

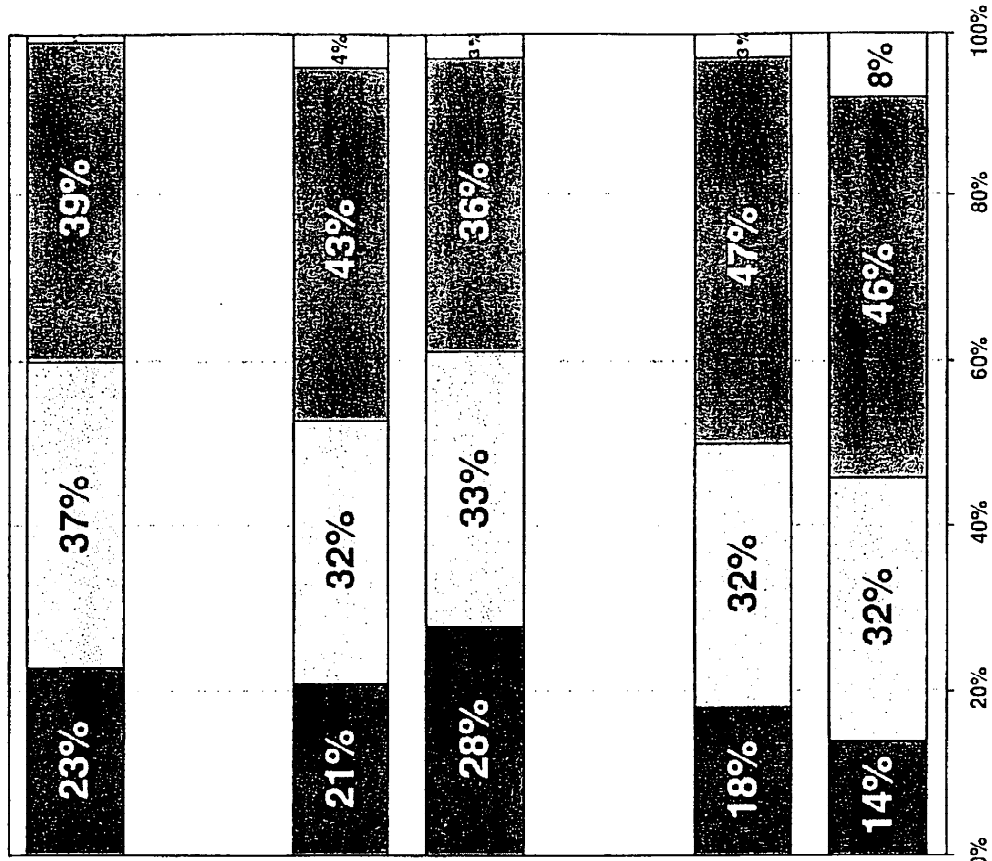
# City of Pasadena 2009 Citizen Survey

Fairbank,  
Mashin,  
Mullin &  
Associates

Urban Assessment  
Public Policy Analysis

## Continued

Ext./Very Ser.  S.W. Ser.  Not Too Ser.  DK/NA



The condition of local streets and roads

2009  
2008

The lack of open space and natural areas

The availability of parks and recreation programs

The availability of parks and recreation programs

5. I'd like to read you a brief list of issues facing Pasadena that have been mentioned by local residents. Please tell me whether you consider each to be an extremely serious problem, a very serious problem, a somewhat serious problem, or not too serious a problem in Pasadena. Split Sample

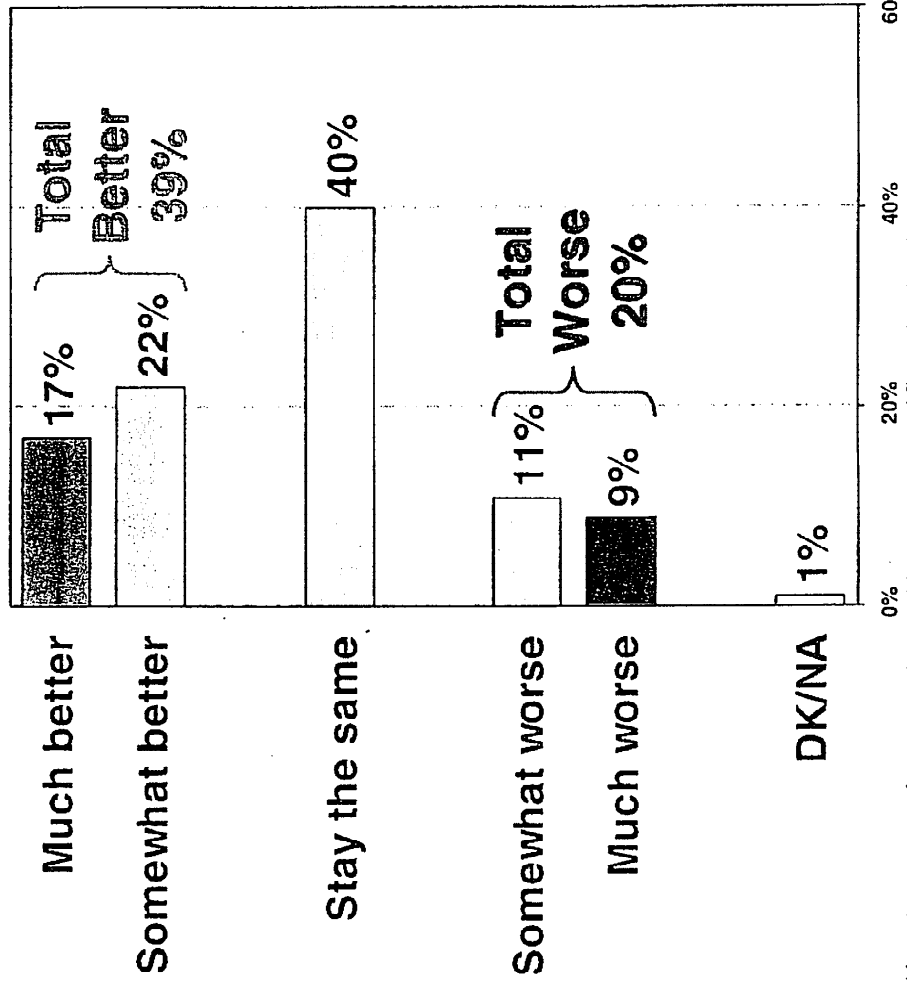
# City of Pasadena 2009 Citizen Survey

Fairbank,  
Alastin,  
Ataullin &  
Associates

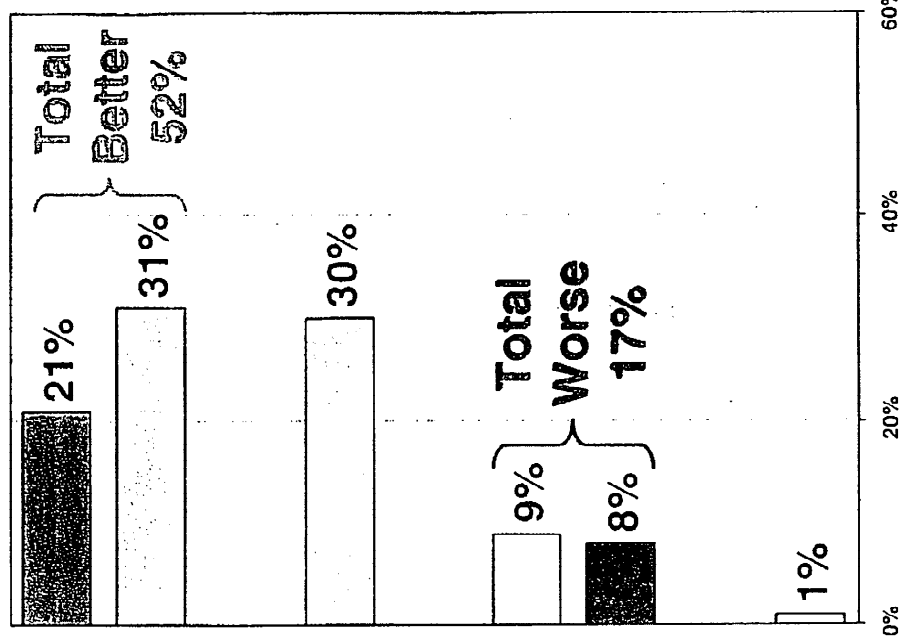
CONDUCTED BY PASADENA  
PUBLIC POLICY CENTER

## Outlook on Personal Financial Situation and the Economy a Year From Now

Personal Financial Situation



The Economy



7a. Thinking about a year from now, do you think your personal financial situation will get better, stay the same, or get worse?  
b. Thinking about a year from now, do you think the economy will get better, stay the same, or get worse?

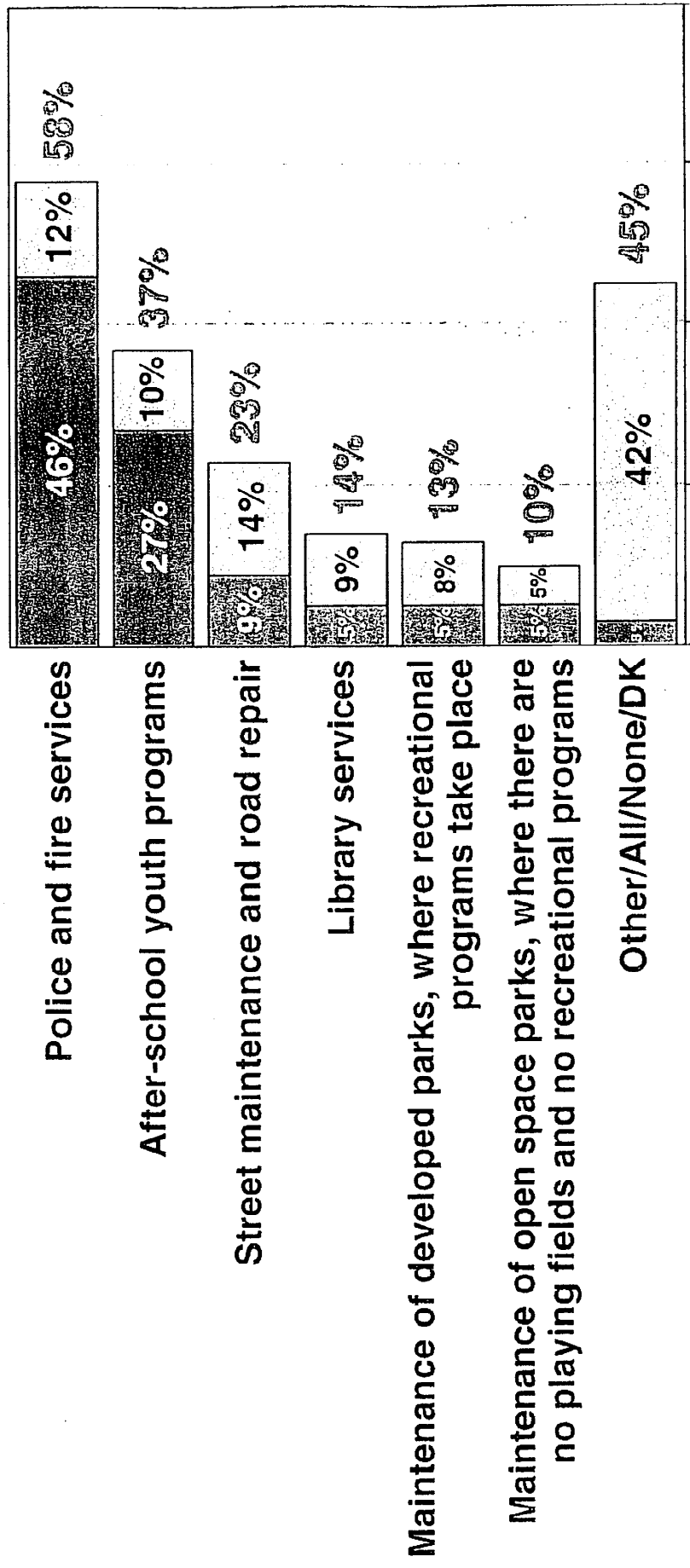
# City of Pasadena 2009 Citizen Survey

Fairbank,  
Maslin,  
Mauldin &  
Associates  
Pasadena, CA

## Funding Priorities for New Year's City Budget

Please let me give you some more information about this year's city budget. Due to a decline in sales and property tax revenue, the city is facing a potential \$20 million budget deficit.

(Ranked by First Priority)  1st Priority  2nd Priority

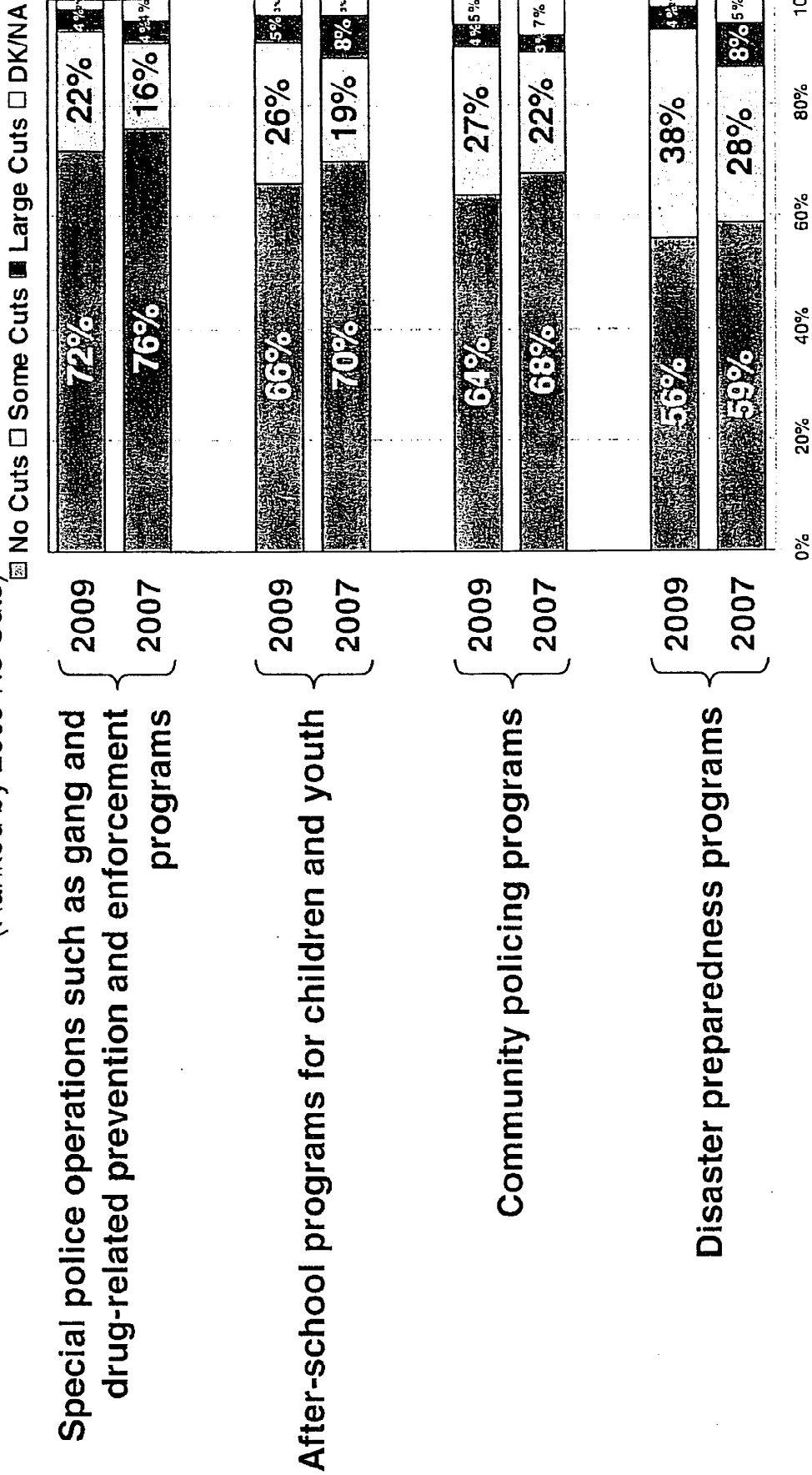


11. I am now going to read you some of the main categories of spending in the Pasadena City budget. Please tell me which of these six categories you think should be the highest priority for funding from City government in next year's budget.

# City of Pasadena 2009 Citizen Survey

## Preferred Budget Cuts for City Programs and Services

(Ranked by 2009 No Cuts)

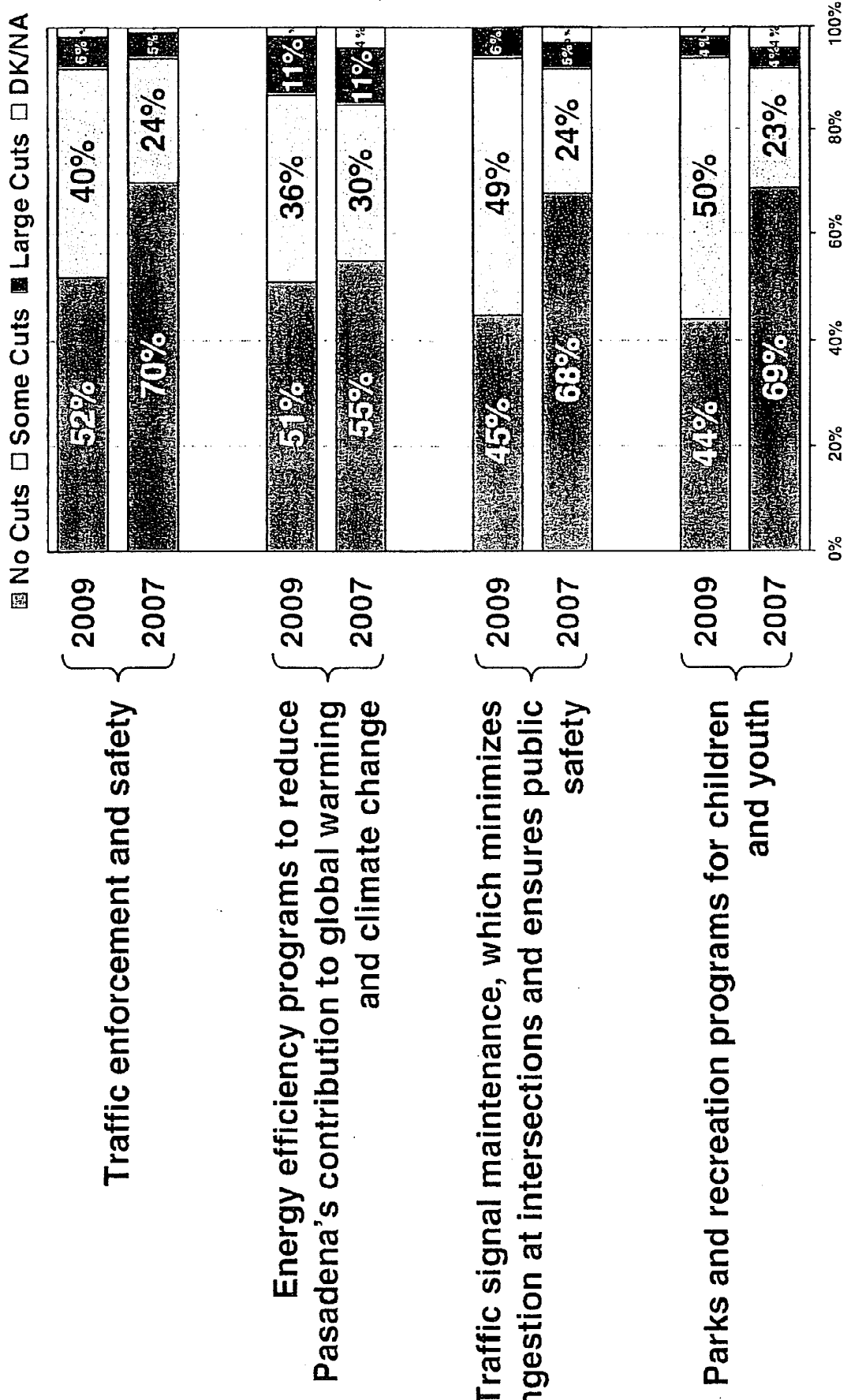


12. I am going to mention some of the services the City provides its residents; due to the budget deficit, some of these services might have to be cut back. Please tell me whether you think large cuts should be made in that service in order to balance the budget, just some cuts should be made, or no cuts at all should be made in that service to balance the City budget. Split Sample

# City of Pasadena 2009 Citizen Survey

Fairbank,  
Maslin,  
Mullin &  
Associates  
CONSULTANTS  
Pasadena, California

## Continued



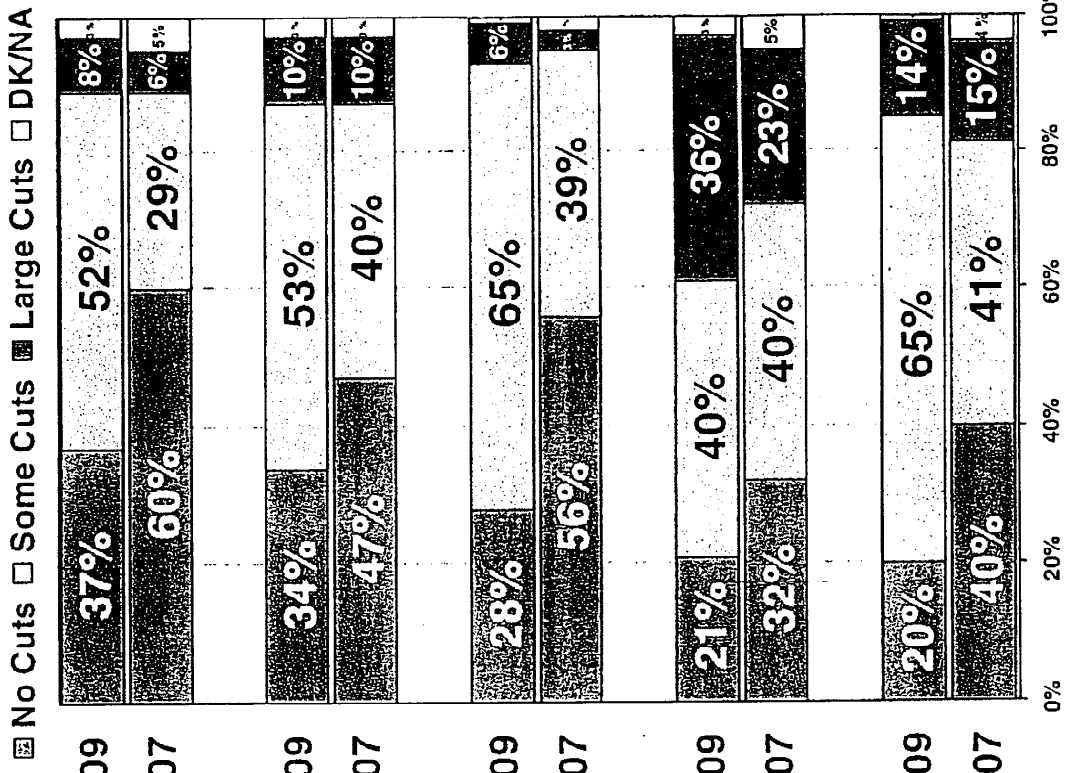
12. I am going to mention some of the services the City provides its residents; due to the budget deficit, some of these services might have to be cut back. Please tell me whether you think large cuts should be made in that service in order to balance the budget, just some cuts should be made, or no cuts at all should be made in that service to balance the City budget. Split Sample



# City of Pasadena 2009 Citizen Survey

Fairbank,  
Meehan,  
Mauldin &  
Associates  
CONSULTANTS  
Public Policy Institute

## Continued

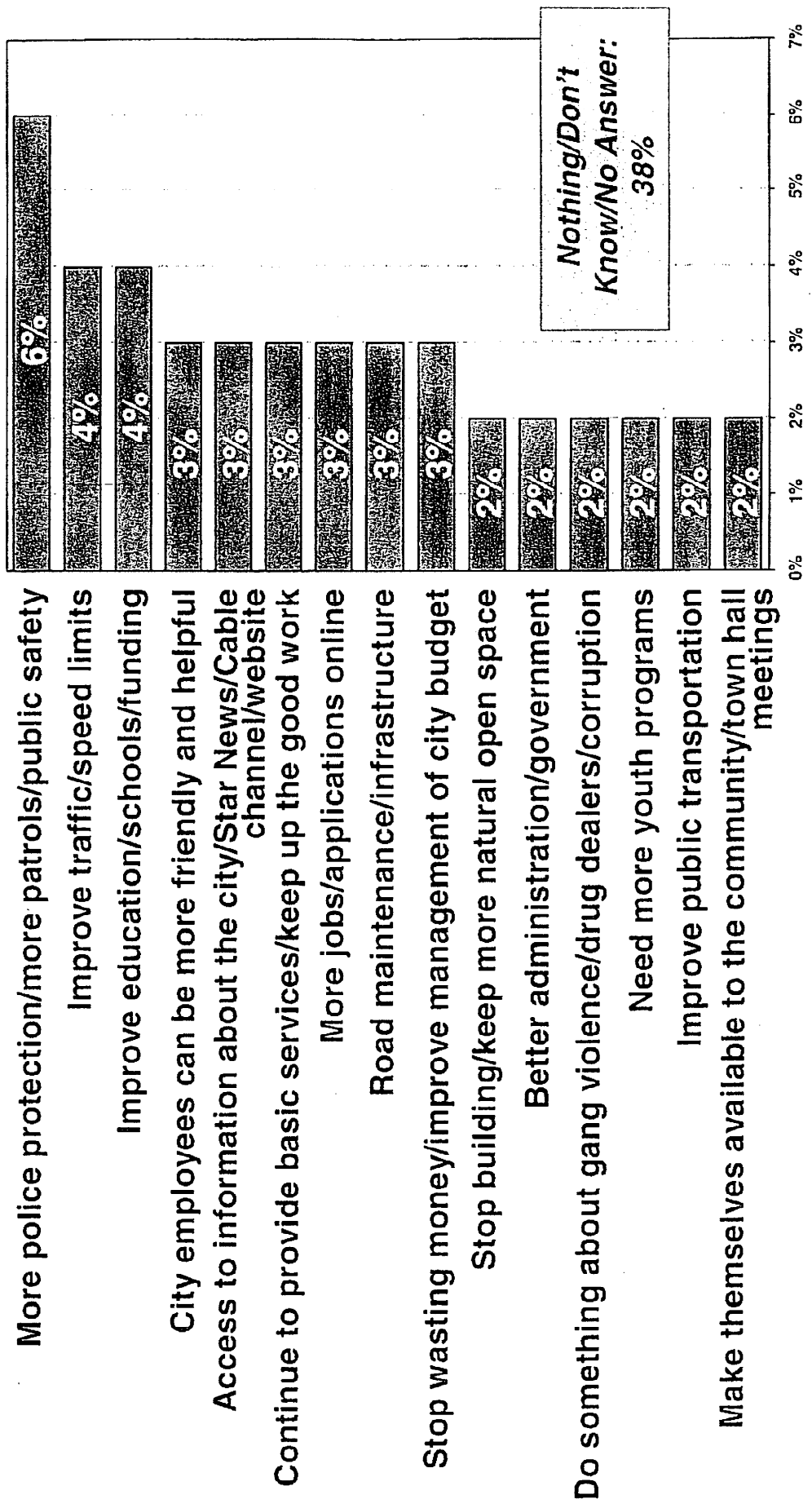


12. I am going to mention some of the services the City provides its residents; due to the budget deficit, some of these services might have to be cut back. Please tell me whether you think large cuts should be made in that service in order to balance the budget, just some cuts should be made, or no cuts at all should be made in that service to balance the City budget. Split Sample

# City of Pasadena 2009 Citizen Survey

## Most Important Thing Residents Would Like to See City Do To Improve City Services

(Including Top 2% Responses; Open-ended; Grouped Responses; Ranked by Top Responses)



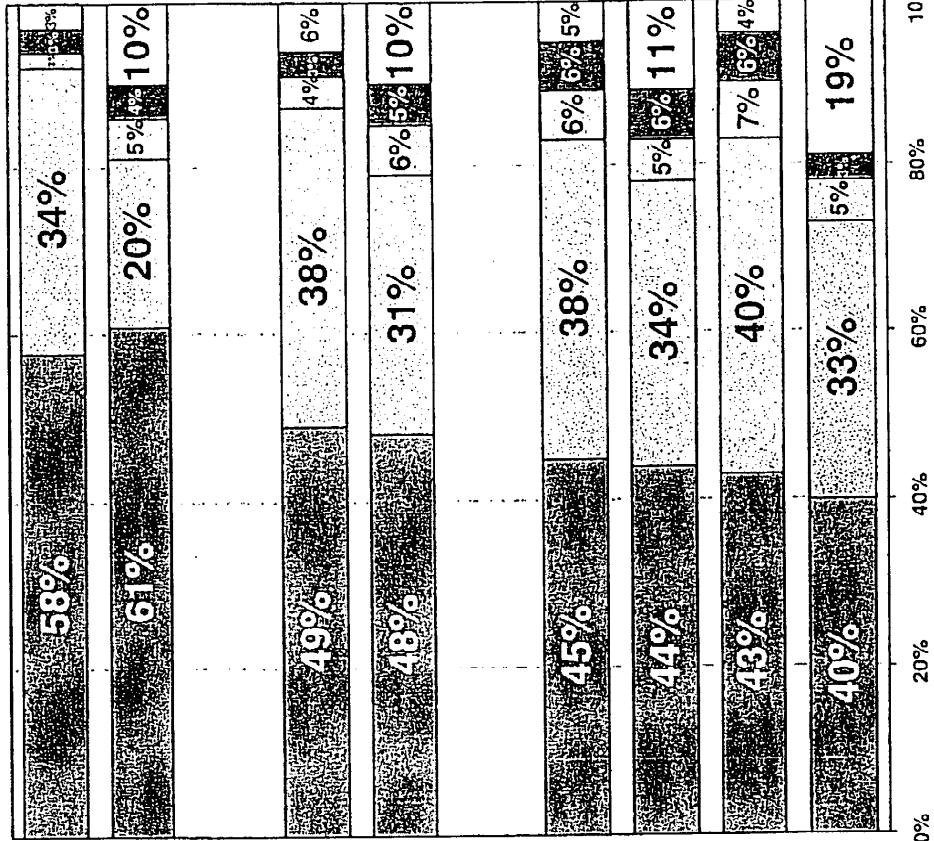
16. In your opinion, what is the most important thing the City of Pasadena can do to improve city services for the people who live and/or work in Pasadena?

# City of Pasadena 2009 Citizen Survey

## Accuracy of City of Pasadena Related Statements

(Ranked by 2009 Very Accurate)

Very Acc.  S.W. Acc.  S.W. Inacc.  Very Incc.  DK/NA



\*The state is experiencing a large budget deficit

\*The state is experiencing a large budget deficit that will negatively affect city services and programs

\*Our area is experiencing a water shortage

\*The city is planning on limiting the days and hours that residents can water their lawns

\*The Pasadena Police Department is effective in keeping our neighborhoods safe

The Pasadena Water and Power Department is planning on raising water rates.

6. I would like to read you some statements about City of Pasadena related-issues. Please tell me if you think each of the following statements is accurate or inaccurate.  
\*Split Sample

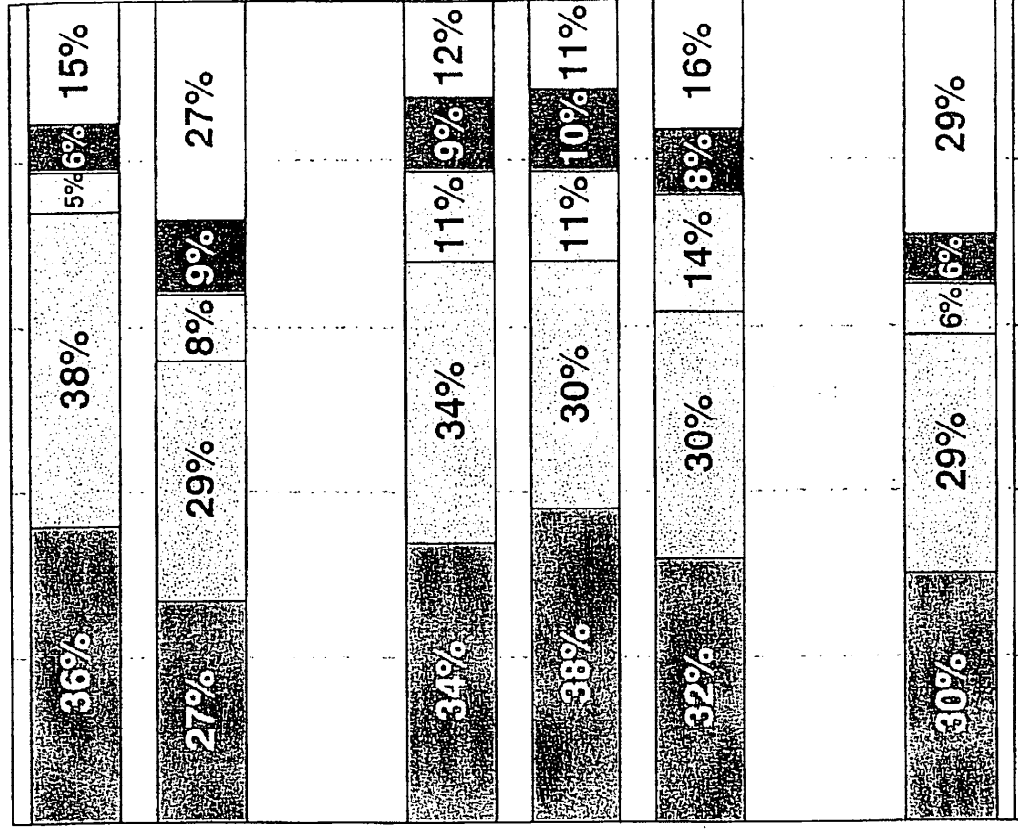
# City of Pasadena 2009 Citizen Survey

Fairbank,  
Ataslin,  
Braulon &  
Associates

Opinion Research &  
Public Policy Analysis

## Continued

Very Acc. □ S.W. Acc. □ S.W. Inacc. Very Inc. □ DK/NA



0% 20% 40% 60% 80% 100%

6. I would like to read you some statements about City of Pasadena related-issues. Please tell me if you think each of the following statements is accurate or inaccurate.

\*Split Sample

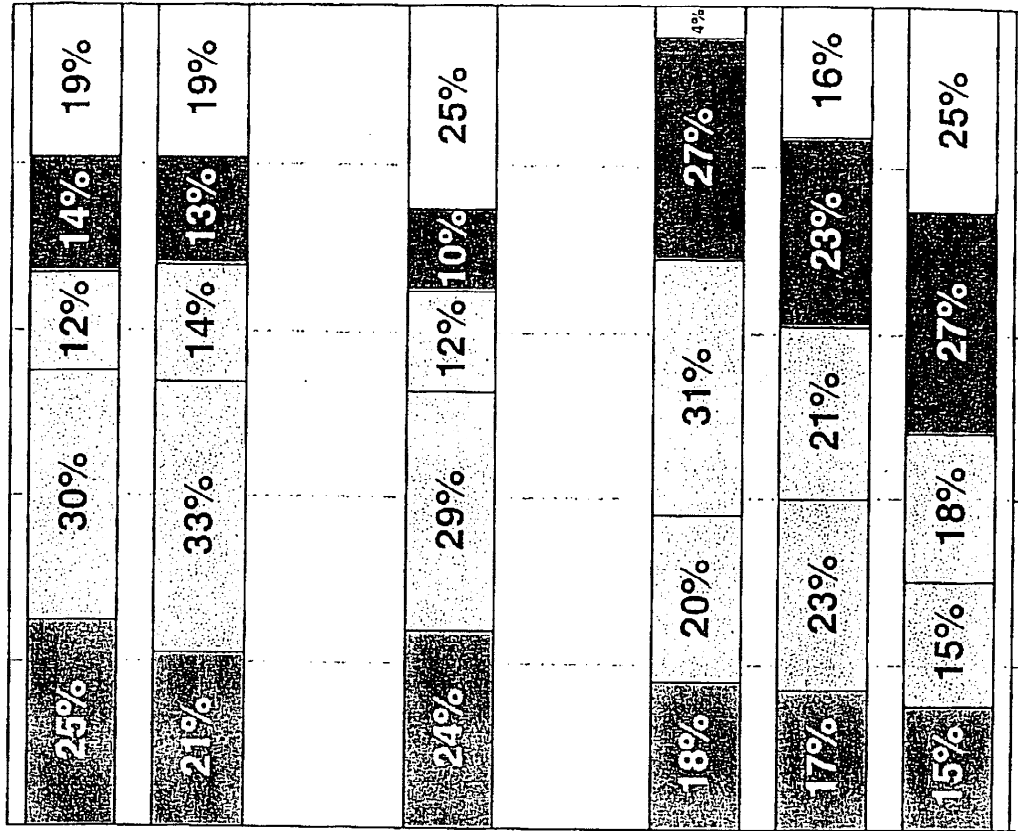
# City of Pasadena 2009 Citizen Survey

Fairbank,  
Mastin,  
Mullin &  
Associates

Opinion Research &  
Public Policy Analysis

## Continued

Very Acc.  S.W. Acc.  S.W. Inacc.  Very Inacc.  DK/NA



The city manages its finances well

\*City fire stations are aging and in need of repairs and upgrades

My neighborhood has not gotten its fair share of city services  
2007 & 2008 My neighborhood has not gotten its fair share of city funding

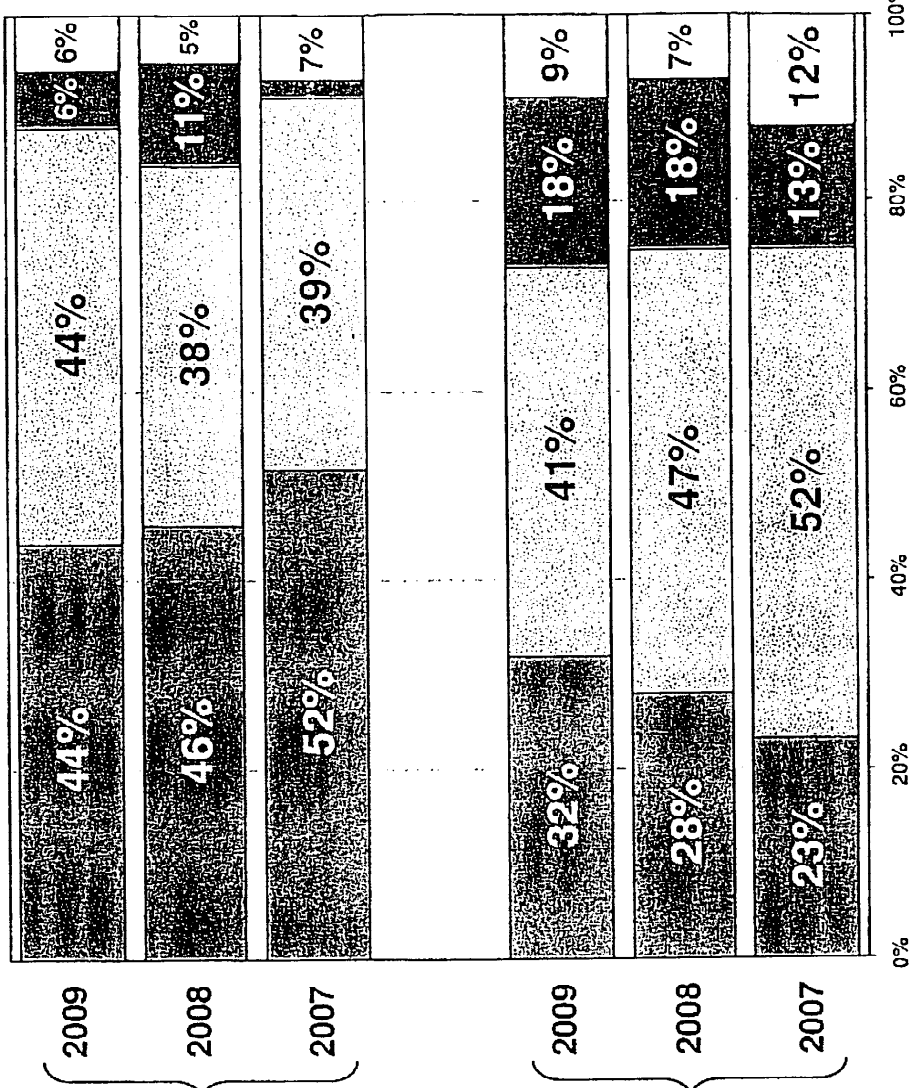
6. I would like to read you some statements about City of Pasadena related issues. Please tell me if you think each of the following statements is accurate or inaccurate.  
\*Split Sample

# City of Pasadena 2009 Citizen Survey

## Job Ratings of City of Pasadena Departments and Services

(Ranked by 2009 Excellent Performance)

Excellent
  Pretty Good
  Just Fair/Poor
  DK/NA



\*The Pasadena Fire Department

\*Parks and Recreation Services

Fairbank,  
 Maslin,  
 Mauldin &  
 Associates  
 Chapman Research &  
 Public Policy Analysis

3. I would like you to rate the job of various City of Pasadena departments, services and organizations. Please tell me if you would rate their performance as excellent, pretty good, just fair or poor. \*Split Sample

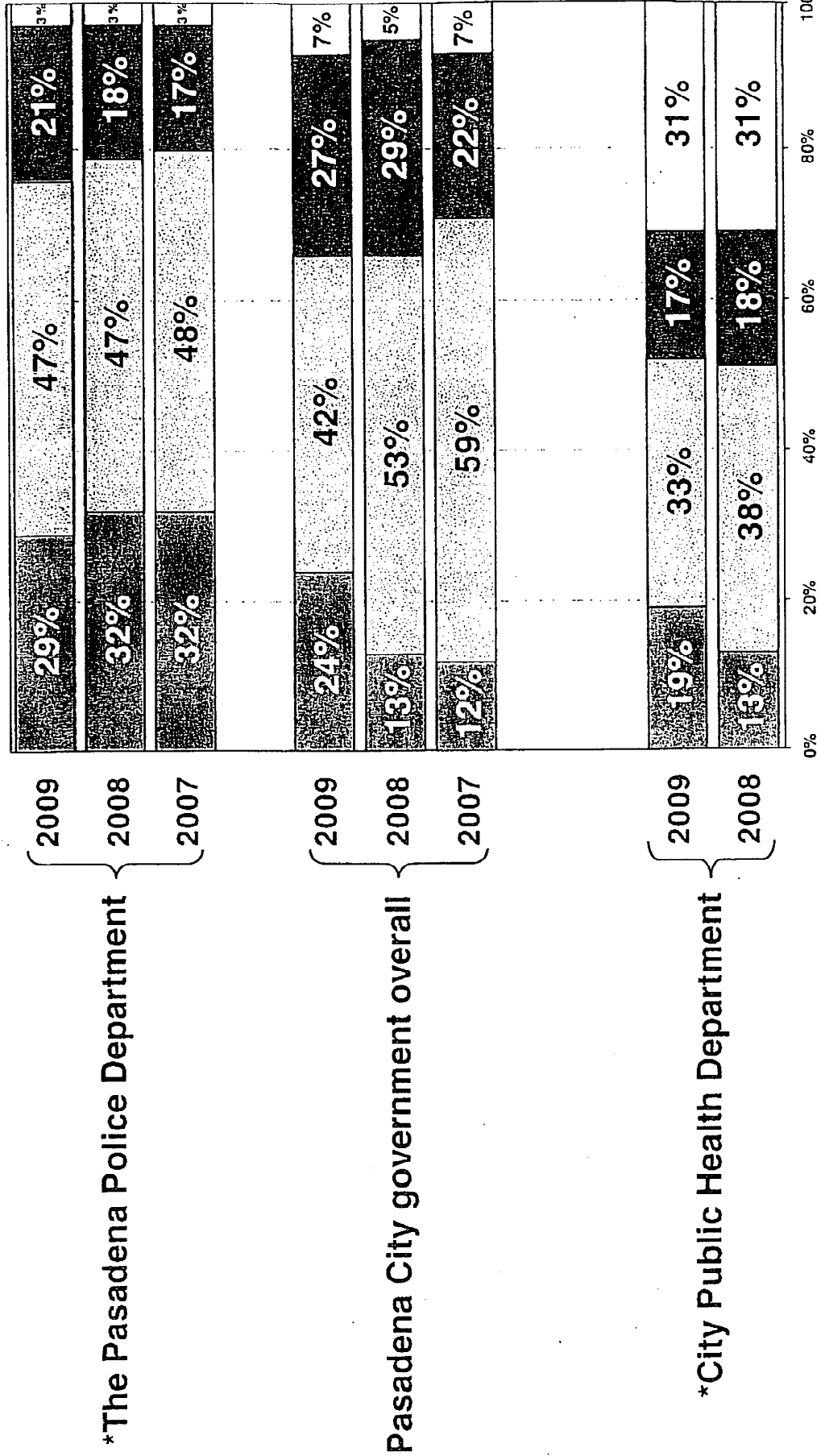
# City of Pasadena 2009 Citizen Survey

Fairbank,  
Mastin,  
Mauldin &  
Associates

Opinion Research &  
Public Policy Analysis

## Continued

Excellent 
  Pretty Good 
  Just Fair/Poor 
  DK/NA



3. I would like you to rate the job of various City of Pasadena departments, services and organizations. Please tell me if you would rate their performance as excellent, pretty good, just fair or poor. \*Split Sample