



Agenda Report

TO: CITY COUNCIL

DATE: September 21, 2009

FROM: CITY MANAGER

SUBJECT: STRATEGIC PLANNING PROCESS

RECOMMENDATION:

It is recommended that the City Council receive and file the informational report on the six-month strategic objectives (Attachment A). Staff is also requesting City Council concurrence on the definitions of the core value statements (Attachment B).

BACKGROUND:

In January 2009, the City Council held a strategic planning retreat to revisit the City's mission statement and adopt City Council goals. The result of that meeting was the creation of a new mission statement that clearly defines the type of organization that Pasadena wants to be.

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.

On June 18, 2009, the City Council once again met to reaffirm the three-year goals and receive updates on the six-month strategic objectives. As a part of this meeting the City Council added a new three-year goal. The six City Council goals are as follows:

- 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

- Ensure public safety (*new*)

Each of the above goals has new and/or revised objectives that will be achieved within the next six months. Attachment A is the September update of the six-month strategic objectives for each of the six goals and their corresponding completion dates. Undertaking a strategic planning retreat is a dynamic process designed to keep the strategic plan current and responsive to City Council priorities.

Additionally, during this time staff has also expanded on the core values that were identified at the June 18th meeting. Attachment B represents the outcome of staff discussion regarding the following core values:

- Responsiveness
- Honesty and Integrity
- Accountability
- Excellence
- Open, Clear and Frequent Communications
- Innovation
- Diversity and Inclusiveness

Next Steps

Staff will continue to complete the objectives as defined in Attachment A and provide monthly progress/monitoring reports to the City Council. This is, of course, in addition to the work plan that each department sets for each fiscal year. The City Council and executive management will meet again on December 1, 2009 to reassess our strategic plan, review the City Council goals, and establish new 6 month objectives.

FISCAL IMPACT:

This is an informational item and therefore has no direct fiscal impact. However, the successful implementation of a strategic planning process will greatly benefit staff as we address any further reductions.

Respectfully Submitted,



MICHAEL J. BECK
City Manager

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.	X		Staff went to City Council on August 17 th with preliminary estimates for FY 2009 revenues. Staff will return to Council on October 5 th for further discussion on the budget.
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.	X		The Taskforce has met three times, twice with the FPRS actuary and representatives of the System. An interim report is expected to be presented to the City Council in October and the internal staff team continues to explore related issues.
3. By December 1, 2009	Finance Director	Present to the City Council for action recommendations regarding the reserve policy for major funds.	X		Finance staff is proceeding with the review and development of the reserve policies.
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.	X		This project is underway and will be completed by the due date.

<p>5. By December 1, 2009</p>	<p>HR Director and Finance Director</p>	<p>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.</p>		<p>X</p>	<p>A preliminary meeting has occurred and the project is on target for completion.</p>
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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.	X			Staff presented this item to the Finance Committee on September 14 th .
2. By November 1, 2009	Public Works Director	Present to the City Council for action the Hahamongna Annex Plan.		X		This is currently going through Design Commission.
3. By December 1, 2009	Assistant City Manager Steve Merrell	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.		X		An extension of the MOU for Linda Vista Park was approved in August and the related CUP approved in September. Development of an agreement covering participation in the construction and joint use of a softball field at Pasadena High School is currently underway.
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.		X		Planning staff is proceeding with development of the framework. Metro has notified us that this project will receive funding through the Call; an RFP for a design consultant is in process.
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.		X		Work is already underway with the RBOC, tax counsel, the consultant and Financial advisors to develop the most efficient tax and financing strategy for the project.

6. FUTURE By March 2010	Public Works Director	Present design of Phase I improvements for the Civic Center Plan to the City Council for consideration.		X	Staff awaiting Caltrans approval to begin fund expenditures.
7. By December 1, 2009	Public Works Director	Ensure completion of Robinson Park.		X	Project under construction and expect completion by December 2009.
8. By December 1, 2009	Public Works Director	Present to the City Council for action the Teen Center at La Pintoresca.		X	
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.			Due to timing with the park user groups, construction is scheduled for winter 2009/2010.

THREE-YEAR GOAL: INCREASE CONSERVATION AND SUSTAINABILITY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By October 1, 2009	Director of Planning and Development	Finalize the 1990 Baseline Carbon Footprint Report and present to the City Council.		X		
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.		X		Public outreach will occur in September.
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.		X		Discussions between staff and the EAC Chair have begun.
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.		X		The relevant aspects of the rate design will be presented for Council review.

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.			Nov 1st	Best Practices review completed; program framework to be presented to TAC at October Meeting.

<p>2. By November 1, 2009</p>	<p>Director of Planning and Development and the Director of Transportation</p>	<p>Provide at least 3 public education workshops on the Mobility and Land Use elements of the General Plan.</p>	<p>X</p>	<p>Phase I of the General Plan outreach program began in April with the initiation of the stakeholder meetings and the appointment of the General Plan Update Advisory Committee. The Committee and staff have designed an outreach program that includes more than 20 community workshops (completed in July); A series of MoveAbout tours for August/September; A second round of citywide community workshops in September; A speaker series in September/October; District meetings in October; A final community open house in November. This series of event will result in an issues summary report to be presented to Council for approval before moving forward with Phase II, the development of land use and mobility alternatives.</p>
<p>3a. By December 1, 2009</p>	<p>Director of Transportation</p>	<p>Disseminate for public discussion updated/enhanced approaches to: 1) Neighborhood Traffic Management and 2) street classification.</p>	<p>X</p>	<p>Street classification work to be presented to TAC in November, NTMP V2 to be presented to TAC in December.</p>

<p>3b. By December 1, 2009</p>	<p>Director of Transportation</p>	<p>Disseminate for public discussion updated/enhanced approaches to: 1) transportation performance measures and 2) EIR significance thresholds</p>		<p>Mar 2010</p>	<p>Performance measures being developed in conjunction with forecast model - White paper to be circulated to TAC in Dec 2009; EIR thresholds will follow after concurrence on performance measures.</p>
<p>4. By December 1, 2009</p>	<p>Director of Transportation</p>	<p>Complete update of the Bicycle Master Plan and present to the Transportation Advisory Commission for recommendations.</p>		<p>Feb 2010</p>	<p>Draft of the new Master Plan delivered September 17, 2009. Public meeting to discuss plan set for October 1. Plan completion being delayed to fit into General Plan Update.</p>
<p>5. By December 1, 2009</p>	<p>Director of Transportation</p>	<p>Recommend funding to the City Council for action for increased frequency of ARTS (Area Rapid Transit System) service to the Gold Line.</p>	<p>X</p>		<p>Meeting with Foothill Transit on September 18th to discuss governance mechanism for moving operations to Foothill. Tier II included operator concept moving through Metro.</p>

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 November 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.		X		Finance is in the research phase gathering information and data on Pasadena businesses to formulate a program working together with other department heads.
2. By November 1, 2009	Director of Planning and Development and Director of Transportation	Implement Phase I of the General Plan regarding public outreach.	X	X		Phase I of the General Plan outreach program began in April with the initiation of the stakeholder meetings and the appointment of the General Plan Update Advisory Committee.

<p>3. By November 15, 2009</p>	<p>Director of Planning and Development ; the Director of Information Services; and General Manager of PWP</p>	<p>Investigate fiberoptic and broadband deployment opportunities and present a plan to the City Council Ed Tech Committee.</p>	<p>X</p>	<p>Library has received a report from Planning Department giving the current status of the city's fiber optic network. We are exploring grant opportunities related to the federal stimulus funding packages. Dir. of Library and Info Services is working with southern California library consortium to develop regional approach to grants. A summary of the status has been prepared and reviewed by ITSD and the Director of Planning & Development. Additional opportunities are being evaluated by Jan Sanders. A report will be ready for Ed Tech in October.</p>
<p>4. By December 1, 2009</p>	<p>Director of Planning and Development</p>	<p>Evaluate reuse opportunities for potentially available car dealer sites and present options and alternatives to the City Council Ed Tech Committee.</p>	<p>X</p>	<p>Development staff has been working with the auto dealerships to understand site issues. A report will be ready for Ed Tech in November.</p>
<p>5. By December 1, 2009</p>	<p>Housing Director and Finance Director</p>	<p>Identify options for additional permanent sources of funding for affordable housing and present options to the City Council Ed Tech Committee for direction.</p>	<p>X</p>	<p>Research is on-going beginning with permanent sources used by Santa Monica.</p>

THREE-YEAR GOAL: ENSURE PUBLIC SAFETY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By August 17, 2009	Fire Chief	Submit to the City Council for action a plan to restrict parking in hillside areas on Red Flag Days.	X			This item was approved by City Council on August 17 th . The first reading of the ordinance was heard on September 14 th . As part of the Red Flag Parking Restrictions Council approved an upgrade to the Pasadena Local Emergency Alert System (PLEAS) to assist with public notifications. The plan is complete and a presentation to the Public Safety Committee is scheduled for October 5 th .
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.			Oct. 5th	Two meetings occurred in July on this. Discussions continue in an effort to resolve liability coverage concerns. Future meetings are being planned to address and define Tournament versus City obligations.
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.			Nov. 1st	Mid Managers from both Transportation and Fire Departments have briefly met to discuss strategies and responsibilities. Discusses taking the draft plan to Public Safety in November 2009.
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).		X		

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.		X		A meeting occurred on 9/15/09 with PUSD officials. Progress is being made and this objective will be completed on time.
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CITY VALUE STATEMENTS

THE WAY WE CONDUCT BUSINESS IS AS IMPORTANT AS THE BUSINESS WE CONDUCT.

Responsiveness: We exist to serve our community. We are committed to finding solutions in a timely manner; we listen, we are empathetic and we take appropriate action.

Honesty and Integrity: We align our values, words and actions. We are honorable, trustworthy and sincere. We consistently go beyond the legal minimum, to do what is right.

Accountability: We take responsibility for our decisions and actions. We are accountable to our community and to each other.

Excellence: We deliver the best service possible and we are committed to quality outcomes. We strive to exceed expectations and to bring out the best in each other.

Open, Clear and Frequent Communications: We seek shared understanding with our community. We are engaged and our interactions are meaningful. We believe in participatory governance and transparent processes.

Innovation: We are flexible and adaptive to the ever-changing needs of our community. We are willing to seek non-traditional solutions and we embrace creativity.

Diversity and Inclusiveness: We value the strengths that result from varied experiences, ideas and perspectives. Our collective histories create the fabric that is Pasadena.