

## WORKING DRAFT

C I T Y O F P A S A D E N A

### **STRATEGIC PLANNING RETREAT**

22 September 2013 \* Pasadena Convention 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.

#### VISION STATEMENT

Pasadena will combine world class events, science and technology, arts and culture, history and architecture with great neighborhoods and opportunities for all.

#### CORE VALUES

not in priority order

The City of Pasadena values . . .

- ♦ *Responsiveness*
- ♦ *Honesty and Integrity*
  - Accountability*
  - ♦ *Excellence*
- ♦ *Open, clear and frequent communication*
  - ♦ *Innovation*
- ♦ *Diversity and Inclusiveness*
  - ♦ *Fiscal responsibility*

#### THREE-YEAR GOALS

2013-2016 • not in priority order

- ▶ Improve and maintain the infrastructure
- ▶ Improve financial stability
- ▶ Complete funding and construction of the Rose Bowl Renovation Project
- ▶ Improve the local economy
- ▶ Improve the quality of life and enhance public safety

**NEXT STEPS/FOLLOW-UP PROCESS**

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
Tuesday, September 23	Asst. City Mgr. Julie Gutierrez	Distribute the 'Working Draft' Strategic Planning Retreat Record to the City Council and Executive Leadership Team members.
Within 48 hours	All recipients	Read the (working draft) strategic planning retreat record.
October 1, 2013	Executive Leadership Team (City Manager – lead)	Begin to review the "Current Internal Weaknesses/ Challenges" list for possible action items.
By October 15, 2013	Department Heads	Share and discuss the 'working draft' Strategic Plan with staff.
October 28, 2013	City Manager	Present the "Working Draft" Strategic Plan to the Mayor and City Council for discussion and Next Steps in the Strategic Planning process.
Monthly	ELT and City Council	Monitor progress on the goals and objectives. Revise objectives (add, amend and/or delete), as needed.
Monthly	Asst. CM Gutierrez	Prepare and distribute the updated Strategic Plan Monitoring Matrix to the Mayor, City Council, ELT
mid-March to mid-April 2014	City Council Executive Leadership Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives. - develop Strategic Objectives for the next six months.

## **S.W.O.T. ANALYSIS**

Strengths – Weaknesses - Opportunities - Threats

### **STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF PASADENA IN THE PAST 3 YEARS**

Brainstormed List of Perceptions

- New water treatment plant
- Infrastructure improvements
- Completed the Rose Bowl Pavilion Project
- Enhanced youth programs through internal collaboration
- Reached consensus on General Plan Land Use
- Implemented many technology solutions to improve efficiencies
- Acquired energy resources equivalent to over 20% of our electrical demand
- Completed the Development Permit Processes Efficiency Study and began implementation
- Implemented cloud and e-book features in the library
- Implemented the MOU between PUSD (Pasadena Unified School Dist.) and the City of Pasadena
- Transferred Animal Licensing to the Pasadena Humane Society to increase effectiveness and revenue collection
- Completed several new affordable housing developments
- Deployed a 311 mobile service
- Adopted new Ten-Year Energy Efficiency Goals
- Expanded transit service to Northwest Pasadena
- Restored library hours
- Expanded the MASH Program
- Realigned HS & R to expand recreation offerings and youth employment
- Introduced new service delivery models in the Fire Department
- Implemented Solid Waste efficiencies for a savings of \$400,000 per year
- Completed entitlements for the first major office building in the city in many years
- Revitalization of city parks
- Permanently housed dozens of chronically homeless persons through Project HOUSED
- Acquired the Desiderio site
- Generated over \$12 million in local economic benefits from the Rose Bowl Renovation Project
- Implemented pension reform through increased cost sharing of PERS
- Exemplary response to the windstorm
- Released to the public a Quality of Life Index
- Completed a Community Health Improvement Plan
- Greened two affordable housing projects; collaboration between the Housing Dept. and the Water & Power Dept.
- Implemented Safe Routes to School projects
- Completed the hiring of the Executive Leadership Team
- Completed a new EOC (Emergency Operations Center)
- Updated and expanded the Public Electric Vehicle Charging Infrastructure
- Increased the use of social media for public information
- Completed a Zero Waste Strategic Plan
- Obtained the Section 108 loan for Robinson Park
- Completed the Lincoln Ave. Specific Plan
- Transferred the Human Services Endowment to the Pasadena Community Foundation
- Improved hearing access at city facilities
- Launched Affordable Care Act education and enrollment
- Implemented a Rotating Public Art Program
- Expanded a traffic signal preemption program for emergency response
- Completed the Public Art Master Plan
- Installed the first Adaptive Traffic Control System
- Implemented a Sidewalk Repair Program
- Installed wayfinding signs throughout the city
- Increased operational tactics at major events to increase homeland security

- Completed City office consolidation for a savings of \$200,000 per year
- Completed a citywide needs assessment for Human Services, Recreation and Housing
- Acquired the YWCA building
- Created a Regional Crime Task Force at no cost to taxpayers
- Got a temporary restraining order against the State of California; the dispute amounts to about \$40 million related to the Redevelopment Agency
- Survived the first round of Sequestration
- Maintained a diverse workforce
- Began the process of a new EPR system
- Balanced the budget
- Completed Fire Station 32
- Replaced the ARTS bus
- Built a dental clinic
- Improved park maintenance
- Reduced homelessness
- Implemented a new parking management system
- Completed an Economic Development Strategic Plan
- Enhanced community partnerships to improve AB 109 prisoner reentry
- Implemented the first-ever Citizens Academy
- Completed the City Council redistricting process
- Achieved a 74% refuse diversion rate
- Increased regional partnerships to secure radio and data interoperability (I/O)
- Hosted and participated in numerous job fairs
- Absorbed the AIDS Service Center into the Public Health Dept., preventing the Center from being eliminated
- Expanded the Employee Training Catalog
- Expanded the Parking Credit Program to facilitate business development
- Invested in new fire apparatus changing front-line life cycle from 20 to 15 years
- Improved recreational facilities

## **THE CITY OF PASADENA'S CURRENT INTERNAL WEAKNESSES/ CHALLENGES**

### Brainstormed List of Perceptions

- Lack of a citywide long-term vision
- Lack of funding
- Local elections
- Growth of homelessness in city facilities and parks
- Not focusing on workforce development
- Residual staff shortages resulting from layoffs
- Lack of maintenance of aging infrastructure
- Overspecialization of the city workforce
- Multiple years of no salary increases
- Delayed completion of the Classification Study and uncertainty of outcomes
- Have not identified where new leaders will come from
- Lack of analytical support
- Antiquated systems
- Lack of communication and transparency to the public and employees
- Lack of competent workforce
- Challenge maintaining and enhancing current service levels
- Lack of sidewalk repairs
- Lack of updated policies
- Lack of prioritization of limited funds
- Lack of resources
- Lack of more money
- Poor employee morale; fear
- Staff feels entitled
- Lack of hope and optimism
- Internal duplication of services

- Lack of succession planning
- Lack of understanding of accountability
- Aging workforce
- Residents/the public unaware of financial stresses; we're not communicating well enough to them
- Media relations are not as good as they could be
- Holding on to obsolete programs
- Resistance to change
- Have not improved internal collaborations to improve efficiencies
- Settling for the status quo
- Unresolved technological needs
- Not data-driven
- Internal capacity is too low to meet external expectations
- "Brush fires" – not enough planning and having to put out fires; reactionary
- The challenge of coordinating common goals and initiatives
- Lack of technical skills
- Lack of prioritization in the organization
- Demands exceed capacity
- High drama
- Cumulative impact of changes affects morale
- Micromanaging of lower level staff by department heads
- Inadequate checks and balances
- Stress of doing all we need to do and fulfill residents' expectations with limited resources

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

Brainstormed List of Perceptions

- Improving economy
- Improving residential market
- Improved local and regional partnerships
- Renewed interest in improving public schools
- Improving state budget
- Maximizing real time communication
- Possible UCLA championship
- Extended Gold Line
- Possible state funding to mitigate AB 109
- Delays in the LA NFL stadium
- Availability of high level workforce
- Pasadena as an increasingly desirable place for people to live and work
- Devil's Gate Debris Removal Project
- Our school district is in a better financial place
- Health care availability
- Changing work environment – less centralization
- Assembly member Holden
- Public's increasing use of technology
- Perception of Pasadena as a place for innovative industry
- Shifting economic competitors
- Opening of new hotels
- SB 391 (California Homes and Jobs Act)
- AB 1229 (Strengthening Inclusionary Housing)
- Expanded influence of the Millennial Generation
- Improved community awareness regarding public safety ("See Something, Say Something")
- Emergence of a tech corridor
- Local elections

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

### Brainstormed List of Perceptions

- Earthquake
- Aging workforce
- Cyber threats
- State and federal policy resulting in an overreliance on natural gas as a resource
- Legislation impacting the city's radio system
- Federal policy change impacting the stock and bond markets
- Sequestration
- Loss of the Redevelopment lawsuit
- State legislation aimed at reducing charter cities
- Drought
- Threats to the Delta
- Lack of immigration reform
- Poaching of our key staff
- Maintenance of a diverse work force
- Increasing interest rates
- Tax reform
- Significant domestic/local terrorist attacks
- Pan-influenza
- Increasing health care costs
- Increased cost of government
- Consistently high cost of living in Pasadena
- Shifting economic competitors
- Cost of AB 32 implementation
- Budget cuts in the courts
- Federal and state regulatory requirements
- Municipal bankruptcies
- Aging baby boomers
- Special interests in Sacramento
- Exacerbation of the gap between the rich and the poor
- Continued and growing reaching into city funds by the state
- Lack of funding for sidewalk improvements
- Federal deficit
- State government
- Political gridlock
- Elimination of tax-exempt financing
- Lack of grant dollars
- Overtaxation by the federal, state and county governments
- SR 710—happening or not happening
- Impacts of AB 109 (early prisoner release)
- Changing work environment – people not going to offices to work
- Public's increasing use of technology
- Overburdened judicial system
- Maintaining silos of expertise



## IDENTIFY THREE-YEAR GOALS

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

- Develop a structured plan to recruit Pasadena youth into Pasadena jobs
- Always look at the fiscal impact of all decisions
- Increase transparency
- Complete funding and construction of the Rose Bowl Renovation Project
- Educate the public on the limitations of resources
- Improve or replace public facilities
- Improve public education
- Update policies and systems to involve public involvement
- Establish Pasadena as a center of innovation
- Use more technology and innovation in city programs and services
- Assist PUSD in achieving strong public schools
- Improve media relations and public communication
- Enhance the skills, knowledge and ability of internal staff
- Assess the viability of a local tax initiative
- Strengthen public-private partnerships
- Fund and prioritize the CIP
- Resolve parking issues
- Expand public transit
- Become more business-friendly
- Create a Financial Resources Plan
- Promote innovation and creativity for problem solving
- Provide opportunities to quality city employees for upward mobility
- Streamline the entitlement process
- Complete Streets implementation
- Eliminate homelessness, and its impact on the business community, in the city (by half)
- Cut the number of uninsured by one-half; increase access by opening another urgent care
- Integrate the operations of the three operating companies (RBOC PCAC, PCOC)
- Increase access to governmental services
- Find funding for sidewalk and tree maintenance
- Develop and implement a Workforce Development Plan for each department
- Kill the 710 tunnel
- Reduce debt and increase revenue
- Ensure accurate staff work
- Expand entry-level training positions
- Adopt a plan for funding public sector pensions in Pasadena
- Develop a funding source to stabilize Rose Bowl operations
- Update citywide policies for consistency
- Expand fiber network for economic development purposes
- Determine a governing structure for the central arroyo
- Enhance public safety
- Audit the city's financial situation to be communicated to utility rate payers
- Create workforce opportunities for all/100%
- Strengthen our tax base
- Generate at least \$1 million operating surplus per year
- Add a mental health services component to the Public Health Dept.
- Prioritize the projects and identify funding sources for infrastructure needs
- Meet the General Fund 20% reserve target
- Beautify the city
- Improve marketing of Pasadena as a destination city
- Revitalize former Redevelopment properties

# **STRATEGIC PLAN ELEMENTS**

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## **“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



**WORKING DRAFT**

**CITY OF PASADENA \* STRATEGIC OBJECTIVES**

22 September 2013 – 15 March 2014

THREE-YEAR GOAL: <b>IMPROVE FINANCIAL STABILITY</b>					
WHEN	WHO	WHAT	STATUS		COMMENTS
			DONE	ON TARGET REVISED	
1. At the Nov. 18 2013 CC Finance Committee meeting	Chief Information Officer, working with the Director of Finance	Present a plan to the City Council Finance Committee to generate public participation in and understanding of the city's budget and engage them to share ideas and interests.			
2. December 15, 2013	Director of Finance	Establish an Interdepartmental Team to review and analyze policies and procedures to strengthen the internal checks and balances.			
3. February 15, 2014	Director of Finance	Identify and evaluate options to address OPEB (other post-employment benefits) (e.g., retiree medical costs) and provide recommendations to the City Council's Finance Committee.			
4. March 15, 2014	Director of Finance	Present the Interdepartmental Team's findings to date regarding checks and balances to the Executive Leadership Team.			

**THREE-YEAR GOAL: IMPROVE AND MAINTAIN THE INFRASTRUCTURE**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. January 15, 2014	Pasadena Water and Power General Manager	Present a plan to the City Council Municipal Services Committee for a Community Water Summit to discuss water supply changes facing the city.				
2. January 15, 2014	Asst. City Manager Gutierrez (lead) and the Infrastructure Group (5 department heads)	Update and prioritize unfunded infrastructure priorities and present to the City Council for consideration.				
3. January 15, 2014	Public Works Director – lead, Transportation Director and Pasadena Water and Power General Manager	Present options to the Council's Municipal Services Committee for direction to fund sidewalk enhancements, including the use of underground surcharge funds.				
4. January 31, 2014	Chief Information Officer	Hold a City Council workshop on expanding fiber optic services for public and private use.				
5. March 1, 2014	Public Works Director	Bring to the City Council for action an award of contract for the La Loma Bridge rehabilitation.				

**THREE-YEAR GOAL: *IMPROVE THE LOCAL ECONOMY***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. January 15, 2014	Asst. City Manager Mermell	Report to the City Council on first year progress of the Economic Development Strategic Plan implementation.				
2. January 15, 2014	Pasadena Water and Power General Manager	Present to the City Council's Municipal Services Committee for considerations recommendations regarding utility rate incentives to stimulate economic development.				
3. March 15, 2014	Planning and Community Development Director	Present to the City Council for action policy considerations for streamlining the development review process.				
4. March 15, 2014	Asst. City Manager Mermell	Develop and present to the City Council's Ed Tech Committee a targeted marketing campaign for the innovation sector promoting Pasadena's amenities.				

**THREE-YEAR GOAL: COMPLETE FUNDING AND CONSTRUCTION  
OF THE ROSE BOWL RENOVATION PROJECT**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. January 15, 2014	City Manager and the Rose Bowl General Manager	Report to the City Council on the beginning of the Rose Bowl Renovation Project Phase III.				
2. January 31, 2014	Public Works Director	Ensure the start of construction on the Rose Bowl Entry Project.				

**THREE-YEAR GOAL: IMPROVE THE QUALITY OF LIFE AND ENHANCE PUBLIC SAFETY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Feb. 3, 2014 Joint City Council- School Board meeting	Dir. of Human Services and Recreation	Present to the City Council and PUSD Board the School/City/Community Work Plan Report Card.				
2. February 15, 2014	Dir. of Housing and Career Services	Develop and present to the City Manager a plan for increasing the number of residents in the MASH Program.				
3. March 1, 2014	Dir. of Housing and Career Services, working with the public and business community to help reduce homelessness	Implement a public education campaign with meters for public donations for homeless service providers.				
4. March 1, 2014	Dir. of Human Services and Recreation – lead, Dir. of Housing and Career Services and Dir. of Public Health	Present a plan to the City Manager to align human services and health services to increase efficiencies and effectiveness of services.				
5. March 15, 2014	Director of Public Health, with input from city departments and outside agencies	Report to the City Council on the progress of the Mental Health Needs Citywide Assessment.				
6. March 15, 2014	Police Chief	Assess the impact of AB 109 and present the results as well as actions being taken to the City Council's Public Safety Committee.				
7. FUTURE OBJECTIVE March 31, 2014	Dir. of Public Health	Reduce the number of uninsured individuals in Pasadena by half (12,500) through enrollment and education activities.				