

Agenda Report

October 21, 2013

TO: Honorable Mayor and City Council
FROM: City Manager
SUBJECT: STRATEGIC PLANNING RETREAT – NEXT STEPS

RECOMMENDATION:

- 1) Receive the Strategic Planning Retreat summary and direct staff to implement the objectives defined in the Strategic Objectives Matrix; and
- 2) Consider methods for continuing the strategic planning process and provide direction to staff.

BACKGROUND:

Next month, City staff will begin work on the fiscal year 2015 operating and capital budgets. As this process moves forward, it is important that the City Council's priorities for the upcoming fiscal year are clearly understood as consideration is given to balancing limited resources against substantial need. The City is a complex and sophisticated organization that requires staff to continually make choices on how to spend limited funds and allocate staff time. When competing interests arise, it is better to know the City Council's position so that informed decisions are made.

As part of this process of establishing priorities, the City Council and Executive Leadership Team ("ELT") participated in a strategic planning retreat on September 23, 2013 at the Pasadena Conference Center. The intent of the session was to define three-year City goals and six-month objectives.

As in previous years, Marilyn Snider of Snider and Associates led the discussion which included a SWOT (Strengths, Weakness, Opportunities, and Threats) analysis, review and selection of three-year goals, and creation of new six-month objectives. The results of the SWOT analysis, along with the draft mission and vision statements, are included in Attachment A, and the three-year goals and six-month objectives are set forth in Attachment B.

During the morning session, the City Council drafted the following new/revised three-year goals (not in priority order):

- Improve and maintain 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

Based on these five goals, the ELT created objectives that are to be completed over the next six months. When the ELT developed the six-month objectives, they tried to incorporate the totality of the City Council discussion that resulted in the draft goals. As a follow up to the retreat, the City Council should reaffirm the goals or choose to have further discussion on them and suggest modifications. The Council should also review the objectives and endorse them or consider changes.

It was evident during the goal setting process that the City Council did not have sufficient time to fully discuss their district or Citywide priorities. As the City Council considers how to continue that discussion and the strategic planning process in general, staff is suggesting the dual process outlined below.

First, as a way to continue the discussion regarding individual City Council member priorities, a light City Council agenda could be reserved in the future to allow Council members individually to share their top two or three District and Citywide priorities. This workshop could be scheduled during a regular City Council meeting so that the community can easily listen and participate. Prior to such a meeting, each Council member could seek input from their respective residents/businesses during community meetings or through online surveys regarding public service priorities or general quality of life issues. Staff could prepare a short survey/questionnaire that each Council member could use, or the process could be unique for each District. The information gathered from surveys and community meetings could become the basis for the priorities each Council member would present during the workshop.

Following the workshop, staff could review all comments by the City Council and attempt to synthesize the discussion into four or five key citywide priorities. Those priorities would be presented at a future City Council meeting for further discussion and consensus building.

Second, staff could set specific City Council workshops from topics raised during the September strategic planning retreat as well as other complicated issues that deserve a comprehensive policy discussion. The issues could be identified based on their significance in impacting the future direction of the City and its operations over the next

three years. Examples of such major policy questions/issues could include the following:

- Environmental Stewardship: how “green” should Pasadena be, given that there is a premium cost for this policy that will continue to increase over time?
- Public Schools: what role should the City play in helping PUSD achieve their academic goals, and at what cost?
- Transportation: with street widths being mostly fixed, how do we resolve the desire to allocate more space for pedestrians, bicyclists and public transit while concurrently maintaining the flow of motor vehicle traffic?
- Program and service expectations: with costs continuing to increase faster than revenues, how do we determine which programs and services to reduce or eliminate?
- Aging Infrastructure: how do we increase our annual investments in utility infrastructure, streets and sidewalks, fire station rehabilitation, and other public facilities?
- Affordable housing: as funding sources decline and diminish our ability to produce affordable housing units and the housing market continues to rise, how do we provide affordable and workforce housing?

The above topics are just a few examples of key policy issues that the City Council may want to consider exploring. Staff would review its list of key issues with the Council to assure that each Council member’s priorities have been considered. Ultimately, having a better understanding of the City Council priorities allows staff to focus their energies on the most important areas and allows for more efficient City operations. The desire is to identify a process whereby the Council is able to discuss and establish clear priorities/goals and other ideas on how to proceed, which is welcomed and encouraged.

FISCAL IMPACT:

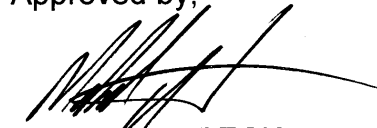
There is no fiscal impact associated with this information agenda report.

Respectfully submitted,



JULIE GUTIERREZ
Assistant City Manager

Approved by,



MICHAEL J. BECK
City Manager

Attachment A: SWOT analysis

Attachment B: Draft mission, vision, three-year goals, and six-month objectives