

**C I T Y   O F   P A S A D E N A**  
**STRATEGIC PLANNING RETREAT**  
**8 January 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.**

**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 local economy**

**NEXT STEPS/FOLLOW-UP PROCESS**

WHEN	WHO	WHAT
Friday, January 8, 2009	City Manager	Distribute the retreat record to those unable to attend or who were not here at adjournment.
Within 48 hours of receipt	All recipients	Read the retreat record.
By January 25, 2009	Department Heads	Share and discuss the Strategic Plan with staff.
At the Jan. 26, 2009 City Council meeting	Mayor, City Council	Present the Strategic Plan to the public.
January 31, 2009	ELT (Executive Leadership Team) (City Manager – lead)	Review the “Internal Weaknesses/Challenges” list for possible action items.
By March 15, 2009	Director of Planning and Development, working with the community General Plan Committee	Develop a schedule for the General Plan.
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.
By May 31, 2009	City Council (Mayor – lead)	Hold a community forum to get input on the Strategic Plan.
June 18, 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 Core Values for the city - develop objectives for the next six months.

## S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

### WHAT ARE THE STRENGTHS OF THE CITY OF PASADENA ?

Brainstormed List of Perceptions

- Relatively strong financial position
- Employees
- Responsiveness
- History and tradition
- Geographic diversity
- Interesting architecture and development
- Beautiful city hall
- Great restaurants
- Other parades: Latino Heritage, Black History, Doodah
- Arroyo Seco
- The Gold Line
- Recreational facilities
- Community centers and libraries
- Museums
- Hahamongna
- Huntington Hospital
- City department heads
- Diversity
- Engaged community
- Commitment to excellence
- National recognition
- Economic diversity
- Collaboration
- Community outreach
- Committed City Council
- Commitment to affordable housing
- Outstanding public and private institutions
- Strong desire to be what we say we are
- Neighborhoods
- Theater and the arts
- Willingness to address difficult issues
- The city has its own water and electric resources
- Smooth streets
- Informed citizenry
- Emergency preparedness
- Efforts to solve homelessness
- AAA credit rating
- Cooperative City Council
- City's policies affirm the values of the city's residents
- Horse trails
- Old Pasadena
- Police Department's commitment to youth
- Architectural diversity
- Adjacent to Eaton Canyon
- Improving relationship with our school district

- Commitment to volunteerism
- Convention Center
- Declining crime rate
- Our public health department
- Cultural strength
- Quality and diversity of services offered
- Trees
- Rose Bowl
- Libraries
- Reputation for being progressive
- Architectural heritage
- Regional destination
- National destination
- Rose Parade
- Bicycle paths
- We're a green city
- Lots of non-profits; a philanthropic culture; generous local charitable foundations

## **WHAT ARE THE CITY OF PASADENA'S INTERNAL WEAKNESSES/CHALLENGES?**

### Brainstormed List of Perceptions

- Budget deficit
- Lack of direction
- Diminishing water resources
- Lack of diverse community-wide input
- Overreliance on process
- Overdevelopment
- Inadequate public engagement
- Failure to embrace non-auto mobility
- Lack resources for capital projects
- Inability to adequately train new employees
- Gang youth violence
- Government inefficiency
- Too many contact numbers for requests for service
- City Council does not invest in NW Pasadena
- Lack of local jobs
- Excessive politicalization, e.g., public art
- Overreliance on fees
- Lack of police officers
- Annual capital budget and operating budget processes are not coordinated; cumbersome; lack transparency; lack objectives tied to the budget
- High volume of commissions, committees, sub-committees
- High employee salaries
- Gentrification
- Personnel expenses growing more rapidly than revenues
- Perception of high cost of doing business with the city
- Building Department does not enforce compliance with codes
- City departments not working together
- Lack another park
- Council meetings are too long
- Police insensitivity in the NW
- Putting Pasadena's residents second – should be first
- Lack of fair treatment in the NW
- Lack of maintenance of aging libraries

- Too much traffic
- Weak sense of urgency
- Too much bureaucracy/process
- Significant dependence on coal for electricity
- Widening gap between the haves and have nots; economic stratification
- Overprotection of historic structures
- Lack of a strong audit function
- Sense of entitlement by employees
- Slow response to Council inquiries
- Lack of public school support
- Lack of comprehensive process for big decisions
- Lack of open space
- Limited funding for city projects
- Ineffectiveness in addressing human resource/employee issues
- Failure to protect open space
- Competing objectives for open space
- “sacred cows”
- Inadequate investment in public infrastructure and facilities
- Lack of management of diversity
- Traveling noise
- Too many Council meetings
- Lack of clear direction from City Council
- Cumbersome process

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

Brainstormed List of Perceptions

- Federal stimulus package
- Improving economy
- New state budget
- New federal administration, e.g., new HUD secretary
- Regional transportation funding
- Increased voter turnout
- Our geographic location
- Presence of a Gold Line when people want to drive less
- Improved workforce
- Improvement in ethnic and racial division
- Healthcare reform
- Willingness and enthusiasm of local educational institutions to partner with us
- Strong statewide moves to regionalize for service provision
- Emerging environmental technologies
- Soft real estate market
- Budget challenges could provide opportunities for regional cooperation
- Improvement in schools
- Private investment in local institutions
- Linking transportation to compact urban environments (SB 375/ AB 1358)
- AB 32 and the federal Green Agenda
- Improved Sunshine Laws for government employees and government
- Increased engagement of youth in the political process
- Millennials in the workforce
- End of the war in Iraq
- Right sizing of the income tax structure
- Foreclosure funding and foreclosure prevention funding

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

### Brainstormed List of Perceptions

- Decreasing water quality and supply
- State government intervention in local affairs
- Federal and state preemption of local control (e.g., regarding energy)
- Deregulation
- Down economy
- More lawsuits
- Higher jobless rate
- High pension costs
- Lack of true workers comp reform
- Aging of the baby boomers
- Aging workforce
- Aging of the libraries
- Increased public demands
- Regional traffic growth
- More demand for public health
- Natural disasters
- Increasing demand for emergency medical services
- Regionalization
- High cost and limited availability of renewable energy
- Lack of available health care
- Technological challenges and high costs
- Judicial rulings
- Increasing foreclosures
- Increasing homelessness
- Foreign wars
- State government in California is highly dysfunctional
- Lack of trust in government
- Unfunded mandates
- Future inflation
- Shifting/declining retail sales
- Reduction in welfare support
- Consolidation of the banking industry
- Poorly performing public schools
- Ineffective and archaic government funding
- Increased demand for services with declining revenues
- Environmental terrorism
- Funding for public schools
- High cost of healthcare
- Insufficient supply of renewable energy sources
- Need for a more highly-educated workforce
- Increasing cost for water imports
- Hospital closures
- Cost of meeting environmental regulations
- Higher demand for park use



## IDENTIFY THREE-YEAR GOALS

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

- Resolve the city's structural financial deficits
- Invest in business opportunities using existing assets
- Formulate a 21<sup>st</sup> century energy program
- Adopt the General Plan elements
- Increase the availability of options connecting residents to the Gold Line
- Improve organizational processes
- Increase open space
- Develop a sustainable Water Plan
- Enhance branch libraries
- Increase water conservation
- Increase governmental efficiencies and public responsiveness
- Develop short-, medium- and long-term plans for all city initiatives
- Promote positive activities for kids and adults
- Develop a comprehensive Traffic Management Plan
- Continue collaboration with PUSD
- Implement a central district streetcar
- Create a Technology Master Plan
- Build the ice rink
- Increase transparency
- Maintain fiscal responsibility
- Increase public responsiveness
- Reduce the city's carbon footprint
- Invest in public facilities and infrastructure
- Streamline the budget process
- Reinvent the way we recruit and hire employees
- Coordinate the Mission Statement, Goals and CIP into the budget
- Secure the long-term future of the Rose Bowl
- Increase park space and playing fields
- Increase green jobs in the city
- Protect the most vulnerable community members
- Resolve the Rose Bowl Loop issues
- Decrease disparities across the city
- Solve the FPRS funding issues
- Improve business-friendly City Hall
- Adopt a Bicycle Master Plan
- Reduce gang violence
- Protect against job loss
- Support the local economy
- Increase and preserve affordable housing

# **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