



Agenda Report

TO: CITY COUNCIL **DATE:** JULY 13, 2009
FROM: CITY MANAGER
SUBJECT: STRATEGIC PLANNING PROCESS

RECOMMENDATION:

This is an informational report on the strategic planning process and no City Council action is required at this time.

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.

The City Council also established five three-year goals and corresponding objectives that were to be completed within the next six months. It was extremely important at that time to define the priorities of the city because staff was moving forward on preparing a budget that would be dramatically reduced as a result of an on-going structural deficit and challenging economic conditions. Having the City Council identify goals and objectives provided staff with a framework to develop a budget that allocated limited resources to the City Council's highest priorities as well as implementation of operational efficiencies.

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. Attachment A is a copy of the City of Pasadena Six-Month Strategic Objectives from January 2009 through June 2009. Similar to the January strategic retreat, staff retained the services of Marilyn Snider to facilitate this exercise. 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 B outlines the six-month strategic objectives for each of the six goals and their corresponding completion dates. Once the objectives are completed, new ones will be identified to ensure a continuous process to meet the six goals of the city. Attachment C outlines the results of the discussions that took place during the retreat day. This includes an analysis on strengths, weaknesses, opportunities, and threats as well as a list of the city's internal challenges/weaknesses. Undertaking a strategic planning retreat is a dynamic process designed to keep the strategic plan current and responsive to City Council priorities.

Next Steps

Staff will be pursue the objectives as defined in Attachment B 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 as a result of the State budget.

Respectfully Submitted,



MICHAEL J. BECK
City Manager