



# Agenda Report

December 6, 2010

**TO:** Honorable Mayor and City Council  
**FROM:** Assistant City Manager  
**SUBJECT: STRATEGIC PLAN UPDATE FOR THE PERIOD OF NOVEMBER 22, 2010 THROUGH APRIL 15, 2011**

## **RECOMMENDATION:**

It is recommended that the City Council receive and file the six-month strategic objectives for the period of November 22, 2010 through April 15, 2011 (Attachment A).

## **BACKGROUND:**

On April 30<sup>th</sup> the City Council and the City Management Executive Team held an all-day strategic planning retreat at the Pasadena Conference Center. Once again, Marilyn Snider of Snider and Associates led the discussion which included review of the mission statement, vision statement, core values, three-year goals, the past six month objectives, and the creation of new and/or amended objectives for the period of November 22<sup>nd</sup> through April 15, 2011.

In light of the economy, a portion of the retreat was devoted to a budget summary on where the city is with respect to our General Fund five year funding plan and what challenges we anticipate in the future. Similar to the past, a SWOT (strengths, weaknesses, opportunities, and threats) analysis was also completed (Attachment B), however, this time there was an emphasis on the fiscal impact. For the SWOT the group responded to what are the City of Pasadena's internal fiscal weaknesses and challenges and external factors/trends in the next three years (2011-2013) and will there be a fiscal impact on the city. Over 25 accomplishments were identified by city staff that had occurred over the past six months demonstrating that even during economic downturn, the city continues to strategically move forward

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 April 11, 2011 to reassess the strategic plan, review the City Council three-year goals, and establish new six month objectives.

**FISCAL IMPACT:**

There is no fiscal impact associated with the adoption of the six month strategic objectives.

Respectfully submitted,



JULIE A. GUTIERREZ  
Assistant City Manager

Approved by:



MICHAEL J. BECK  
City Manager

Attachment A: Six-Month Strategic Objectives  
Attachment B: SWOT Analysis

# CITY OF PASADENA \* STRATEGIC OBJECTIVES

November 22, 2010 – April 15, 2011

## THREE-YEAR GOAL: ***MAINTAIN FISCAL RESPONSIBILITY AND STABILITY***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the December 6, 2010 City Council meeting	Finance Director	Present to the City Council for action recommendations regarding the reserve policy for major funds.				
2. At the January 24, 2011 City Council meeting	City Manager	Present to the City Council for action the alternative approaches and recommendations of the FPRS Task Force to address the fiscal impact of FPRS (Fire Police Retirement System).				
3. At the February 28, 2011 Finance Committee Meeting	Finance Director	Develop and present to the Finance Committee a strategy(ies) to address the negative impact of PERS on the City.				
4. April 15, 2011	Finance Director	Provide an update to the City Council Finance Committee the Cost Study and a Cost Allocation Study.				

**THREE-YEAR GOAL: IMPROVE, MAINTAIN AND ENHANCE PUBLIC FACILITIES AND INFRASTRUCTURE**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DO NE	ON TARGET	REVISED	
1. December 1, 2010	Public Works Dir.	Complete construction of the Teen Education Center at La Pintoresca.				
2. December 15, 2010	The AMC Mermell and Public Works Director	Will take initial steps to secure the YWCA Building.				
3. January 1, 2011	Public Works Dir.	Ensure the completion of the Villa Parke soccer field and community center improvements.				
4. January 15, 2011	Finance Director	Present to the City Council a financial update on the Rose Bowl Renovation Project financing				
5. March 15, 2011	Assistant City Manager Gutierrez – lead, Director of Human Services and Recreation, working with Council Member Gordo	Will finalize and present to the City Council for action the public/private partnership for improvements to and expansion of the Villa Parke Boxing & Fitness Center.				
6. April 1, 2011	ACM-Mermell and Public Works Director	Complete an assessment of conservation requirements for the YWCA Building and report the results to the City Council.				
7. April 15, 2011	General Manager of Water and Power	Begin operation of the groundwater treatment plant at Monk Hill.				
8. April 15, 2011 and quarterly thereafter	City Manager and the Rose Bowl General Manager	Present to the Finance Committee construction and budget status reports on the Rose Bowl Renovation including progress on legacy funding program.				
9. April 15, 2011	General Manager of Water and Power	Report to the Municipal Services Committee on prioritization of water capital infrastructure projects based on funding availability.				
10. April 15, 2011	Public Works Dir.	Begin construction of Phase I improvements for the Civic center Plan using MTA funds.				

**THREE-YEAR GOAL: INCREASE CONSERVATION AND SUSTAINABILITY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the January 31, 2011 City Council Meeting	Public Works Dir., with input from the Municipal Service Committee	Present to the City Council for action the 75% Solid Waste Diversion Plan for 2015.				
2. At January 31, 2011 City Council Meeting	City Manager and Mayor Bogaard, with input from the City Council Legislative Policy Committee	Present to the City Council for action whether or not to modify the charge of the Environmental Advisory Commission.				
3. At the January 31, 2011 City Council Meeting	General Manager of Water and Power	Present to the City Council for action a Water Integrated Resource Plan.				
4. At the February 8, 2011 Municipal Service Committee Meeting	General Manager of Water and Power, working with the Municipal Services Committee	Obtain public input on potential implementation of budget-based water rates.				
5. At the March 14, 2011 City Council Meeting	General Manager of Water and Power	Review progress and make recommendations to the City Council for action with regard to the green energy goals in the Power Integrated Resource Plan.				
6. At the March 16, 2011 Legislative Policy Committee Meeting	Planning Director	Present to the Legislative Policy Committee for action a recommendation regarding whether or not to adopt a single-use plastic bag regulation similar to that adopted by LA County				

7. At the April 11, 2011 City Council Meeting	Dir. of Planning	Finalize the 1990 Baseline Carbon Footprint Report and present to the City Council for action.				
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**THREE-YEAR GOAL: IMPROVE MOBILITY AND ACCESSIBILITY THROUGHOUT THE CITY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the March 14, 2011 City Council Meeting	Director of Transportation	Present to the City Council for action the Bicycle Master Plan.				
2. At the March 15, 2011 General Plan Update Advisory Committee Meeting	Director of Transportation and Director of Planning	Evaluate scenarios for land use and mobility elements and present the results to the General Plan Update Advisory Committee.				
3. April 1, 2011	Director of Library Services	Ensure at least one additional branch library is ADA compliant.				
4. At the April 4, 2011 City Council Meeting	Director of Transportation	Recommend to the City Council for consideration updated/enhanced methods for transportation performance methods, including EIR significance thresholds.				

**THREE-YEAR GOAL: SUPPORT AND PROMOTE THE QUALITY OF LIFE AND THE LOCAL ECONOMY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the January 24, 2011 City Council Meeting	Housing Director	Provide an informational workshop on affordable housing issues to the City Council.				
2. At the February 14, 2011 City Council Meeting	Assistant City Manager Mermell, with input from Economic Development & Technology Committee	Present to the City Council a Reuse Opportunities Plan for available car dealer sites and a plan to work with owners to attract new businesses.				
3. At the March 2, 2011 EDT Committee Meeting	The Interim Dir. of IT with input from the IT Governance Committee Services	Develop and present to the Economic Development and Technology Committee for input a plan to identify and prioritize city services that can be moved to the web for access by businesses and residents 24/7.				
4. At the April 6, 2011 Econ. Development & Technology Committee Meeting	Assistant City Manager Mermell	Bring a draft economic development strategy to the Economic Development & Technology Committee.				

**THREE-YEAR GOAL: ENSURE PUBLIC SAFETY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. February 15, 2011	Director of Transportation and Fire Chief, with input from the Transportation Advisory Commission	Present to the City Council for consideration parking restrictions on narrow streets throughout the city (parking overlay zone).				
2. April 15, 2011	Police Chief and Human Services and Recreation Director	Implement an educational program addressing reintegration with non-profit organizations, households receiving parolee, and community members, within existing financial resources as a part of the Re-integration Enforcement Program.				
3. April 15, 2011	Police Chief -- lead, Fire Chief, H.S. & R, City Attorney, and Director of Library Services	Present to the Public Safety Committee an interdepartmental program design and funding model to collaboratively address delinquency prevention and intervention of youth and young adults, within existing resources.				
4. April 15, 2011	City Manager – lead, Fire Chief, & Public Works Director, with input from the Finance Committee	Present to the City Council for action a Fire Station Replacement and Renovation Plan, including funding.				
5. April 15, 2011	Police Chief – lead, H.S. & R, Public Works Director, Fire Chief & City Attorney	Will present to Public Safety Committee the feasibility and desirability of a model to enhance park safety within current financial resources.				

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

22 November 2010 \* Pasadena Conference Center

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904  
Julia Chambers, Recorder – (510) 525-0350

**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*

**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 quality of life and the local economy**
- ▶ **Ensure public safety**

**NEXT STEPS/FOLLOW-UP PROCESS**

WHEN	WHO	WHAT
Tuesday, November 23	Debbie Campos	Distribute the strategic planning retreat record to the Mayor, City Council on ELT
Within 48 hours	All recipients	Read the strategic planning retreat record.
November 30, 2010	ELT (Executive Leadership Team) (Julie Gutierrez - lead)	Begin to review the "Current Internal Weaknesses/Challenges" list for possible action items.
At the December 6, 2010 City Council meeting	Mayor, City Council	Present the Strategic Plan to the public.
By December 6, 2010	Department Heads	Share and discuss the Strategic Plan with staff.
Monthly	ELT and City Council	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Asst. City Manager	Prepare and distribute the updated Strategic Plan Monitoring Matrix to the Mayor, City Council, ELT
April 11, 2011 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. - develop Strategic Objectives for the next six months.

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

Strengths – Weaknesses - Opportunities - Threats

### **FISCAL ACCOMPLISHMENTS OF THE CITY OF PASADENA SINCE THE APRIL 30, 2010 STRATEGIC PLANNING RETREAT**

Brainstormed List of Perceptions

- Some employee groups waived raises
- Maintained positive cash balance in the water fund by holding vacant positions and controlling expenses
- Reduced spending on services and supply
- Library made better use of consortium funding
- Maintained community and recreation services on a reduced budget
- Reduced outside training costs and contracts
- Saved \$3.6 million by refunding electric revenue bonds
- Reduced the City Council budget
- Secured federal rental vouchers for disabled and veterans
- Maintained our credit rating (AAA)
- Completed Urgent Care Center on budget
- Leveraged state and Federal health grants to maintain health services at reduced costs
- Increased efficiency through the use of IT
- Eliminated vacant positions
- Managed outside legal expenses
- Talked to various vendors to reduce their costs by 10%
- Leveraged state housing funds
- Left positions unfilled
- Fire Department increased revenues through electronic EMS billing
- Leveraged some of our purchasing agreements to increase commodities but maintained prices
- City Council gave up raises
- Reduced costs through Department reorganization/ division consolidation
- Reduced fire department budget 2.5% and maintained reasonable level of services
- Absorbed additional losses that were not in fiscal plan
- Explored opportunities to regionalize
- Consolidated library service hours
- Partnered with Burbank and Glendale to get a favorable contract rate for water testing
- Sold Rose Bowl bonds
- Reduced expenses but maintained service levels through contracting

### **THE CITY OF PASADENA'S CURRENT INTERNAL FISCAL WEAKNESSES/ CHALLENGES IN THE NEXT THREE YEARS (2011-2013)**

Brainstormed List of Perceptions

- Increased employee cost
- Maintaining current service levels
- Aging work force
- Maintaining aging infrastructure
- Fixed costs are tied to revenues
- Maintain or develop youth programs based on intervention or prevention
- Promote tax base while mitigating the impact
- Reduction in our Fund Balance
- Aged inventory of IT equipment and software
- Spotty succession planning

- Maintaining positive morale
- Providing internal reports at a timely manner due to decrease staff
- Cost of necessary infrastructure investment
- Money going out to leases
- Challenge of constant training throughout the organization
- City balancing community's wishes with the city's desire not to create an anti-development environment
- Less employees
- Difficulty responding to increased community expectations
- Challenge of responding to increased community needed
- Funding level of old fire and police retirement system
- Dependence on IT
- Challenge of creating a common information sharing platform
- Addressing reduction of development thus less fees in light of community's desire for less development
- Cost of the city's green city action strategy
- Cost of maintaining city commissions
- Loss of institutional memory
- Need to continue to increase our support of public schools
- Balancing investment of water and power infrastructure with need to maintain rates

### **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE FISCAL IMPACT ON THE CITY OF PASADENA IN THE COMING YEAR**

#### **Brainstormed List of Perceptions**

- Recovering economy
- Electric vehicles
- Greater regional cooperation
- Prop 22 passage could strengthen local government
- State fixes its budget
- Increased funding to healthcare to Health Reform Act
- Extension of the Gold line
- Increasing volunteerism
- Passage of a new Federal transportation bill
- Some labor unions will continue to be sensitive to fiscal challenges
- Low inflation
- More people in need are moving out of California
- Department of Justice COPS funding (grants)
- Section 108 Loan for Robinson Park improvements
- Metro Tier 2 funding
- Regional housing and economic development for non-profits as partners
- Strong stock market to offset PERS losses
- Possibility that Rose Bowl will become the permanent location for BCS new configurations

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

#### **Brainstormed List of Perceptions**

- State budget deficit
- Struggling local non-profit organizations
- Prop 26 implementation
- High unemployment
- Increased demand for safety net services with reduced funding
- Consistent release of state parolees
- Out of city retail competition
- Reduction of judicial resources
- Additional demand for municipal services
- Higher bidding costs due to improved economy

- Inflation
- Cost of regulatory compliance
- Higher interest rates
- Increased costs associated with professional development
- Fewer federal earmarks
- NFL stadium in LA area
- Cost of fire station replacements
- Continued closure of local businesses
- Natural disaster
- Increased litigation and liability costs
- Potential HUD changes to the Section 8 program resulting in serving fewer households
- Increased Workers' comp costs
- Reduced attendance at Rose Bowl and Brookside
- Aggressive business programs by other municipalities
- National election
- Lack of funding for homeless-related resources and services
- Cost associated with a Cap and Trade program
- Decreased funding to public schools
- Increased cost of water
- Decreased funding for Public Health
- Realignment of state services to local government
- Continued increased in PERS cost
- National and state economy
- Increased demand for specialized IT
- Increased homeless population



# **STRATEGIC PLANNING ELEMENTS**

Marilyn Snider, Strategic Planning Facilitator \* Snider and Associates (510) 531-2904

## **"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