



Agenda Report

February 22, 2010

TO: Honorable Mayor and City Council
FROM: CITY MANAGER
SUBJECT: STRATEGIC PLANNING PROCESS UPDATE

RECOMMENDATION:

It is recommended that the City Council receive and file the informational report on the six-month strategic objectives (Attachment A).

BACKGROUND:

In January 2009, the City Council held a strategic planning retreat to revisit the City's mission statement and adopt City Council goals. In subsequent retreats, the City Council has also adopted a new vision statement as well as identified core values.

The 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 new vision statement provides what Pasadena will be in the future.

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

On December 2, 2009, the City Council once again met to reaffirm the three-year goals and receive updates on the six-month strategic objectives. 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

Each of the above goals has new and/or revised objectives that will be achieved within the next six months. Each month staff prepares a report that tracks and monitors the status of the objectives and presents it to the City Council either by way of an agenda report or an item on the City Manager's Informational Newsletter. Attachment A is the January 2010 update of the six-month strategic objectives for each of the six goals and their corresponding completion dates. Undertaking a strategic planning retreat is a dynamic process designed to keep the strategic plan current and responsive to City Council priorities.

There are 34 objectives that are being monitored during this reporting period that are associated with the City Council's six goals. At this time a total of five objectives have been completed, 14 objectives are on target to be completed as originally scheduled and 15 objectives have had their timelines revised. The attached worksheet provides further information on each of the objectives.

Next Steps

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 June 3rd 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 our current budget situation and any further reductions.

Respectfully Submitted,

for MICHAEL J. BECK
City Manager

CITY OF PASADENA * SIX-MONTH STRATEGIC OBJECTIVES

December 2, 2009 – June 1, 2010

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Dec. 31, 2009	Fire and Police Retirement System Task Force (Assistant City Manager Steve Mermell-lead)	Clearly define the issues surrounding Fire and Police Retirement System funding and begin assessing alternative approaches to shield the General Fund.			March 15th	First draft of the Task Force report to the City Manager has been completed. And revision based on comments from Task Force members is underway. Expected completion date March 15.
2. June, 1, 2010	Asst. City Manager Steve Mermell	Implement the approved alternative approaches to shield the General Fund from the impact of the Fire and Police Retirement System.		X		
3. At the Jan. 11, 2010 City Council meeting	Finance Director	Present to the City Council for action recommendations regarding the reserve policy for major funds.			March 22nd	Revised date for presentation is March 22 nd FC and CC meeting.
4. At the Jan. 11, 2010 City Council meeting	Finance Director	Present to the City Council Finance Committee for action an expanded Debt Management Policy which sets forth parameters designed to protect the General Fund.			March 22nd	Revised date for presentation is March 22 nd FC.
5. Jan. 31, 2010	Finance Director with input from the City Council Finance Committee	Develop a strategy(ies) to address the negative impact of PERS investment loss on the city's General Fund and present to the City Council for direction.			March 15th	Staff is reviewing PERS actuarial info to develop a presentation for the City Council workshop on March 15 th .

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Jan. 25, 2010 City Council meeting	Public Works Director	Present to the City Council for action the Hahamongna Annex Plan.	X			Plan was presented to City Council and adopted on Feb 2, 2010
2. Jan. 31, 2010	Public Works Dir.	Host the grand opening of Robinson Park, Phase I.	X			
3. At the joint City Council and PUSD meeting in Feb. 2010	Assistant City Manager Steve Mermell, working with PUSD	Present to the City Council and PUSD Board for action the Master Joint Use Agreement, including the lighted softball field at PHS.	X			
4. March 1, 2010	Public Works Dir.	Begin construction on the Urgent Care Center.	X			Bid has been awarded and construction began on February 5th
5. June 1, 2010, contingent upon approvals from Caltrans	Public Works Dir.	Present design of Phase I improvements for the Civic Center Plan to the City Council for consideration.		X		
6. June 1, 2010	Public Works Dir.	Obtain CUP approval for the Teen Education Center at La Pintoresca.		X		
7. June 1, 2010	Public Works Dir.	Bring construction bids to the City Council for action regarding Villa Parke soccer field and community center improvements.		X		
FUTURE June 30, 2010	Public Works Dir.	Ensure completion of the Villa Parke soccer field and community center improvements.		X		

THREE-YEAR GOAL: INCREASE CONSERVATION AND SUSTAINABILITY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Feb. 28, 2010	Director of Planning and Development	Present to the City Council for action a new sustainable landscape ordinance in support of the City's Water Conservation Program.			March 15th	Scheduled for presentation to MSC on March 9, 2010 and City Council on March 15, 2010.
2. March 1, 2010	Director of Planning and Development	Finalize the 1990 Baseline Carbon Footprint Report and present to the City Council.			March 30th	Based on comments received from various commissions, staff is assessing the appropriate way to proceed to achieve this goal. A determination will be made by March 30 th .
3. June 1, 2010	City Manager, with input from the City Council Legislative Policy Committee	Present to the City Council for action the charge of the Environmental Advisory Commission, including a focus on sustainability.		X		
4. June 1, 2010	General Manager of Water and Power, with input from the City Council Municipal Services Committee	Present to the City Council for action a budget-based water rate proposal.		X		A staff report on water budgets was presented to the Municipal Services Committee for discussion at their meeting of January 12, 2010. The subject of water budgets is scheduled for a Council workshop in April.

<p>FUTURE OBJECTIVE</p>	<p>General Manager of Water and Power</p>	<p>Present to the City Council for action a Water Integrated Resource Plan.</p>	<p>x</p>	<p>The target completion date for development of the Water Integrated Resource Plan has been extended from July 2010 to November 2010. Also, the Mayor has named a stakeholder group which will work closely with the consultant and staff in developing the plan. A first meeting of the stakeholder group will be held in February.</p> <p>The subsequent Urban Water Management Plan is targeted for completion in April 2011. The schedule extensions followed adoption of SB 7, which gives local agencies an additional 6 months to complete their Urban Water Management Plans.</p>
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THREE-YEAR GOAL: IMPROVE MOBILITY AND ACCESSIBILITY THROUGHOUT THE CITY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Jan. 31, 2010	Director of Transportation	Disseminate for public discussion updated/enhanced approaches to: 1) transportation performance measures; and 2) street classification			March 5th	Performance Measures will be presented to TAC at their March meeting. TAC reviewed the proposed Street Classification changes at their January meeting. The GPUAC will review the Street Classifications at their March meeting. Staff has been working on two alternatives to increase ARTS service. It is anticipated that a recommended strategy will be fully developed for Council consideration by June 2010. Action to date has been the development of a Draft White Paper that has been circulated for review.
2. Jan. 31, 2010	Director of Transportation	Recommend a strategy(ies) to the City Council for action for increased frequency of ARTS (Area Rapid Transit System) service to the Gold Line.			June 21st	
3. March 31, 2010	Director of Planning and Development, with input from the General Plan Advisory Committee	Prepare and distribute to the City Council an issue summary report of the input received in Phase I of the General Plan Update.		X		The draft Outreach Summary Report will be presented to City Council on March 8 with final adoption scheduled for May 10 following a community comment period.

4. April 1, 2010, contingent upon TAC input	Director of Transportation	Present to the City Council a program for managing traffic speeds on major streets.	X		TAC reviewed the Arterial Speed Management Program in November 2009. On track for City Council consideration by April.
5. April 1, 2010	Director of Transportation	Disseminate for public discussion updated/enhanced approaches to: 1) transportation performance measures, and 2) EIR significance thresholds.	X		Proposed new Transportation Performance Measures will be presented to TAC at their March meeting.
FUTURE OBJECTIVE	Director of Transportation	Present to the City Council for action the Bicycle Master Plan.	X		The Bicycle Master Plan will be presented to the City Council along with the General Plan. Some elements of the plan may go to Council in June.

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Feb. 28, 2010	City Councilmember Jacque Robinson, working with the Finance Dir., Human Services and Recreation Dir., City Attorney	Present to the City Council for action a program that will give Pasadena businesses and residents first priority for hiring and for City business opportunities.			March 29th	Staff met with business leaders and city department representatives to create a draft plan. Comments are being gathered and documented and will be presented to CC on March 29 th . Draft report will also be presented to EdTech Committee on March 3 rd for input on the CC presentation.
2. Feb. 28, 2010	Director of Planning and Development	Present to the City Council Ed. Tech. Committee for direction the possible reuse opportunities for potentially available car dealer sites.			March 3rd	This item going to Ed Tech Committee on March 3, 2010.
3. Mar. 4, 2010 City Council Ed Tech Committee meeting	Housing Director and Finance Director	Present options for additional permanent sources of funding for affordable housing.			May 5th	Additional time is needed to formulate options for funding.
4. Mar. 31, 2010	Director of Planning and Development, Dir. of Information Services, Gen. Mgr of PWP	Present to the City Council for direction the use of fiberoptic and broadband deployment opportunities.			April 26th	This item now being handled by the Dir. of Library; Gen. Mgr of PWP and the CIO of the new Department of Information Technology.

THREE-YEAR GOAL: ENSURE PUBLIC SAFETY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Feb. 28, 2010	Police Chief	Report to the City Council Public Safety Committee on the status of police officers and upper and middle schools in PUSD.	X			An update was presented at the joint meeting of the City Council and PUSD on February 16 th .
2. Feb. 28, 2010	Asst. City Manager Julie Gutierrez	Complete the assessment and present to the City Council for direction a Public Safety Facilities Bond Measure.			March 22nd	The survey will be conducted at the end of February and the results should be available to present to City Council at the March 22 nd meeting
3. March 31, 2010	Assistant City Manager Steve Mermell and Human Services and Recreation Dir.	Present to the Public Safety Committee a report on the potential for an existing nonprofit entity to serve as the community-based institutional home and convener of organizations directly addressing community violence, as recommended in the Harder & Co. Gap Analysis report. And, consider one or more methods for creating a link between the City Council and the institutional home in order to provide oversight/accountability of this entity (e.g., through a new commission or advisory body, an existing Council commission, or an existing Council committee).		X		RFP for community-based convener yielded two proposals, now in final review; options for linkage of convener to Council also under review; target date for report to Public Safety Committee is March 1, 2010
4. June 1, 2010	Director of Transportation	Report to the City Council Public Safety Committee for action consideration of parking restrictions on narrow streets throughout the city (parking overlay zone).			July 19th	Staff will present information to the City Council at the July City Council Workshop.
5. June 1, 2010	City Manager	Hire a police chief.		X		