

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

22 November 2010 * 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.

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 the 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

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"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