



OFFICE OF THE CITY MANAGER

**CITY OF PASADENA CITY COUNCIL/MANAGEMENT TEAM  
STRATEGIC PLANNING RETREAT  
Monday, November 22, 2010  
Pasadena Conference Center  
300 East Green Street, Room 211**

**8:00** Continental Breakfast

**8:30** Welcome, Purpose of the Workshop, Public Comment and Introduction of the Facilitator and Recorder – **Bill Bogaard, Mayor**

Role of the Facilitator, Recorder, Group and Public; Strategic Planning Elements; Agenda – **Marilyn Snider, Facilitator – Snider and Associates**

Introduction of the Group

City of Pasadena:

- Mission Statement
- Vision Statement
- Core Values
- Three-Year Goals (2009-2012)

Budget Summary: Where We Are in Our 5-Year Financial Plan and Challenges We Anticipate – **Andrew Green, Finance Director**

What Has the City of Pasadena Accomplished Fiscally in the Past Year?

What Are the City of Pasadena's Internal Fiscal Weaknesses and Challenges in the Next Three Years (2011-2013)?

What Are the External Factors/Trends that Will Have a Fiscal Impact on the City of Pasadena in the Next Three Years:

- Positively (opportunities)?
- Negatively (threats)?

**CITY COUNCIL**: In Light of the City's Current and Anticipated Fiscal Status, Review and Revise, if Needed, the Three-year Goals

For Each of the Three-Year Goals, Identify Six-Month Strategic Objectives (how the goals will be addressed—by when, who will be accountable, for what specific, measurable results) that Are Fiscally Responsible and Use Fewer/Different Resources

Next Steps/Follow-Up Process to Monitor Progress on the Goals and Objectives (including setting a date in six months for an update of the plan)

Summary of the Workshop and Closing Remarks

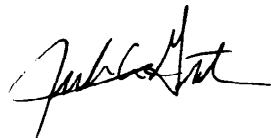
**3:00** Adjourn

There will be a mid-morning and mid-afternoon break with a group lunch at 12:00. Please limit use of cell phones and PDAs to the breaks. Please bring your 2011 calendar.



OFFICE OF THE CITY MANAGER

**TO:** City Council

**FROM:** Julie A. Gutierrez, Assistant City Manager 

**SUBJECT:** Strategic Plan Update for the Period of April 30, 2010 through November 1, 2010

Attached is the most recently updated version of the Strategic Plan objectives for the period of April 30, 2010 through November 1st. This information will be reviewed as part of the City Council Strategic Retreat to be held on Monday, November 22<sup>nd</sup> at the Pasadena Conference Center.

The Six month strategic objectives were created on April 30<sup>th</sup> at an all-day strategic planning retreat attended by the City Council and the Executive Leadership team. At that time, 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 April 30<sup>th</sup> through November 1, 2010.

# CITY OF PASADENA \* SIX-MONTH STRATEGIC OBJECTIVES

April 30, 2010 - November 1, 2010

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

| WHEN   | WHO                                   | WHAT   | STATUS |           |            | COMMENTS   |
|--|---------------------------------------|--|--------|-----------|------------|--|
|  |                                       |  | DONE   | ON TARGET | REVISED    |  |
| 1. At the October City Council meeting               | Finance Director                      | Present to the City Council for action recommendations regarding the reserve policy for major funds.   |        |           | X          | To be presented at Dec 6 Fin Committee & City Council meetings.  |
| 2. At the July 12 <sup>th</sup> 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.  | X      |           |            | Completed – Presented to City Council at Aug 9 <sup>th</sup> council meeting   |
| 3. August 9 <sup>th</sup>                            | Finance Director                      | Develop and present to the City Council for action a plan for full enforcement of business license fees, with a one-time amnesty period.   | X      |           |            | Presented at Sept 13 <sup>th</sup> council meeting.  |
| 4. July 2010   | Finance Director                      | Issue an RFP for an update of the Cost Study and a Cost Allocation Study.  |        |           | April 2011 | RFP posted on City's website 7/28/2010; received 9 proposals; project postponed until April due to a new budget priorities which encumber staff time necessary to complete cost study. |
| 5. July 1, 2010                                      | Interim Police Chief and City Manager | Study the feasibility and make a recommendation to the City Council regarding the establishment of an administrative citation and resolution program, starting with adopting a vehicle code into the Municipal Code. | X      |           |            | Research was conducted to evaluate the feasibility of this concept. It has been determined this is not allowed per the vehicle code.   |

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| 6.<br>July 1, 2010      | Interim IT Director   | Develop a survey to post on the City's website to solicit ideas from the community regarding revenue enhancements and budget reductions and present to the City Council.           | X |   | Web page includes intro, video, PowerPoint and two open ended questions. Additional Budget information to be added.   |
| 7.<br>Late October 2010 | 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). |   |   | Currently staff is performing analysis with the help of financial advisors and FPRS' new actuary. It is expected that this work will be completed in November with a report to the City Council in December or January. |
| 8.<br>Nov. 8, 2010      | Human Resources Director  | Study the feasibility and make a recommendation to the City Council regarding reducing the benefits for new hires.   |   |   | This item will be presented to City Council in closed session on December 6 <sup>th</sup> .   |
| 9.<br>Nov. 1, 2010      | Asst. City Manager<br>Steve Mermell   | Study the feasibility and make a recommendation to the City Council regarding the sale of surplus city property.   | X |   | Item was presented to EdTech Comm. on Oct. 6. The Committee directed staff to pursue possible housing projects on a number of the sites.  |
| FUTURE<br>OBJECTIVE     | Finance Director,<br>with input from the City<br>Council Finance<br>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 consideration.                       |   | X | Options will be explored and presented to City Council in closed session in December  |

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

| WHEN                           | WHO   | WHAT  | STATUS |           |         | COMMENTS  |
|--------------------------------|---|---|--------|-----------|---------|---|
|                                |   |   | DONE   | ON TARGET | REVISED |   |
| 1. Sept. 1, 2010               | City Manager and the Rose Bowl General Manager  | Present to the City Council for action the Rose Bowl Renovation and Funding Plan, including a bond issuance schedule.                                       | X      |           |         | Presentations regarding the Rose Bowl have been presented to both the Finance Committee and the City Council.     |
| 2. Nov 1, 2010                 | Public Works Dir.   | Ensure completion of the Villa Parke soccer field and community center improvements.  |        |           | X       | Soccer Project Completion Delayed to Dec 10, 2010<br>Other Building Improvements delayed due to structural issues |
| 3. Nov 15, 2010                | Public Works Dir. and Fire Chief  | Present to the City Council for action the Fire Station Improvement and Replacement Plan.   |        |           | X       | Final Report to be presented in Dec 2010  |
| 4. Nov. 1, 2010                | Water and Power Dir.  | Complete the Chester Electrical Substation.   | X      |           |         | Became fully operational on June 17.  |
| 5. Nov. 1, 2010                | Public Works Dir.   | Ensure the completion of construction on the Urgent Care Center.  | X      |           |         | Urgent Care Grand Opening was held on Oct 6, 2010   |
| 6. Nov. 1, 2010                | Asst. City Manager Gutierrez – lead, Director of Human Services and Recreation, working with Council member Gordo | Initiate a public/private partnership for improvements to and expansion of the Villa Parke Boxing and Fitness Center.                                       | X      |           |         | Initial project meetings have been held and working to get private funding for project is underway.               |
| 7. Nov. 1, 2010                | Public Works Dir.   | Complete construction of the Teen Education Center at La Pintoresca.  |        |           | X       | Construction delays have moved substantial completion to Dec 1 <sup>st</sup> .                                    |
| 8. FUTURE OBJECTIVE – Dec 2010 | Public Works Dir.   | Contingent upon Caltrans approvals, present to the City Council for consideration bids for Phase I improvements for the Civic Center Plan, using MTA funds. | X      |           |         | Bid Award Approved on Nov 8, 2010.  |

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| 9.<br>Nov. 1, 2010 | Water and Power Dir. | Ensure completion of construction of the groundwater treatment plant. | X |  | Plant construction complete. Construction of disinfection facility will be complete by December 31, 2010. Health Department testing will commence January 2011. Full operation expected in Spring. |
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**THREE-YEAR GOAL: INCREASE CONSERVATION AND SUSTAINABILITY**

| WHEN                              | WHO   | WHAT   | STATUS |           |            | COMMENTS  |
|-----------------------------------|---|--|--------|-----------|------------|---|
|                                   |   |  | DONE   | ON TARGET | REVISED    |   |
| 1.<br>June 1, 2010                | Dir. of Planning and the Dir. of Finance  | Award RZFB (Recovery Zone Facilities Bonds) funding to projects that meet LEED certification.  | X      |           |            | On May 10, 2010, City Council awarded the City's allocation (\$11.1 million) Recovery Zone Facility Bond (RZFB) to Park Place Commercial, LP.   |
| 2.<br>FUTURE OBJECTIVE - Dec 2010 | Dir. of Planning and Development  | Finalize the 1990 Baseline Carbon Footprint Report and present to the City Council.  |        |           | April 2011 | The transportation model has recently been completed; new GHG emissions numbers will be generated by the model by January 2011. Peer review by CalTech will be completed in February and a revised GHG inventory will be presented to Council in April. |
| 3.<br>Nov 2010                    | 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, to include a focus on sustainability. |        | X         |            | This item continues to be discussed by council members and staff.   |
| 4.<br>Nov. 1, 2010                | General Manager of Water and Power  | Present to the City Council for action a Water Integrated Resource Plan.   |        |           | Jan 2011   | Based on discussions at the Advisory Committee meetings, the consultant is doing additional analyses. Proposed date to City Council is likely to be January 31, 2011.   |



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| 5.<br>Nov. 1, 2010                | General Manager of Water and Power, working with the Municipal Services Committee | Obtain public input on potential implementation of budget-based water rates.  |   |  |  | Budget-based rate discussion will be done after City Council adopts Water IRP to ensure that the rates developed further the plans and conservation goals. Tentatively scheduled for February 8, 2011. |
| 6.<br>Nov. 1, 2010                | Dir. of Planning and Development  | Bring to the City Council, for action an ordinance to adopt 2010 State Building Codes which include California Green Building Code. | X |  |  | On October 25, the City Council directed the City Attorney to prepare an ordinance. First reading held on November 15.   |
| 7.<br>FUTURE OBJECTIVE - Dec 2010 | Public Works Dir.   | Present to the Municipal Services Committee and the City Council for action the 75% Solid Waste Diversion Plan for 2015.            | X |  |  | Staff will present report to MSC in Dec 2010.  |
| 8.<br>Nov. 1, 2010                | Housing Director  | Assist non-profit developers to access county green rehab funds.  | X |  |  | On August 18, met with the owner of Centennial Place and advised them on how to apply for county green rehab funds. Applications are due late Nov.   |

**THREE-YEAR GOAL: IMPROVE MOBILITY AND ACCESSIBILITY THROUGHOUT THE CITY**

| WHEN  | WHO                        | WHAT   | STATUS |           |         | COMMENTS  |
|---|----------------------------|--|--------|-----------|---------|---|
|   |                            |  | DONE   | ON TARGET | REVISED |   |
| 1.<br>At the June 21, 2010 City Council meeting | Director of Transportation | Present a session on updated/enhanced approaches to transportation performance measures, including EIR significance thresholds.                | X      |           |         | The presentation on alternative performance measures was presented at the City Council meeting on August 2, 2010.   |
| 2.<br>Aug 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. | X      |           |         | The Department is working to finalize an agreement with Metro that will increase the amount of money provided to the City to operate the ARTS service, while this funding source will increase, there has been significant decreases in the City's primary sources of funding for the program: Prop A and Prop C. These funding losses will keep the City from increasing service at this time. |
| 3.<br>July 31, 2010                             | Director of Transportation | Conduct at least four community focus groups on street classification.   | X      |           |         | The Street Type Focus Groups were held on July 21 and 22.   |

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| <p>4. FUTURE OBJECTIVE – MARCH 2011</p> | <p>Director of Planning and Development,</p> | <p>Develop scenarios for land use and mobility and present to the General Plan Advisory Committee.</p> | <p>X</p> |  | <p>A charrette was held on November 11, 12, and 13 to draft preliminary land use and mobility alternatives. Those alternatives will be refined and presented to the community in the Spring of 2011.</p> |
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| <p>5. Future Objective – February 2011</p> | <p>Director of Transportation and Dir. of Finance</p> | <p>Develop a plan to consolidate city parking operations into a single city parking authority and present it to the City Council for action.</p> | <p>X</p> | <p>Review of the City's obligations under the redevelopment agreements that were used to construct the parking garages indicates that consolidation into a city parking authority would be a complex process that could extend over many years. Accordingly staff is now pursuing a series of actions that would achieve the benefits of consolidation without modifying the ownership structures or the financial instruments currently in place. These actions involve bringing operations under a master agreement, updating/ replacement of revenue control systems with a single web-based system and bringing asset management and maintenance under a single point of control. The intent of these actions is to establish a standard of identity/ service for City parking. Parallel to that an analysis of the financial instruments is underway to ascertain if additional bonding capacity exists and to determine if more cost-effective financial strategies are available to address the system operating needs</p> |
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| 6.<br>Nov. 1, 2010 | Director of<br>Transportation | Present to the City Council for action the Bicycle Master Plan. |  | FEB<br>2011 | The BMP has been incorporated into the General Plan update; next scheduled presentation to TAC is January 2011 with the intent of forwarding to Council in February 2011 |
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**THREE-YEAR GOAL: SUPPORT AND PROMOTE THE QUALITY OF LIFE AND THE LOCAL ECONOMY**

| WHEN                 | WHO   | WHAT   | STATUS |           |          | COMMENTS  |
|----------------------|---|--|--------|-----------|----------|---|
|                      |   |  | DONE   | ON TARGET | REVISED  |   |
| 1.<br>Aug. 15, 2010  | Housing Director and Dir. of Planning and Development   | Bring to the City Council for action the terms for transfer of the Desiderio property.   | X      |           |          | On June 14, 2010, the City Council awarded project based Section 8 vouchers to Centennial Place, thus satisfying HUD's preconditions to transfer.<br><br>HUD approval is anticipated within the next few months; with HUD approval the process of negotiations with the Army can begin – timeframe for negotiations and identification of terms cannot be defined at this time. |
| 2.<br>Sept. 15, 2010 | City Council Member 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 and, if approved, initiate roll out. | X      |           |          | Pasadena First Buy Local presented to Ed-Tech 03/03/2010 and City Council 06/21/2010. Open house outreach effort slated for 10/19/2010 and 10/26/2010.  |
| 3.<br>Nov. 1, 2010   | Interim Dir. of IT and Dir. of Library Services   | Develop a plan to identify and prioritize city services that can be moved to the web for access by businesses and residents 24/7.  |        |           | Jan 2011 | IT Strategic Plan in progress; completion scheduled for end of Jan. 2011.   |

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| 4.<br>Nov. 1, 2010 | Interim Director of IT           | Act on recommended next steps for fiberoptic and broadband deployment opportunities.   |   |   | X        | Repair in progress for replacement of damaged overhead fiber, coordinating on other recommendations with PW, PWP, DOT; no funding to implement   |
| 5.<br>Nov. 1, 2010 | Dir. of Planning and Development | Create a plan to support small businesses in being successful in obtaining federal funding.                                      | X |   |          | Workshops were held by the City and Chamber and coordinated with Adam Schiff's office. Staff provided a report to Edtech in October.   |
| 6.<br>Nov. 1, 2010 | Dir. of Planning and Development | Identify the types of businesses to target and attract to Pasadena and present to the City Council incentives to bring them in.  |   | X |          | Staff has worked to identify growing commercial sectors and retailers appropriate for Pasadena. Initial findings were presented to Council as part of the General Plan Charrette update and more will be incorporated into an economic development strategic plan. |
| 7.<br>Nov. 1, 2010 | Dir. of Public Health            | Publish the 2008 Quality of Life Index update and initiate redesign of the process for the next Quality of Life update.          |   |   | Jan 2011 | Data has been updated. Publish date is revised to January 31, 2011 to allow for update of text and document format.  |
| 8.<br>Nov. 1, 2010 | Dir. of Planning and Development | Analyze the reuse opportunities for available car dealer sites and develop a plan to work with owners to attract new businesses. |   | X |          | Staff has prepared and presented an update to Edtech and continues to monitor private activity related to these properties. Another update to Edtech will be provided in the next two months.  |

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| <p>9.<br/>Nov. 1, 2010</p> | <p>Dir. of Planning and Development and the City Attorney</p> | <p>Achieve city control of and take steps to prevent further deterioration of the YWCA building.</p> | <p>X</p> | <p>On April 12, 2010, City Council adopted a Resolution of Necessity for the Acquisition by Eminent Domain of the former YWCA Building. Order of Possession lawsuit filed in June. Possession anticipated by fall 2010. Subsequently, work will begin to prevent further deterioration.</p> |
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**THREE-YEAR GOAL: ENSURE PUBLIC SAFETY**

| WHEN                | WHO  | WHAT  | STATUS |           |          | COMMENTS   |
|---------------------|--|---|--------|-----------|----------|--|
|                     |  |   | DONE   | ON TARGET | REVISED  |  |
| 1.<br>June 15, 2010 | City Manager   | Hire a police chief.  | X      |           |          |  |
| 2.<br>July 1, 2010  | Police Chief and Dir. of Human Services and Recreation | Implement the Re-Integration Enforcement Program to address the early release of prisoners.   | X      |           |          | A program was introduced called Parole Re-integration and Enforcement Program (PREP). The program will be monitored to determine if further modifications are necessary.   |
| 3.<br>July 19, 2010 | Dir. of Transportation and Fire Chief                  | Report to the City Council for consideration on parking restrictions on narrow streets throughout the city (parking overlay zone).            |        |           | Jan 2011 | Information session presentation for 7/19/2010 was pulled from the Council Agenda. Staff was requested to report the information to the Public Safety Committee. The report was presented to the Public Safety Committee on 8/16/2010. Public Safety referred the matter to TAC. TAC is scheduled to hear it in December 2010 with a report back to Public Safety possibly in December 2010. |
| 4.<br>Sept. 1, 2010 | Dir. of Human Services and Recreation                  | Implement the revised Neighborhood Outreach Worker (NOW) Program to prevent juvenile delinquency, utilizing federal Dept. of Justice funding. |        | X         |          | Dept. of Justice funding award approved for 11/8/10; community advisory process underway; NOW team leader recruitment underway   |

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| 5.<br>Sept. 1, 2010 | City Attorney-lead,<br>Mayor, Police Chief,<br>working with PUSD | Identify ways to strengthen the Anti-Truancy Program based on PUSD initiatives and present to the City Council for action. | X |  |  | Modifications to Truancy sweeps have been made to include Comm. Service partners, CP and others to enhance results. Reported to Council at 9/20/10 City Council meeting |
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OFFICE OF THE CITY MANAGER

**TO:** CITY COUNCIL

**FROM:** ASSISTANT CITY MANAGER 

**SUBJECT:** Financial Information for Budget Discussion

At the Strategic Planning Retreat on Monday, November 22<sup>nd</sup> staff will provide a budget discussion overview that looks both at historical budget data as well as projected budget data. I have attached various worksheets which are intended to provide you with a preview of this discussion. Any questions you may have regarding this information will be addressed at the retreat.

The budget information is as follows:

- Attachment A: General Fund Budget vs. Actual
- Attachment B: Fiscal Year 2014 General Fund Financial Plan – Original
- Attachment C: Fiscal Year 2014 General Fund Financial Plan – With New PERS Rates
- Attachment D: Appropriations by Fund/Expenditure Category – General Fund and Other Funds
- Attachment E: General Fund Appropriations by Dept/Expenditure Category
- Attachment F: General Fund Appropriations as Percent of Total by Dept/Expenditure Category