

# Agenda Report

September 27, 2010

**TO:** Honorable Mayor and City Council  
**FROM:** Assistant City Manager  
**SUBJECT:** **Strategic Plan Update for the Period of April 30, 2010 through November 1, 2010**

## **RECOMMENDATION:**

It is recommended that the City Council receive and file the six-month strategic objectives for the period of April 30, 2010 through November 1, 2010 (Attachment A) as updated through September 9, 2010;

## **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 April 30<sup>th</sup> through November 1, 2010.

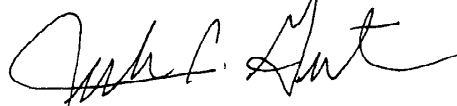
As part of the retreat, a SWOT (strengths, weaknesses, opportunities, and threats) analysis was completed. Over 70 accomplishments were identified by city staff that had occurred over the past six months demonstrating that even during economic downturn, the city continues to strategically move forward. In light of the economy, a portion of the retreat was devoted to identifying options to address the budget shortfall. Of the more than 30 ideas identified, five were selected to be studied further.

Staff will continue to complete the objectives as defined in Attachment A and provide on-going 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 November 22, 2010 to reassess the strategic plan, review the City Council three-year goals, and establish new six month objectives.

**FISCAL IMPACT:**

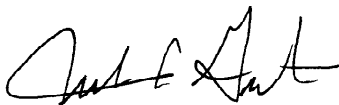
There is no fiscal impact associated with the adoption of the six month strategic objectives.

Respectfully submitted,



JULIE A. GUTIERREZ  
Assistant City Manager

Approved by,



*for* MICHAEL J. BECK  
City Manager

Attachment A: Six-Month Strategic Objectives

# 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	Stated for October council meeting.
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 9th 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 13th council meeting.
4. July 15, 2010	Finance Director	Issue an RFP for an update of the Cost Study and a Cost Allocation Study.	X			RFP posted on City's website 7/28/2010; rec'd 9 proposals; currently reviewing; selection will be made in next 2-3 wks.
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.
6. 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.

<p>7. At the Aug 9, 2010 City Council meeting</p>	<p>City Manager</p>	<p>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).</p>		<p>X</p>	<p>The timeline to present this information has been revised as a result of a change in actuary for FPRS and a desire to use June 30, 2010 actuarial analysis as a basis for discussion. It is anticipated that this item will be presented to City Council in late October.</p>
<p>8. Nov. 8, 2010</p>	<p>Human Resources Director</p>	<p>Study the feasibility and make a recommendation to the City Council regarding reducing the benefits for new hires.</p>		<p>X</p>	<p>Rescheduled to first meeting in November.</p>
<p>9. Nov. 1, 2010</p>	<p>Asst. City Manager Steve Mermell</p>	<p>Study the feasibility and make a recommendation to the City Council regarding the sale of surplus city property.</p>	<p>X</p>		<p>A list of potential parcels for sale and accompanying maps are being finalized for presentation to Edtech on October 6, 2010.</p>
<p>FUTURE OBJECTIVE</p>	<p>Finance Director, with input from the City Council Finance Committee</p>	<p>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.</p>	<p>X</p>		<p>Slated for October council meeting.</p>

**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. Sept. 1, 2010	Public Works Dir.	Ensure completion of the Villa Parke soccer field and community center improvements.			X	Revised completion date of Nov 1 <sup>st</sup> based on progress of contractor
3. Sept. 1, 2010	Public Works Dir. and Fire Chief	Present to the City Council for action the Fire Station Improvement and Replacement Plan.			X	Revised completion date of Nov 15th
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		
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 time extended due to termite treatment
8. Nov. 1, 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	Staff just received Caltrans approval and will be soliciting bids in October. Expected completion date of this activity revised to Dec. 1

9. Nov. 1, 2010	Water and Power Dir.	Ensure completion of construction of the groundwater treatment plant.		X		
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**THREE-YEAR GOAL: INCREASE CONSERVATION AND SUSTAINABILITY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. 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. September 2010	Dir. of Planning and Development	Finalize the 1990 Baseline Carbon Footprint Report and present to the City Council.			Dec 2010	In order to properly complete the study information being developed as part of the Mobility Element Update is necessary.
3. Aug. 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 will now be discussed at the City Council Municipal Services Committee.
4. Nov. 1, 2010	General Manager of Water and Power	Present to the City Council for action a Water Integrated Resource Plan.		X		
5. 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.		X		A workshop for the public is scheduled for a meeting of the Municipal Services Committee in October.
6. 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		A report is expected to be presented to City Council on October 25, 2010.

7. Nov. 1, 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	Report is near completion anticipate presenting to MSC and City Council in Nov/Dec time frame
8. 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. 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. 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. 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.
4. Aug. 31, 2010	Director of Planning and Development,	Develop scenarios for land use and mobility and present to the General Plan Advisory Committee.			March 2011	Draft alternatives to be developed in November 2010, evaluated for impacts in winter 2011 and presented for public discussion in early spring 2011.

5. Nov. 1, 2010	Director of Transportation and Dir. of Finance	Develop a plan to consolidate city parking operations into a single city parking authority and present it to the City Council for action.		X		Met with Finance and City Atty on 9/17 to address aspects of consolidating bonding and to identify policy issues to be addressed
6. Nov. 1, 2010	Director of Transportation	Present to the City Council for action the Bicycle Master Plan.		X		

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. 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.  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. 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. 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.		X		Beginning IT Strategic Plan process to identify and prioritize services to be deployed via the web. Working to deploy interactive 311 service for public to submit service requests, complaints and questions via web and phone.

4. Nov. 1, 2010	Interim Director of IT	Act on recommended next steps for fiber optic and broadband deployment opportunities.		X	Working on technology and telecommunications element for General Plan. Working with PWP/PW/Transportation to identify opportunities to expand fiber network. Working to identify new revenue opportunities for fiber network.
5. Nov. 1, 2010	Dir. of Planning and Development	Create a plan to support small businesses in being successful in obtaining federal funding.		X	Staff has met with SBA and local banks to identify federal funding opportunities for small business in Pasadena. Staff anticipates providing a report to Edtech in October.
6. 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 with MuniServices Inc. and Buxton Corp to initiate an updated review of growth industries and retailers that align with Pasadena goals and market attributes. Staff intends to present a list of findings and suggested incentives to Edtech in October.
7. 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.		X	Data has been updated to 2010 wherever available and preparation of the report for City website publication is underway.
8. 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.

<p>9. 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.</p>
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**THREE-YEAR GOAL: ENSURE PUBLIC SAFETY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. June 15, 2010	City Manager	Hire a police chief.	X			
2. 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. 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).	X			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.
4. 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 approval received 9/1/10, with final conditions under review; recruitment of teen participants in process; smaller program with 2 young adult Outreach Wkrs has continued over Summer 2010.
5. Sept. 1, 2010	City Attorney-lead, Mayor, Police Chief, 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