

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

2 December 2009 * 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
Thurs., Dec. 3, 2009	Asst. City Manager	Distribute the strategic planning retreat record.
Within 48 hours	All recipients	Read the strategic planning retreat record.
At the Dec. 14, 2009 City Council meeting	Mayor, City Council	Present and take action on the definitions for the Core Values.
At the Dec. 14, 2009 City Council meeting	Mayor, City Council	Present the Strategic Plan to the public.
Dec. 15, 2009	ELT (Executive Leadership Team) (City Manager - lead)	Review the "Internal Weaknesses/Challenges" list for possible action items.
By Dec. 15 2009	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.
June 3, 2010 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

ACCOMPLISHMENTS OF THE CITY OF PASADENA SINCE THE JUNE 18, 2009 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- Opened the Mt. Wilson Toll Road
- Very successful U2 concert; just under 100,000 attendees
- Crime reduction: 6% overall, 22% in violent crimes
- Completed a Greenhouse Gas Inventory
- Library received a 5-star national rating
- Completed installation of street lights and trees in the Playhouse District
- Administered over 3,000 H1N1 vaccines in one day at Victory Park
- Negotiated reduced premiums for employee medical benefits
- Reached agreement with the Tournament of Roses for New Year's Eve safety and approved a Special Events Safety Ordinance
- Added 2.5MW of wind energy to our Energy Resource Portfolio
- Hosted 150 high school students at the city's power plant to educate them about electricity and to encourage them to consider careers in utilities
- Defined the issues around Fire and Police Retirement System funding and identified options to shield the General Fund
- Began discussions redefining the Environmental Advisory Commission's role
- Prepared and presented a technical analysis to support the city's claim for NASA to clean up groundwater contamination
- Annandale opened an open space area and implemented a settlement agreement
- Employed about 500 youth all summer
- Grew local transportation use by 10%
- Developed a realistic finance plan for Rose Bowl improvements
- Nine youth programs for about 350 youth hosted by the Police Dept. annually that helps prevent crime
- Completed replacement of two 34KV circuit breakers at the city's main substation and repaired three electrical vaults
- Approved 350,000 sq. ft. in new office construction
- Initiated meetings with the business community to expand local hiring and local purchasing
- Implemented the Red Flag Program for fire safety and access in the hills
- Launched a program for fiscal stability over 5 years
- Completed the plans and entitlements for the Urgent Care Center
- Provided job assistance to over 4,000 people per month at the One-Stop Job Center
- Instituted the Mayor's Business Visitation Program
- Reduced electric rates for 2010
- Completed 80% of the Robinson Park renovation and expansion
- Prepared and presented to the school district a Master Joint Use Agreement
- Consolidated over 96 data processing servers into six units that should save approximately \$700,000 over the next 3 years
- Implemented a plan to reduce sworn police officers by 12 without reducing police services
- Did public outreach on the Sustainable Landscape Ordinance
- Completed Phase II of the city's budget system to increase flexibility in future budget planning
- The county earmarked \$1 million for Centennial Place
- Received an Office of Traffic Safety grant of \$350,000 to supplement traffic enforcement throughout the city
- Increased the electric discount rate by 50% for low income customers

- Began the extension of Walnut St. and Kinneloa
- Co-hosted the California Transit Association conference
- Installed a new 16-inch water main between Walnut St. and Foothill Blvd.
- Won lawsuits that saved us almost \$3 million in liability
- HUD approved our Economic Stimulus Plan for CDBG and HPRP funding programs
- Held pushcart sweeps resulting in over 30 violators
- Health Dept. awarded us several private grants: \$100K for HIV/AIDS, \$200K for Maternal and Child, \$100K for an H1N1 planning grant
- The City Council adopted a revised development design process
- Completed Phase I of the General Plan update – public outreach
- Improved and opened an MTA alleyway
- Implemented a water conservation ordinance
- Opened the Raymond Ave. police substation
- Upgrade in our credit rating
- Selected to host the Women Leaders in Law Enforcement conference in 2010
- Trained all the employees in sexual harassment prevention
- HUD rated our Section 8 Housing program as a “high performer”
- Reduced water usage by 12%
- Negotiated 0% increases for most of the employees
- Refunding of the power debt resulting in a savings of over \$2.5 million
- Implemented an improved website
- 6,500 children and youth participated in the Summer Reading Program
- Hosted the California Library Association
- Replaced eight 20-inch and 24-inch water gates’ valves that turn water on and off
- Installed traffic lights at Fair Oaks and Fillmore station, mountain streets, the City Yard, and Chester Ave and Cordova St.
- Researched best practices for affordable housing funding
- Presented to the City Council Finance Committee the FY 2009-2010 work plan for the budget
- Presented to the TAC a plan to reduce traffic speed on city streets
- The Police Dept. is increasing information to the public through electronic means
- Revamped the Major Fund Reserve Policy and the Debt Management Policy

THE CITY OF PASADENA'S CURRENT INTERNAL WEAKNESSES/ CHALLENGES

Brainstormed List of Perceptions

- Loss of institutional knowledge due to a significant number of retirements
- Forced to deal with one-time solutions to have a balanced budget
- Staff morale is low
- Lost out on utility and public safety ARRA funds
- Failure to fully comply with the EIR process
- Lack of flexibility in MOUs with employee groups
- Inadequate Public Arts Policy
- Lack of revenue at the budgeted levels
- We've had to hold vacancies for salary savings
- Permit Center administration is ineffective
- Having to do more with less and do it differently, not the 'same old way'
- Get a lot of public input, then have to go back through the conditional use permit process
- Perception of labor negotiation problems
- Failure to adhere to the General Plan and Specific Plans
- Lack of a user-friendly IT system
- Negative impacts on staff due to budget cuts
- Lack of quality control regarding staff work
- More of a labor orientation than a management orientation by key managers
- Mismatch between expected level of service and available funding
- Fiscal challenges
- Cost of the green agenda
- Time and process to get things processed
- Lack of information for utility billing
- Underutilized technology

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

Brainstormed List of Perceptions

- BCS game
- Low interest rates for financing
- Growing economy
- Increased federal funding
- Rain
- Reduced cost of construction
- Economic difficulties that spur new ways to do things
- Extension of the Gold Line
- Leadership of some of the city's unions
- Measure R
- Community participation
- Introduction of electric vehicles
- Possible designation as an SCS (Sustainable Community Strategy) next year
- Healthcare reform
- State's attention to the water shortage issue
- Developing partnerships with other agencies now more appealing than in the past

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

Brainstormed List of Perceptions

- Unresolved state budget
- Continued high unemployment
- Cap and Trade proposal by California Air Resources Board
- Declining school budgets
- Decreased foundation funding
- Increased homelessness
- Possible flooding in the Station Fire area
- H1N1
- PERS investment losses
- Lack of reauthorization for federal transportation funding
- Credit crisis
- Commercial real estate decline
- Increasing cost of post-secondary education
- Earthquake
- Lack of vision by union leadership
- Early prisoner releases
- Increased technological demands
- Increased retail competition
- High foreclosure and default rates
- Effect of water conservation on water revenues
- Low consumer confidence
- Increased demand for public services
- Lack of reauthorization of the Workforce Investment Act
- Declining property values
- Increase in the federal deficit
- Lack of access to post-secondary education
- Accelerated city employee retirements
- Greater demand for 'safety net' services
- Declining confidence in local schools

STRATEGIC PLANNING ELEMENTS

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"SWOT" ANALYSIS

Assess the organization's:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

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