EXECUTIVE LEADERSHIP TEAM STRATEGIC PLANNING RETREAT

April 11, 2011 * Water and Power Yard Facility Conference Room

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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, April 12 | Debbie Campos | Distribute the strategic planning retreat record to the Executive Leadership Team |
| Within 48 hours | All recipients | Read the strategic planning retreat record. |
| April 14, 2011 | Asst. CM Gutierrez | Present the updated Strategic Plan to the City Council in the Green Sheet. |
| April 19, 2011 | ELT | Begin to review the "Current Internal Weaknesses/ Challenges" list for possible action items. |
| By May 1, 2011 | 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. CM Gutierrez | Prepare and distribute the updated Strategic Plan Monitoring Matrix to the Mayor, City Council, ELT |
| October 31, 2011 (Monday) 8:00/8:30 am - 4:00 pm | ELT | 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 NOVEMBER 22, 2010 STRATEGIC PLANNING RETREAT

- Improved public safety/public health communication with the community
- Commenced operation of the Water Treatment Plant
- Started Rose Bowl construction
- Opened the Teen Center
- Developed a financing structure for the Police and Fire Retirement issue
- · Achieved national designation as a Reliable Public Utility
- Improved relationships with mental health providers (homeless)
- Completed the Quality of Life Index
- Managed a shutdown of the city's MWD water connection for 10 days
- Settled the IDS lawsuit
- Implementation of a Public Records Act response program
- Completed the Fire Dept. Strategic Plan
- City Council approved an ordinance banning smoking in public housing
- Completed the Villa Parke soccer field
- City Council adopted the Debt Policy
- Report to the Municipal Services Committee regarding Water Improvement Plan priorities based on available funding
- Presented for public input an item on budget-based water rates
- Successful use of police resources in solving/managing violent crime
- Completed an operational agreement with the Forest Service
- Implemented the Smart Signal Pilot
- Increased participation in the Youth Mentoring Program by Police and Fire personnel
- Committed funding to develop the Boadway apartment site
- Completed the city's alternate EOC
- Negotiated a profitable SWAP agreement for Conference Center financing
- Successful truancy prevention activities with the school district
- Achieved renewable energy resources of 15% at the end of 2010
- Managed successful records management system crossover to West Covina Services
- Took delivery of a new Fire Dept. ladder truck
- Made a presentation to the City Council on Green Energy Goals and the Green Energy Resource Plan
- Secured the YWCA building
- The new Del Mar Urgent Care facility has exceeded expectations
- Instituted cost savings in prisoner intake via the new Del Mar Urgent Care Center
- Upgraded the Police dispatch radio
- Installed solar panels on the Windsor Water Reservoir
- Issued a Heritage Square RFP and lived to tell about it!
- Negotiated favorable agreements with labor unions
- Identified a potential funding source for Robinson Park Phases II and III improvements
- Completed main public outreach and identified alternatives for the General Plan
- Provided an informational workshop on affordable housing for the City Council
- Sold \$156 million in bonds for the Rose Bowl renovations
- Developed and presented to the City Council strategies for pension reform and related negotiation strategies

- Began construction of Phase I for Civic Center improvements
- Presented the financial update on Rose Bowl renovations to the City Council's Finance Committee
- Our sustainability program won the Green California Leadership Award
- Established the framework for law enforcement regionalization with the cities of Burbank and Glendale
- A plan for improving the city's local water resources over the next 25 years
- Completed the Water and Power Yards Building
- Broke ground on Hudson Oaks Senior Housing
- Hired a Planning Director
- Completion of a multi-sports field
- Began financial system upgrade
- Completed the HR Audit
- Completed customer service training for all employees
- Launched the Citizens' Service Center
- Awarded 100 rental vouchers for the disabled
- Approved a joint use agreement for a new Washington School gym
- Secured \$2 million for Centennial Place green rehab
- · Completed a pedestrian safety report
- Received an award for our Gang Intervention Program
- Implemented another successful New Year's Parade and Rose Bowl football game
- Improved public safety relationships with Pasadena City College Police

THE CITY OF PASADENA'S CURRENT INTERNAL WEAKNESSES/ CHALLENGES

- Poor utilization of technology platform
 - Impending employee negotiations
 - Lack of will to create new revenue
 - Outdated community center infrastructure
 - Lack of leadership qualities in mid-management
 - Management focused on micro-issues instead of macro issues
 - Not upgrading technology and data systems
 - General lack of customer service focus and attitude
 - Next generation staff are lacking in necessary skills
 - Inconsistent implementation of employee discipline; lack of willingness to hold employees accountable
 - Lack of skill level among staff
 - Outdated personnel policies and procedures
 - Inconsistent and irregular communication
 - Deferring preventative maintenance and technological improvements due to a lack of funding
 - Lack of investment in the city workforce
 - Unclear communication of the city's goals and objectives
 - Public expectations exceed resources and capacity
 - Lack of initiative and follow through on the part of staff
 - Still trying to do everything in managing expectations
 - Departments are not right-sized to match budget yet maintaining service levels
 - Executive Leadership Team turnover
 - Lack of an inconsistent collaboration
 - Internal bureaucracy discourages economic development and customer service
 - Insufficient maintenance of infrastructure
 - Uncertainty and fear because of layoffs
 - Continuing high workers comp claims and costs

- Too bureaucratic; too big to process
- Unresolved issues regarding Pasadena Management Association
- Low employee morale
- Financial system lacking flexibility
- Anticipated loss of experienced personnel
- Employee burnout; fear of the future
- Negative service impacts between departments due to cutbacks
- Insufficient staffing levels to meet public and Council expectations
- Disconnect between public perception of the city's role and employees' perception of the city's role
- Inconsistent application of city rules (e.g., cell phones and overtime for exempt employees)
- Expectations of IT don't meet reality
- Lack of creativity
- Perceived disconnect between staff and policymakers
- Council's misperception of capacity
- Public perception that staff doesn't understand or is not responsive to the community
- Underutilized staff that are not working up to their capacity
- Public perception that staff has its own agenda and not the community's agenda

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

- Regional partnerships
 - Increased availability of electric vehicles
 - State drought has ended
 - Reclassification of Rose Bowl security measures
 - Overall improving economy
 - Anticipated state pension changes
 - Access to transit funding
 - Union groups' desire for increased cooperation with management
 - Desire of the governor to fix the state budget
 - The public's confidence in the city government
 - The City Council's confidence in the Executive Leadership Team

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

- Increased prisoner release without supervision
- 33% RPS (Renewable Portfolio Standards) legislation that would include financial penalties
- Increased number of homeless
- Reduction in HUD funding
- Lack of a Community Court or Drug Court
- Employee job acts (e.g., Blue Flu, sickouts, strikes)
- Potential Prop 26 challenges to power and water transfers
- Declining federal funding
- Negative press coverage of the city
- · Aging public facilities and infrastructure
- Public's and school district's unrealistic expectations of funding
- Lack of financing for real estate development
- Slow rebound on city revenues (e.g., property tax, sales tax)
- Decreased grant opportunities/funding
- Continued high unemployment
- Unfunded PERS liabilities
- Increased fuel costs
- Community opposition to development
- Development of a costly countywide interoperable radio communication system
- State budget solutions that will negatively impact the city
- Tsunami in Japan impacts construction costs negatively
- Public expectations exceed resources and capacity
- Disconnect between public perception of the city's role and employees' perception of the city's role
- Earthquake
- Loss of Redevelopment funds
- Increased felonious assaults on police officers
- Lack of temporary housing
- Additional economic slump due to world events
- Concern over passage of the Roving Archer License Agreement
- Retirement of key staff
- Increased mental health needs
- Increased construction costs
- Increased costs of renewable energy and transmission
- Impact of domestic and international terrorism on the city
- Restructuring of municipal bond markets
- Deterioration of the school district
- Increased lawsuits against the city
- Perceived and actual racial tensions in public schools
- Strained relationship between the school district and the City Council
- Increased level of sediment in the Devil's Gate Dam
- Increased demand for city services in general
- Major employers leaving the city
- Unfunded retiree medical liabilities
- Influence of special interests in the city

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 <u>when</u>, <u>who</u> is accountable to do <u>what</u> 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

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