

C I T Y O F S O U T H P A S A D E N A

STRATEGIC PLANNING SESSION

July 15, 2009 * Library Community Room

Marilyn Snider, Facilitator—Snider and Associates (510) 531-2904
Michelle Snider Luna, Recorder – Snider Education & Communication (510) 967-9169

MISSION STATEMENT

The City of South Pasadena is committed to providing effective and efficient municipal services for the community while preserving our small town character.

CORE VALUES

not in priority order

The City of South Pasadena values . . .

- ♦ *Honesty and Integrity*
 - ♦ *Teamwork*
- ♦ *Outstanding customer-friendly service*
 - ♦ *Responsiveness*
- ♦ *Open and accessible government*
 - ♦ *Community participation*
 - ♦ *Fiscal responsibility*

THREE-YEAR GOALS

2007-2010 * not in priority order

- *Repair and/or replace the infrastructure and City facilities*
- *Eliminate the 710 surface route, forcing the sale of Caltrans properties and protecting the City's interests in connection with current tunnel studies*
- *Maintain our strong financial position, including reserves*
- *Retain and attract quality employees*
- *Preserve and improve the environment*

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE ACCOMPLISHMENTS OF THE CITY OF SOUTH PASADENA SINCE THE THE JANUARY 2009 STRATEGIC PLANNING SESSION

Brainstormed Perceptions:

- Increased the water and sewer rates to do the infrastructure repairs
- Presented a balanced budget for FY 2009-2010
- Introduced an electronic newsletter, saving the City significant dollars and preserving the environment
- Hired a new City Manager
- Improved employee morale
- Set up a meeting with the school district to discuss a property on Mission and possible revenues
- Processed two traffic calming applications
- Made progress on digitizing records and document management systems
- Hired a public affairs firm
- Established a Tobacco Retail Permit Program
- Reduced legal expenses
- Completed the first phase of Arroyo Seco slope stabilization project with exception of planting
- City Clerk elected to the Chinese American Club Board, in keeping with Federal voting requirements
- Upper San Gabriel Valley Municipal Water District approved \$1.2 million no-interest loan for reservoir replacement
- Completed draft of traffic calming conceptual plan on Fremont
- Started a new special event: Doggie Day
- Began Bicycle Master Plan update
- Enrolled more than 2000 youths in the Summer Reading Program
- Completed Energy Efficiency Program for the City – light bulbs, pumps and toilets
- Prepared numerous press releases on the 710
- Started a \$1.2 million Southwest Hills Road Construction Project
- Public hearings on the Long Range Transportation Plan, Senate bills and Assembly bills
- Installed Phase I of the Library Exterior Beautification Project
- Met with Caltrans design staff regarding design approval of remaining Rogan projects
- Collaborated with State officials to remove surface freeway
- Started online registration for classes
- Received grant-funded breathing apparatus
- Received \$760,000 grant for Fair Oaks Boulevard Corridor improvements
- Completed Garfield Park lighting
- Multi-unit housing smoking prohibition
- Reconstruction of the public works yard underway
- Hired federal lobbyist
- Hired Community Services Director
- Obtained a location and funding for a CNG station
- Purchased low emission vehicles
- Leased two zero emission vehicles for a year
- Introduced local historical photo project on the Internet
- Maintained and enhanced audio visual broadcasting cable channel operations
- Signed three-year contracts with all employee groups

- Implementation of the Green Plan
- 98% full employment
- Filled 5 public works positions
- New Police Dispatch Center
- Second floor workplace improvements
- Promoted first Police Captain in 18 years
- Completed Mission Street Improvement Project
- Launched Raising Abilities Autism Project at the Library
- The Library and Friends of the Library partnered with the South Pasadena Chinese American Club and the Theater For Youth Program of the East-West Players to present the play “FOB” in the Library Community Room to a full house
- The Library used a donation from the Vecinos de South Pasadena to purchase a significant amount of new English and Spanish language Latino Culture book for all ages.
- The Library continued partnering with the Rotary Club of South Pasadena to improve its collection of books on California with the Golden State Collection project.

WHAT ARE THE CITY’S CURRENT INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed Perception

- Slow to respond to problems
- Unable to complete City Council agendas
- Insufficient funds for public works maintenance and improvements
- Antiquated phone system
- Lack of strong technical infrastructure
- Not completing workload due to limited resources
- Unrealistic expectations of Council regarding financial resources and manpower
- Inadequate tax base
- Lack of economic development
- Challenges completing succession planning
- Lack of adequate work space
- Lack of support staff
- Lack of funding for needs
- Lack of revenue growth
- Lack of training
- Lack of parking
- Lack of public participation and engagement
- Uneven customer service
- Spread too thin – trying to do too many things
- Staff feels like they are underpaid
- Difficulty attracting employees due to low pay
- Lagging behind in technology
- Lack of a strong technological infrastructure

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

Brainstormed Perceptions:

- Engaged citizens
- Passage of Measure L – library parcel tax
- Maintenance of property values
- Lower costs of infrastructure construction
- New school board

- ADA wheelchair ramp for Library Community Meeting Room
- Passage of SB545
- Rain
- Increased PR use
- Economic turnaround
- High unemployment leading to decreased employee turnover and increased applicant pool
- Financial backer for downtown project
- New Superintendent of Schools
- Federal stimulus funds
- Reforms in State government due to the budget crisis
- Completed review of the joint use agreements between the school district and the City
- California Library Association conference is in Pasadena this year
- Good relationships with Senate and Congress
- Increased cooperation between cities due to tight resources

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

Brainstormed Perceptions:

- State budget deficit
- State takeaways
- Federal budget deficit
- Instability of the school district
- Gann limit
- City of Alhambra (Pine Street)
- Fire at City yard
- External pressure to complete the SR710
- Water contamination
- 710 tunnel
- High cost of utilities
- Random violent crime
- Unemployment
- Lack of landfill space
- Fuel costs
- Homeless population
- Food price increases
- Caltrans
- H1N1 flu epidemic
- Continued drought
- Death of the redevelopment project
- Aging infrastructure
- Natural disasters
- Aging and dying trees
- Increased traffic
- Expiring utility tax
- Climate changes
- Rising price of imported water
- Reservoir breakdowns
- crime



NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
July 16, 2009	City Manager	Distribute the Strategic Planning Session record to the City Council and Management Team.
Within 48 hours of receipt	All recipients	Read the session record.
By July 21, 2009	Management Team (City Manager - lead)	Review the "Internal Weaknesses/Challenges" list for possible action items.
By August 1, 2009	Department Heads	Share and discuss the updated Strategic Plan with staff members.
Monthly	City Council	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Manager	Prepare and distribute the Strategic Plan Update objectives monitoring matrix.
January 12, 2010 5:30-10:30pm	City Council City Manager Management Team	Strategic Planning Session to: - More thoroughly assess progress on the Goals and Objectives - Identify objectives for the next six months.

STRATEGIC PLANNING ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

"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

THREE YEAR KEY PERFORMANCE MEASURES

WHAT success will look like when the goal is achieved

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