



**Additional Documents List  
Special City Council Meeting  
October 8, 2021**

<b>Item No.</b>	<b>Agenda Item Description</b>	<b>Distributor</b>	<b>Document</b>
1	<b>Public Comment No. 1 Strategic Planning session</b>	Tamara Binns, Executive Assistant to the City Manager	Emailed Public Comment
2	<b>No. 2 Strategic Planning Advance Meeting Agenda</b>	Patrick Ibarra, Facilitator	Agenda



Diana Mahmud  
Mayor  
District 5  
1414 Mission Street  
South Pasadena, CA 91030

Michael A. Cacciotti  
Mayor Pro Tem  
District 4  
1414 Mission Street  
South Pasadena, CA 91030

Jon Primuth  
Councilmember  
District 3  
1414 Mission Street  
South Pasadena, CA 91030

Everlyn Zneimer  
Councilmember  
District 1  
1414 Mission Street  
South Pasadena, CA 91030

Jack Donovan  
Councilmember  
District 2  
1414 Mission Street  
South Pasadena, CA 91030

October 7, 2021

Dear Councilmembers:

We are writing to ask you to continue to support and prioritize improving Fremont Avenue. After decades of neglect, we feel as though we have made a lot of progress by working with the City's Public Works Department to obtain more than \$16 million from Measure M and the Metro Active Transportation Program to turn Fremont Avenue into a sustainable and livable "Complete Streets" project.

In the last few years, the City Council set policies to prioritize finding ways to calm and improve traffic on Fremont Avenue. Once these policies were set, Public Works Director Shahid Abbas met with members of Families on Fremont to listen to our concerns. He has provided us with his vision of turning Fremont Avenue into the residential street that it should be. The project will attempt to solve our problems by reducing the amount and type of traffic entering our street at the south and north ends. It will have engineering solutions to restrict and deter trucks from driving on Fremont Avenue. It will have choke points, raised pedestrian crossings, and other features that will calm traffic. Even in providing us with this vision, Mr. Abbas has emphasized that the plan will be flexible. The Public Works Department says it will work with the community and will be receptive to our ideas.

We see the biggest danger is that the \$16 million needs to be spent in the next three years. We ask you to do whatever it takes to push the project forward and provide the Public Works Department with whatever resources are necessary to take advantage of the use of the grant money. Given the neglect that has occurred for the last fifty years, it is not an overstatement to call this a once in a lifetime opportunity.

Thank you for continuing to support and prioritize improvements on Fremont Avenue. We look forward to working together.

Sincerely,

Families on Fremont

Rafael Lopez  
[Redacted]

Lisette Carreno  
[Redacted]

Brandon Fox  
[Redacted]

Andrea Fox  
[Redacted]

Brian Bright  
[Redacted]

Jennifer Bright  
[Redacted]

Erna Ohlsson  
[Redacted]

Cathleen Hoadley  
[Redacted]

Alexis Boxer  
[Redacted]

Oren Boxer  
[Redacted]

John Flaim-Kenyon  
[Redacted]

Jennifer Flaim-Kenyon  
[Redacted]

Hannah Swanson  
[Redacted]

# Item No. 2

**City of South Pasadena  
Mayor and City Council  
Strategic Planning Advance Meeting Agenda  
October 8 and 9, 2021**

**Facilitated by Patrick Ibarra  
The Mejorado Group**

**Friday, October 8<sup>th</sup>**

1. Overview of meeting agenda and desired results. (2:00 – 2:10)
2. Benefits of Good Government – Group discussion about the positive impacts to the quality of life for residents in South Pasadena, which are the result of decisions made by Mayor and Council. (2:10 – 2:25)
3. Lasting Community Impacts – Mayor and each Councilmember will briefly share in what way he/she would like to make a long-lasting impact on South Pasadena. (2:25 – 2:40)
4. Enhancing Credibility as a Governing Body: Review the Seven Factors which comprise a credible Governing Body. (2:40 – 2:50)
5. Strategies for Creating a More Collaborative Governing Body – Review and discuss the various dimensions essential to ensure sufficient credibility by residents in the governing body. (2:50 – 3:05)
6. Refresher on the Council-Manager form of government – Discuss the various roles and expectations of the Elected Officials, City Manager, department directors, City staff and community members. (3:05 – 3:25)
7. Strategic Planning Overview (3:25 – 3:50)
  - A. Concept and Application
  - B. The Process
  - C. Approach
  - D. Good Reminders

Break 3:50 – 4:05

8. “Headwinds: Change as a Process, not an Event” – Explore the various trends impacting the role of government, the community, and city departments. (4:05 – 4:20)
9. Role as community builder – Group discussion about the city’s role as a community builder reflecting on its past role, present approach, and possible future role. (4:20 – 4:40)
10. Review Public Input – Input from community members was gathered through an online survey along with three focus groups. A summary is being provided for discussion purposes. (4:40 – 5:10)
11. Draft a Vision Statement. Vision statements for communities reflect the collective understanding of the ideal situation. They may reflect a certain standard of living, the pleasantness of the environment, or the general vibrancy of the community. The vision statement typically represents a view of the ideal community toward which the group is working. The vision is a description of South Pasadena’s “desired future”. (5:10 – 5:45)
12. Review Agenda for October 9<sup>th</sup> (5:50 – 6:00)

**Saturday, October 9<sup>th</sup>**

13. Discuss Goals and potential Objectives– Based on the discussions held so far in this process, the Mayor and Council will review the draft goal statements and begin to identify possible objectives for the foreseeable future. The following list are those topics identified during pre-session interviews: (8:30 – 11:30):
  - A. Develop and Implement Strong Fiscal Policies to Ensure a Resilient Financial Future.
  - B. Create and implement a Strong Economic Development Strategy to Strengthen the Local Business Districts.
  - C. Enhance Community Sustainability through Investment in Infrastructure and Environmental Management Programs:
    - Capital Improvement Program (CIP)
      - Water system
      - Sewer system
      - Transportation:
        - Roads/Streets
        - Trails
      - Parks

- Public facilities
  - Maintenance Yard
  - Library
  - Recreation facilities

D. Plan for Affordable Housing to Comply with State Mandates and Respond to Community Needs.

- Role of General Plan
- Housing Element study

E. Promote collaboration, consolidation, and communication within our organization to ensure the efficient delivery of high-quality, services to the community. Foster a positive work environment and an organizational culture that values employee contributions and encourages staff to innovate and lead within the community.

- Service improvements in select department
- City staffing levels
- Technology modernization

14. Next Steps...The City Manager will review this draft list with department directors and identify resources needed along with a proposed schedule that will be shared and finalized with the governing body in December. (11:30 – 12:00)

# BENEFITS FROM GOOD GOVERNMENT

***“Role of local government is to be the protagonist/advocate for a better quality of life.”***



# ENHANCING CREDIBILITY AS A GOVERNING BODY



# STRATEGIES FOR CREATING A MORE COLLABORATIVE, EFFECTIVE COUNCIL

- 1) Develop a sense of team – a partnership with the city manager to govern and manage the city
- 2) Civility and Council Member Behavior
- 3) Think and Act Strategically
- 4) Respect “shared constituency”
- 5) Understand and Demonstrate the Elements of Teams and Teamwork
- 6) Have Clearly Defined Roles and Relationships
- 7) Honor the Council-Staff Partnership
- 8) Allocate Governing Body Time and Energy Appropriately
- 9) Have Clear Rules and Procedures for Council Meetings
- 10) Practice Continuous Personal Learning and Development as a Leader
- 11) Communication and Problem Solving
  - a. Separate the people from the problem
  - b. Focus on interests
  - c. Invent options for mutual gain
- 12) Distinctions between Values, Interests and Positions
  - a. Insist on using objective criteria
  - b. Be attentive
  - c. Ask clarifying questions
  - d. Let people know you are listening
- 13) Effective Public Engagement

# REFRESHER ON THE FORM OF GOVERNMENT

- Role of Elected Officials
- Role of City Manager
- Role of Department Directors
- Role of city staff
- Role of community members

# STRATEGIC PLANNING AS A CONCEPT AND APPLICATION

Strategic Planning at its core is a priority-setting process that helps a community transition from where it is closer to realize its potential. Why have a strategic plan? There is little reason to invest the considerable time and energy required to create a plan if you don't have a clear purpose for doing it. Thus, the plan must be anchored to a fundamental business necessity, and it must likewise meet a critical business requirement. There are several reasons for an organization to create a strategic plan, including the need to:

- a) Reinforce the value proposition for South Pasadena's future.
- b) Refreshes the city's "recipe for continued success."
- c) Guide decision making by leaders, managers, and staff.
- d) Clarify and facilitate the emergence of a consensus on the organization's strategy. The strategic planning process can help the organization's employees find answers to the big questions about its purpose, meaning, and value.
- e) Communicate this strategy to all levels of the organization—and to its diverse stakeholders and customers.
- f) Strengthen the fit between departmental goals and the organization's overarching vision.
- g) Identify and align strategic initiatives, so the strategic actions of one part of the organization don't conflict with those of another.
- h) Help set parameters for the allocation of resources and the annual/operational budgeting process.
- i) Measure and evaluate the organization's progress in implementing its strategy and moving toward its vision.
- j) Identify organizational assets and strengths—the foundation for the organization's past success.
- k) Identify opportunities where the organization can improve and learn—areas that pose potential vulnerabilities, risks, or lost opportunities.
- l) Increase the probability that the organization will stay relevant to the community. Although nothing ensures an organization's long-term success, a strategic plan engages the organization in the big questions that challenge it to remain abreast of a changing world and marketplace.

# STRATEGIC PLANNING PROCESS

The focus of the strategic planning process is to:

- 1) Update the current Strategic Plan.
- 2) Hold a creative and collaborative conversation to explore the various ways the community's potential can be realized.
- 3) Help the governing body coalesce around their role as community builders.
- 4) Is an inclusive, participatory process in which members of the governing body and City staff take on a shared ownership role.
- 5) Receive updates on status of various city projects and economic development activities.
- 6) Evaluate current conditions to identify opportunities to maximize and potential issues to mitigate.
- 7) Reduce ambiguity and translate headwinds of change into a tailwind.
- 8) Lead to action that is both innovative and effective.
- 9) A vision for the future is developed using an approach that results in a shared vision which is not the same as a vision shared.
- 10) Reaffirm Focus statement for the organization.
- 11) Organize and prioritize City initiatives and resources.
- 12) Set goals for the time frame identified.

# APPROACH TO STRATEGIC PLANNING

Old Mindset	Modern Mindset
<ul style="list-style-type: none"> <li>• Adoption of the plan is the strategy.</li> <li>• Change is dangerous.</li> <li>• An event.</li> <li>• Wish list – the longer the better.</li> <li>• Community is static.</li> <li>• Tell residents.</li> <li>• Is a linear process with one particular scenario for the future.</li> <li>• Arithmetic - sequential</li> <li>• Assumption that existing advantages will persist.</li> <li>• Deficit-closing strategy.</li> <li>• Conversations that reinforce existing perspectives.</li> <li>• Relatively few and homogenous people involved in strategy process.</li> <li>• Precise but slow.</li> <li>• Prediction oriented.</li> <li>• Seeking confirmation.</li> <li>• Extending a trajectory.</li> </ul>	<ul style="list-style-type: none"> <li>• Execution is the strategy.</li> <li>• Stability is dangerous.</li> <li>• A process.</li> <li>• Prioritized list – less is more.</li> <li>• Community is dynamic</li> <li>• Involve residents.</li> <li>• Non-linear process with several possible future scenarios.</li> <li>• Calculus – lots of moving parts</li> <li>• Assumption that existing advantages will come under pressure.</li> <li>• Capitalize on strengths.</li> <li>• Conversations that candidly question the status quo.</li> <li>• Broader constituencies involved in strategy process, with divergent input.</li> <li>• Fast and roughly right</li> <li>• Discovery driven</li> <li>• Seeking disconfirmation</li> <li>• Promoting continual shifts.</li> </ul>

# STRATEGIC PLANNING ...

## GOOD REMINDERS - PATRICKISMS

- 1) You want to succeed by choice, not by chance.
- 2) Use various lenses – microscope, magnifying glass, telescope, and binoculars - to examine issues and explore the future.
- 3) Strategic thinking drives strategic planning. Requires prudent, thoughtful, and imaginative risk-taking.
- 4) Distinguish between problems you can fix and issues you can only address.
- 5) Process provides you opportunity to talk about things you don't always get to talk about, in a way you don't always get.
- 6) Decisions are influenced by Facts, Opinions, Beliefs, Values and Data.
- 7) Strengthen your versatility to be both responsive and proactive.
- 8) Keep in mind the concept of volunteerism because...
  - Residents volunteer to live in South Pasadena
  - Mayor and Council volunteer to serve
  - City staff volunteer to serve
  - Business owners volunteer to invest
- 9) Leadership is about Plumbing and Poetry.
- 10) Process won't be efficient, but it will be productive.
- 11) Don't measure the success of the process by the length of the list!
- 12) Outcome is to create a road map that achieves:
  - Cohesion among elected officials and staff
  - Clarity about priorities
  - Commitment to implementation
- 13) Best days for South Pasadena are in front of it!

# HEADWINDS

## EXAMINE THE PRESENT

## AND THE FUTURE



1. What are the relevant population trends for the next two to five years? Five to 10 years?
2. What types of services will residents require in the future that are not already provided? What might be required to fund and staff these services?
3. What types of infrastructure additions or expansions will be required to handle our anticipated growth? What financial resources are required to fund this work?
4. What can we do to make our communities more attractive for business expansion or development opportunities?



# ***TAILWINDS:*** **ROLE AS A** **CREDIBLE COMMUNITY BUILDER**

- Our past role was...
- Our current role is...
- Our future role will be...

# VISION STATEMENT

Vision statements for communities reflect the collective understanding of the ideal situation. They may reflect a certain standard of living, the pleasantness of the environment, or the general vibrancy of the community. In local government strategic plans, the vision statement typically represents a view of the ideal community toward which the group is working.

The vision is a description of South Pasadena's "desired future". In other words, where do the stakeholders believe the community will be in five to ten years? The emphasis is on the future as it describes the organization as the stakeholders would like it to become – in the future.

## **Benefits of Visioning**

The process and outcomes of visioning may seem vague and superfluous. The long-term benefits are substantial, however. Visioning:

- Provides continuity and avoids the stutter effect of planning fits and starts
- Identifies direction and purpose
- Alerts stakeholders to needed change
- Promotes interest and commitment
- Promotes laser-like focus
- Encourages openness to unique and creative solutions
- Encourages and builds confidence
- Builds loyalty through involvement (ownership)
- Results in efficiency and productivity

# EXAMPLES OF A COMMUNITY VISION

- City of Fort Collins (CO) - To Provide World-Class Municipal Services through Operational Excellence and a Culture of Innovation.
- The City of Lakeway (Texas) will continue to be a unique, prestigious, growth-managed community that will meet the needs of its citizens through the efforts of its local government and civic-minded volunteers. We will ensure a continued high quality of life by providing safe, secure neighborhoods, and cost effective, efficient government services.
- Irving (TX) will be the model for safe and beautiful neighborhoods, a vibrant economy, and exceptional recreational, cultural and educational opportunities.
- The City of Seaside (California) will be a prosperous and fiscally sound, family-oriented community with a full range of housing, business, cultural and recreational opportunities in a safe and attractive environment for residents and visitors.
- Destination Denton (TX). Denton is identifiable and memorable destination and a community of opportunities. We achieve this by providing high quality of life through excellence in education, entertainment, and employment, neighborhood vitality and sustainability; environmental and financial stewardship; and superior public facilities and services.
- “Leading the way as the best City in the Southwest.” (Rio Rancho, NM)
- The most progressive and efficient local government that, through innovation and teamwork, enhances City services and makes our community the ideal place to live, work and recreate. (Bloomington, Indiana).
- The Town of Queen Creek (AZ) strives to honor our past, manage our present and embrace our future to create a quality, unique place for families and businesses.
- Bismarck is a preferred destination place and prosperous community where people enjoy living, learning, working, and playing. Our community embraces our rich heritage, economic opportunity, and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all. We are a dynamic people looking to our future.”

# VISION STATEMENT

Recipe for compelling vision:

- **Captures imaginations and engages spirits.** It connects with people's hopes and aspirations. To the extent it taps into a dream in which they can individually participate, it pulls them forward.
- **Inspires people to excellence.** It gives people a reason to strive to do their best in their day-to-day work.
- **Provides focus in an ever-changing world.** A vision is a place to return when faced with uncertainty or challenge. When people aren't sure what to do, the vision gives them guidance.
- **Enables people to evaluate their actions.** An effective vision enables people to see each day whether they are making decisions, acting, and achieving results that will help fulfill the vision.
- **Challenges people to unite toward a common goal.** A bold vision should spur people to focus their individual and collaborative energies in ways that require extraordinary effort.

# VISION STATEMENT

“

”

# GOALS AND POTENTIAL OBJECTIVES

- A. Develop and Implement Strong Fiscal Policies to Ensure a Resilient Financial Future.
- B. Create and implement a Strong Economic Development Strategy to Strengthen the Local Business Districts.
- C. Enhance Community Sustainability through Investment in Infrastructure and Environmental Management Programs:
  - Capital Improvement Program (CIP)
    - Water system
    - Sewer system
    - Transportation:
      - Roads/Streets
      - Trails
    - Parks
  - Public facilities
    - Maintenance Yard
    - Library
    - Recreation facilities
- D. Plan for Affordable Housing to Comply with State Mandates and Respond to Community Needs.
  - Role of General Plan
  - Housing Element study
- E. Promote collaboration, consolidation, and communication within our organization to ensure the efficient delivery of high-quality, services to the community.
  - Service improvements in select department
  - City staffing levels
  - Technology modernization