

# City of Poway



## 2015-2020 Strategic Plan



Prepared by Flint Strategies March 2015



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The purpose of establishing the City's Mission, Vision and Core Values is to clearly define why the City was incorporated; how the City Council envisions its future and what principles Council and Staff will adhere to as part of conducting its business.

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## Mission, Vision and Core Values

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### Our Mission

To create an extraordinary place to live and work, provide a safe environment for our residents and businesses, preserve our community character and offer quality service to our constituents; all while operating in a responsive and fiscally prudent manner.

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### Our Vision

Poway is an exceptionally safe and well-managed City, known for its natural beauty, commitment to open space and recreational opportunities, and a thriving business community; all of which support a unique and outstanding quality of life for its residents and businesses.

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### Our Core Values

- *Integrity*
- *Honesty*
- *Responsiveness*
- *Transparency*
- *Mutual Respect*
- *Innovation*
- *Accountability*

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## 2015-2020 Strategic Plan [Executive Summary]

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This document will serve as the City of Poway's 2015-2020 Strategic Plan. Its purpose is to help the City prioritize its efforts, allocating both fiscal and human resources to achieve a shared Vision and Goals. The Plan is the result of a comprehensive review by Flint Strategies of the City's current operations and finances, interviews with staff members, and, discussions with City Council members. The results of that review were presented to Council and staff at a one-day Study Session that was held March 6, 2015. The Study Session, which was open to the public, resulted in the development of a Mission Statement, a Vision Statement, a set of Core Values and seven Goals to guide the City's future operations.

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### *The Goals*

The City Council identified seven Goals at its Strategic Planning Workshop on March 6, 2015. They are:

- 1. Ensure the City's Continued Financial Stability*
- 2. Support Public Safety*
- 3. Promote Economic Development*
- 4. Provide Effective City Management*
- 5. Maintain Quality of Life*
- 6. Support Water Resource Management*
- 7. Retain and Attract Quality Staff*

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## Goal 1: Ensure the City's Continued Financial Stability

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Each Goal is intended to focus the City's fiscal and human resources on areas of highest priority.



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The City of Poway has an excellent reputation for its fiscal management. The City Council and the community value its commitment to maintaining adequate reserves and working with a balanced budget. Strategies to support this Goal include:

- 1.1 Maintain sound fiscal policies regulating debt and establish parameters for reserves.*
- 1.2 Prioritize use of discretionary funds based on the 2015-2020 Strategic Plan Goals.*
- 1.3 Explore alternative energy sources such as solar power to reduce operating costs.*
- 1.4 Develop an appropriate cost recovery plan for planning, building, engineering and recreation facility and program user fees.*
- 1.5 Seek local, regional and federal grant opportunities to support City projects, programs and initiatives.*

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## Goal 2: Support Public Safety



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Public Safety continues to be a top priority for the City Council. In this context, Public Safety includes law enforcement, fire, emergency medical services as well as infrastructure such as roadways and the water system. Strategies include:

- 2.1 Ensure adequate funding for appropriate levels of staffing for law enforcement and fire department personnel.*
- 2.2 Support local and regional partnerships for mutual aid.*
- 2.3 Continue to update emergency operations plan(s) and ensure appropriate staff training and engagement for implementation.*
- 2.4 Encourage community participation in Community Emergency Response Team (CERT) and other residential emergency readiness programs.*
- 2.5 Support early intervention programs for the youth.*
- 2.6 Support emergency preparedness throughout the community.*
- 2.7 Maintain safe neighborhoods with well-lit streets and roads.*
- 2.8 Monitor water systems to ensure safe, reliable delivery of water.*

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## Goal 3: Promote Economic Development



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Economic development strategies include business attraction and business retention among other programs. With one staff member devoted to this effort, it is critical that the City have a specific plan in place to focus efforts in areas with the highest likelihood of success. As such, Strategies to support this Goal include:

*3.1 Create an Economic Development Strategic Plan*

*3.2 Work with Development Services to solicit feedback from businesses and developers on permit approval and other processes, and provide recommended solutions to the City Manager and/or City Council.*

*3.3 Create a business sub-committee of the Council to review issues of concern for local businesses and new businesses considering Poway.*

*3.4 Explore use of technology to provide tools to support local businesses.*

*3.5 Collaborate with Development Services to facilitate the implementation of the Poway Road Corridor Study.*

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## Goal 4: Provide Effective City Management



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Effective City management is essential to the successful implementation of the Strategic Plan. Led by the City Manager, each Department will develop a set of tactics to support these Strategies:

- 4.1 Develop and implement a comprehensive risk management plan.*
- 4.2 Plan for and prepare for succession, training and recruitment.*
- 4.3 Explore the use of technology to connect the public with City services such as planning and engineering services, code compliance and business certificates in a more effective and efficient manner.*
- 4.4 Engage in a legislative platform via League of California Cities and regional agencies.*
- 4.5 Consider creating a Community Outreach Coordinator position.*
- 4.6 Conduct a review of the City's management tools, systems and resources and implement recommendations resulting from such a review.*
- 4.7 Provide clear and consistent leadership by holding weekly staff meetings, allowing the management team to work collaboratively and proactively to meet Council Goals.*

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## Goal 5: Maintain Quality of Life



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Poway's unique character and exceptional quality of life were repeatedly mentioned during this process as a key strength of the community. "The City in the Country" is known for its schools, family-friendly environment, open space, natural beauty and trails. Strategies to support maintaining this include:

- 5.1 Support the City's General Plan to ensure quality development in keeping with our local community character.*
- 5.2 Maintain and refresh City parks, trails and facilities to provide exceptional experiences.*
- 5.3 Implement the trails master plan.*
- 5.4 Promote community collaboration, volunteerism and communication.*
- 5.5 Support youth activities.*

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## Goal 6: Support Water Resource Management



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Water continues to be a challenge throughout California. Strategies to address the City's water challenge include:

- 6.1 Develop and implement a water conservation and management plan to reduce community water usage.*
- 6.2 Maintain water system at optimal levels to ensure safe, reliable delivery of water.*
- 6.3 Expand the use of recycled water.*
- 6.4 Explore means to reduce water delivery costs.*
- 6.5 Prepare a comprehensive long-range water assessment plan.*
- 6.6 Assess landscape regulations to reduce water use.*

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## Goal 7: Attract and Retain Quality Staff



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City employees are fundamental to carrying out the Strategic Plan and ensuring that each Goal is achieved. The City reduced staffing by approximately 20-percent over the past several years but continues to provide excellent customer service and fulfill the objectives of the Council's policy direction. The purpose of this Goal is to ensure that the City continues to provide a positive work environment and is able to attract and retain high quality employees. Strategies include:

- 7.1 Develop and implement organization wide staff succession planning.*
- 7.2 Develop and implement specialized customer service training across all departments.*
- 7.3 Support employee training, enrichment and recognition.*
- 7.4 Complete a classification and compensation study for the entire organization.*
- 7.5 Establish clear performance standards for workforce and provide annual employee reviews.*

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## Development of the Plan

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### Research

Flint Strategies, as part of this process, conducted a substantial amount of research. This research included a thorough review of the following:

- *The City's 2014-2015 Annual Budget*
- *The City's 2014-2015 Capital Improvement Plan*
- *Review of City Council Meetings (Agendas, Minutes and Broadcasts)*
- *Review of News Articles, Prior Election Results and Other Materials*
- *Demographic Data*
- *Economic Trends (Local and Regional)*

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### City Council and Staff Interviews

Staff is a critical component of the implementation of a successful Strategic Plan. Individuals representing all departments and all levels of staff were engaged in a series of small group interviews and asked to identify the City's strengths and weaknesses. Interviews were held over three days onsite at City Hall with the management team and key staff members from all City departments as well as the San Diego Sheriff's Department. Ms. Flint also met individually with the Mayor and Council members to discuss their goals for the Strategic Plan and learn more about their priorities for the City.

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### Key Themes

As in most communities, public safety remains a top priority; however, given Poway's low crime rate and excellent response times for both Sheriff and fire; it does not appear to be an area that requires or has broad support for a high level of additional/increased investments.

Fiscal stability was also a key concern of Council and staff. There appears to be a desire and a need for clear direction regarding the need and amount of reserve funds, how best – if at all – to invest or use reserve funds, and the appropriateness and purpose of fees.

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## Development of the Plan

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### Key Themes *(continued)*

Staff and Council members mentioned employee retention and succession planning across all departments as a high priority. Many expressed concern about “institutional memory loss.” Morale appears to be good although most departments appear to be operating at or past capacity, which makes it challenging to continue to offer exemplary customer service.

Major projects such as the Poway Road Corridor Study and Mickey Cafagna Community Center are believed to be instrumental in the City’s future development but there are varying degrees of support for specific parameters for both projects including size, cost and uses.

Others issues of concern include:

- *Water conservation programs and water management.*
- *Water infrastructure investments.*
- *Economic development (retail/business).*
- *Increase internal (staff) and external communication.*
- *Exercise the highest and best use of limited staff resources.*

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### Council Strategic Planning Workshop

The Poway City Council and staff attended a one-day Strategic Planning Workshop. The purpose of the workshop was to identify areas of concern and appropriate priorities for the City moving forward. Discussion revolved around the following topics:

- *What should the City’s main priorities be now and in the future?*
- *How can the City best address its fiscal challenges?*
- *What types of housing and business development does Poway need to remain viable?*
- *How can the City retain critical staff and create a productive and positive work environment for employees and contractors?*

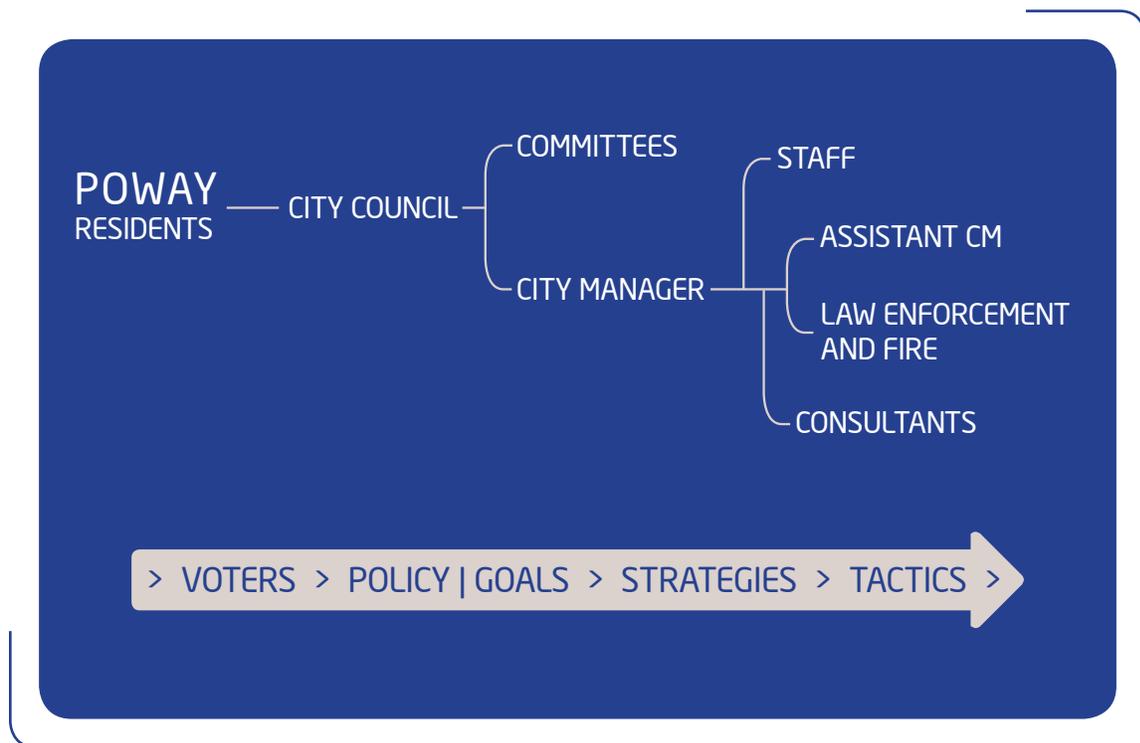
*Members of the public were also given an opportunity to comment during the session.*

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## Implementation

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The role of the City Council is to establish Goals based on community input and fiscal viability. The role of the City Manager is to develop Strategies to achieve those goals. City staff, under the director of the City Manager, has developed a comprehensive 2015-2017 Departmental Implementation Plan which is also available for review on the City's website.



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The Strategic Plan is meant as a living and working document and will therefore be updated by Council and staff on a regular basis.

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## Benchmarks

Over the next five years staff will include progress reports on the implementation of the Plan citing specific examples of fulfillment. Agenda items and staff reports will be tied to achieving each of the individual Goals.

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## Summary and Recommendations

Following the adoption of the Strategic Plan, individual Departmental Implementation Plans will be developed and incorporated into this Plan as tactics to support each Goal and Strategy. It is recommended that the City Council review the 2015-2020 Strategic Plan at a minimum biennially to gauge progress towards achieving its goals.

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## Conclusion

The 2015-2020 Strategic Plan does not include all of the Goals, and programs, projects and initiatives suggested by the public, staff or Council over the course of its development. Neither is this plan expected to capture all of the City's obligations, commitments or ongoing priorities. The Goals included represent the highest priorities for City Council. Should other sources of revenue be identified, the City may revisit this Plan and adapt it as needed. For now, by limiting the City's efforts to these key areas, Poway will be better positioned to achieve its long-term vision and maintain its fiscal viability.

# Department Implementation Plan

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## Department and Division Key

**AS** Administrative Services

**CC** City Clerk

**CM** City Manager

**CS** Community Services

**DS** Development Services

**PW** Public Works

**SS** Safety Services

## Goal 1: Ensure the City's Continued Financial Stability

*The City of Poway has an excellent reputation for its fiscal management. The City Council and the community value its commitment to maintaining adequate reserves and working with a balanced budget. Strategies to support this Goal include:*

### STRATEGIES & TACTICS

#### **1.1** *Maintain sound fiscal policies regulating debt and establish parameters for reserves.*

**AS 1.1.1** Establish fiscal policies to regulate parameters for reserves.

**AS 1.1.2** Utilize Government Finance Officers Association best practices for budget documents.

**AS 1.1.3** Replace the City's Enterprise Resource Planning System to improve efficiency and accuracy. This software system is a management tool for the City's finances, human resources and fixed assets.

**AS 1.1.4** Transition to a two-year budget.

**CM 1.1.1** Implement, uphold, and maintain the City's financial and reserve policies.

#### **1.2** *Prioritize use of discretionary funds based on the 2015-2020 Strategic Plan Goals.*

**AS 1.2.1** Continue to work with departments to identify minimum (base) ongoing funding for operating needs, including standard annual adjustments for inflation and other factors, and utilize concept papers to develop new requests for staffing, equipment, programs and services.

**AS 1.2.2** Provide quarterly reviews and updates of department operating budgets.

**CM 1.2.1** Prioritize discretionary funding to support the City Council's priorities.

**DS 1.2.1** Develop a Citywide programmatic approach to prioritize CIP projects.

#### **1.3** *Explore alternative energy sources such as solar power to reduce operating costs.*

**AS 1.3.1** Evaluate the viability and cost-effectiveness of alternative energy sources by reviewing request for proposal responses.

**DS 1.3.1** Coordinate with Public Works and other departments as necessary to explore alternative energy opportunities.

**PW 1.3.1** Explore recommendations outlined in the Poway Energy Roadmap.

#### **1.4** *Develop an appropriate cost recovery plan for planning, building, engineering and recreation facility and program user fees.*

**CS 1.4.1** Review costs of providing services and adjust fees per cost recovery model.

**CS 1.4.2** Develop a cost-recovery policy that grants the City Manager the authority to establish fees for new programs and activities.

**CS 1.4.3** Reallocate resources to extend operation of the Lake Poway entry station from nine to twelve months to increase revenue by 30 percent.

**CS 1.4.4** Fully assess operations and fees at the Poway Center for the Performing Arts and bring forward recommendations for adjustment to City Council.

**CS 1.4.5** Administer the Library Endowment Fund in accordance with Council policy.

**CS 1.4.6** Implement a point-of-sale system to improve accuracy in collecting fees, tracking trends, and financial reporting.

**DS 1.4.1** Conduct a nexus fee study to determine actual cost of service delivery for planning, building and engineering; and determine an appropriate cost recovery model for Development Services.

**DS 1.4.2** Review development impact fees and, if necessary, update.

**PW 1.4.1** Track the cost of staff time provided to support relevant community events for cost recovery.

**1.5** *Seek local, regional and federal grant opportunities to support City projects, programs and initiatives.*

**CM 1.5.1** Direct staff to reasonably pursue and secure grant funding for projects, programs, facilities and equipment.

**CS 1.5.1** Seek grant opportunities, when applicable, to fund projects and programs that benefits the community.

**CS 1.5.2** Create a centralized, bi-annual *Poway's Partners* sponsorship campaign to offset event and program costs.

**DS 1.5.1** Pursue Active Transportation Grants that support multi-modal travel opportunities in the City.

**DS 1.5.2** Identify opportunities to coordinate with regional, state and federal agencies to secure and use grant funds.

**PW 1.5.1** Seek and apply for grants to fund infrastructure improvements including water, sewer and streets.

**PW 1.5.2** Coordinate with the SANDAG Board and pursue funding opportunities for local projects.

**SS 1.5.1** Seek local, regional and federal grant opportunities for law enforcement and fire suppression training, equipment, services and programs.

## Goal 2: Support Public Safety

*Public Safety continues to be a top priority for the City Council. In this context, Public Safety includes law enforcement, fire, emergency medical services as well as infrastructure such as roadways and the water system. Strategies include:*

### STRATEGIES & TACTICS

#### **2.1** *Ensure adequate funding for appropriate levels of staffing for law enforcement and fire department personnel.*

**CM 2.1.1** Continue to cost-effectively maintain law enforcement, fire, and emergency medical services in order to maintain a high level of public safety.

**SS 2.1.1** Implement the tactical medic program, and increase the capability of its first responders to provide immediate medical care.

**SS 2.1.2** Continue to coordinate with the Poway Criminal Apprehension Team (PCAT).

#### **2.2** *Support local and regional partnerships for mutual aid.*

**PW 2.2.1** Utilize Public Works assets in accordance with regional mutual aid agreements with the County of San Diego, San Diego County Water Authority and City of San Diego.

**PW 2.2.2** Participate in at least one countywide mutual aid training exercise annually.

#### **2.3** *Continue to update emergency operation plans and ensure appropriate staff training and engagement for implementation.*

**CC 2.3.1** Work with Safety Services and other departments to prepare emergency messaging for the Emergency Operations Center.

**SS 2.3.1** Provide emergency medical care training through continuing education.

**SS 2.3.2** Update the Emergency Operations Plan (EOP) and develop and implement a Continuity of Operations Plan (COOP).

#### **2.4** *Encourage community participation in Community Emergency Response Team (CERT) and other residential emergency-readiness programs.*

**SS 2.4.1** Plan and implement local emergency and disaster preparedness drills.

**SS 2.4.2** Continue to support school safety patrol programs.

**SS 2.4.3** Provide Community Emergency Response Team (CERT) classes and training drills. Continue to host and participate in community events such as the Fire Station Open House, Kids Safety House, and street fairs.

**SS 2.4.4** Develop a relationship with the ham radio community and provide training in radio operations, procedures and protocols.

**SS 2.4.5** Participate in countywide emergency drills.

## **2.5 Support early intervention programs for youth.**

**CS 2.5.1** Support youth intervention by providing teens (ages 12-15) with opportunities to annually participate in innovative programs and excursions.

**CS 2.5.2** Provide Poway teens with opportunities to develop leadership abilities and increase the number of teen volunteers.

**SS 2.5.1** Support the Start Smart program to prevent distracted driving by coordinating with the California Highway Patrol and the Poway Unified School District.

**SS 2.5.2** Continue the Ride-Along Program for potential law enforcement candidates.

**SS 2.5.3** Reduce youth access to drugs and alcohol through education, prevention and enforcement.

**SS 2.5.4** Continue a community-based partnership with the Safety Wellness Advocacy Community Coalition (SWACC) to interrupt, reduce, and prevent youth substance abuse and related safety and wellness issues affecting the community.

## **2.6 Support emergency preparedness throughout the community.**

**CS 2.6.1** Host an annual emergency preparedness care and shelter training for employees and volunteers.

**CS 2.6.2** Check emergency supply containers on a quarterly basis and ensure information binders and bins are updated.

**CS 2.6.3** Improve emergency preparedness readiness by providing Emergency Operations Center cross training to supervisors.

**SS 2.6.1** Offer community preparedness presentations.

## **2.7 Maintain safe neighborhoods including well-lit streets and roads.**

**DS 2.7.1** Install sidewalks and street lighting on Midland Road.

**DS 2.7.2** Implement pedestrian safety improvements on Espola Road.

**DS 2.7.3** Work with Public Works to identify and assess future lighting and infrastructure needs.

**DS 2.7.4** Work with Public Works and Community Services to identify needed park improvements.

**DS 2.7.5** Ensure consistent code compliance.

**DS 2.7.6** Partner with the Fire and Sheriff's Departments on Poway Abatement Team activities to achieve code compliance.

**PW 2.7.1** Enhance safe pedestrian and traffic movements through phased inspection and repair of sidewalks, pavement and signage of at least one city zone per year.

**PW 2.7.2** Proactively coordinate utilities and infrastructure maintenance activities with the annual paving program.

**PW 2.7.3** Respond to pothole repair requests within one working day.

**PW 2.7.4** Perform monthly traffic signal and arterial streetlight inspections throughout the City.

**PW 2.7.5** Respond to streetlight outages within ten working days.

**PW 2.7.6** Annually replace 25 percent of street lights with more efficient lighting when feasible.

**PW 2.7.7** Respond to traffic signal issues within one hour; and replace traffic signal lamps every four years.

**SS 2.7.1** Work collaboratively with large multifamily complexes to preserve safe environments through the Crime Free Multi-Housing Program.

**2.8** *Monitor water systems to ensure safe, reliable delivery of water.*

**DS 2.8.1** Work closely with Public Works to identify water system infrastructure needs.

**PW 2.8.1** Meet or exceed federal and state water quality statutes and regulations.

**PW 2.8.2** Manage the Backflow Prevention Program to ensure 100 percent of devices are tested annually.

## Goal 3: Promote Economic Development

*Economic development strategies include business attraction and business retention among other programs. With one staff member devoted to this effort, it is critical that the City have a specific plan in place to focus efforts in areas with the highest likelihood of success. As such, Strategies to support this Goal include:*

### STRATEGIES & TACTICS

#### **3.1 Create an Economic Development Strategic Plan.**

**ED 3.1.1** Develop a comprehensive market analysis looking at opportunities and constraints including identification of key industries, assets, and opportunities for increased taxable sales and property values.

**ED 3.1.2** Identify and support growing market segments proven to succeed in Poway.

**ED 3.1.3** Evaluate opportunities to utilize former redevelopment properties for business attraction purposes.

**ED 3.1.4** Develop cost effective marketing materials to attract new businesses in key industries and growing market segments to the City.

**ED 3.1.5** Coordinate with local and regional economic development organizations and chambers to support, grow, and retain key industries.

**ED 3.1.6** Explore current tools such as enhanced infrastructure financing districts, industrial development bonds, community facility districts, and California Competes Tax Credits.

**ED 3.1.7** Facilitate workshops to assist businesses with organizational development, business plans and marketing and to provide financial information.

#### **3.2 Solicit feedback from businesses and developers on permit approval and other processes, and provide recommended solutions to the City Manager and/or City Council.**

**AS 7.1.2** Provide Citywide training on Requests for Proposals (RFP) to develop a standardized structure. Review procurement and research bid process to increase efficiency in developing and releasing RFPs as well as their review and award of contract.

**DS 3.2.1** Develop a survey to measure customer service levels and create a report to address issues.

**DS 3.2.2** Review, and if needed, update development code.

**ED 3.2.1** Work with Development Services, the Chamber of Commerce, and business leaders to identify and address areas of concern.

#### **3.3 Create a business sub-committee of the Council to review issues of concern for local businesses and new businesses considering Poway.**

**DS 3.3.1** Work with Economic Development and the business sub-committee to address business concerns.

**ED 3.3.1** Establish a business sub-committee of City Council members to meet with local business owners.

**ED 3.3.2** Identify leaders in Poway's key industry groups and business areas, and regularly meet to gather feedback and input on City programs, services and strategies.

### **3.4** *Explore use of technology to provide tools to support local businesses.*

**DS 3.4.1** Utilize an online permitting tool to streamline the application process for development, business certificates and code compliance issues.

**ED 3.4.1** Promote the Pick Poway website to assist businesses in finding potential business locations in Poway.

**ED 3.4.2** Create a system to notify businesses about opportunities such as chances to bid on government contracts or utilize business financing programs.

**ED 3.4.3** Utilize online surveys to learn about business needs and interests.

**ED 3.4.4** Create an online business directory to encourage local business-to-business transactions.

**ED 3.4.5** Assist businesses with establishing and improving their online presence and marketing.

**ED 3.4.6** Encourage and support the efforts of internet providers to increase service speeds in Poway.

**ED 3.4.7** Explore opportunities with internet and wireless service providers to create public Wi-Fi.

**ED 3.4.8** Create an online business resources center.

### **3.5** *Facilitate the implementation of the Poway Corridor Study Plan.*

**DS 3.5.1** Lead and coordinate the implementation of the Poway Road Corridor Study with other departments and the Ad Hoc Committee.

**ED 3.5.1** Collaborate with Development Services to facilitate the implementation of the Poway Road Corridor Study.

**PW 3.5.1** Assist Development Services in implementing the Poway Road Corridor Study by efficiently processing plan check reviews of private projects.

## Goal 4: Provide Effective City Management

*Effective City management is essential to the successful implementation of the Strategic Plan. Led by the City Manager, each Department will develop a set of tactics to support these strategies.*

### STRATEGIES & TACTICS

#### **4.1** *Develop and implement a comprehensive risk management plan.*

**AS 4.1.1** Ensure California Joint Powers Insurance Authority (CJPIA) best risk management practices are in place through the implementation of the *Loss Control Action Plan*.

**PW 4.1.1** Provide staff safety tailgate trainings and participate in OSHA programs.

#### **4.2** *Plan for and prepare for succession, training and recruitment.*

**CM 4.2.1** Work with departments to ensure that appropriate succession planning is being implemented across all departments and staff levels.

**DS 4.2.1** Provide professional training development plans for employees.

**PW 4.2.1** Continue aggressive recruitment strategies and partner with Administrative Services to maintain staffing levels.

**PW 4.2.3** Transition certain key positions with sufficient overlap by using trainee positions.

#### **4.3** *Explore the use of technology to connect the public with City services such as planning and engineering services, code compliance and business certificates in a more effective and efficient manner.*

**AS 4.3.1** Provide financial documents and information, reports and studies online for easy public access.

**CC 4.3.1** Continue to manage online posting of meeting agendas, minutes and all public documents via the City's website.

**CC 4.3.2** Continue to manage online broadcasting of City Council meetings.

**CC 4.3.3** Increase access to the City's permanent documents by scanning to online archive.

**DS 4.3.1** Work with Information Technology to identify appropriate cost effective tools to improve efficiency, transparency and customer service.

**PW 4.3.1** Explore improvements in Geographic Information Systems software as a tool to assist with customer service.

**PW 4.3.2** Re-launch YourGov in coordination with Administrative Services.

**SS 4.3.1** Utilize software and technology-based tools to improve efficiency and communications.

**4.4** *Engage in a legislative platform via League of California Cities and regional agencies.*

**CC 4.4.1** Monitor legislative changes and updates.

**CM 4.4.1** Lead City efforts to develop and implement a legislative platform by utilizing legislative services offered by the League of California Cities, SANDAG and other regional agencies.

**PW 4.4.1** Continue to participate with the San Diego County Water Authority, Metro Technical Advisory Committee, the Metro Commission and Metro Wastewater Joint Powers Authority, and Regional Solid Waste Association meetings.

**4.5** *Consider creating a Community Outreach Coordinator position.*

**CM 4.5.1** Work with the City Council to consider a position responsible for providing community outreach for City programs, services, and water conservation.

**4.6** *Conduct a review of the City's management tools, systems and resources and implement recommendations resulting from such a review.*

**CM 4.6.1** Lead Citywide efforts to review the City's management tools, systems and resources to identify future cost savings and efficiencies.

**4.7** *Provide clear and consistent leadership by holding weekly staff meetings, allowing the management team to work collaboratively, and proactively to meet Council Goals.*

**CM 4.7.1** Develop communication standards and expectations for the City's leadership team.

## Goal 5: Maintain Quality of Life

*Poway's unique character and exceptional quality of life were repeatedly mentioned during this process as a key strength of the community. "The City in the County" is known for its schools, family-friendly environment, open space, natural beauty and trails. Strategies supporting maintaining this including:*

### STRATEGIES & TACTICS

#### **5.1** *Support the City's General Plan to ensure quality development in keeping with our local community character.*

**DS 5.1.1** Continue to support the development of affordable housing projects in the City through partnerships with housing providers.

**DS 5.1.2** Complete the Poway Road Corridor Study and support revitalization efforts in the project area.

**DS 5.1.3** Ensure consistent code compliance.

#### **5.2** *Maintain and refresh City parks, open space, trails and facilities to provide exceptional experiences.*

**DS 5.2.1** Use in-lieu fees to purchase property and increase the City's open space.

**DS 5.2.2** Support development, design and future construction of the Mickey Cafagna Community Center.

**DS 5.2.3** Work with Public Works and Community Services to identify needed park improvements.

**PW 5.2.1** Complete at least one rehabilitation project per year at park facilities.

**PW 5.2.1** Update the Poway Trail Guide to include current trails and parks and explore the use of mobile applications to enhance this update.

**PW 5.2.2** Use volunteers, where feasible, to augment City staff to maintain safe and durable trails and parks.

**PW 5.2.3** Continue annual roofing replacement, general maintenance and repair, and painting programs.

**PW 5.2.4** Complete condition assessment of park facilities as part of the Citywide contract in FY15/16 and subsequently prioritize needs.

**PW 5.2.5** Continue to enhance and place trail signage.

#### **5.3** *Implement the Trails Master Plan.*

**DS 5.3.1** Provide support for trails by securing Active Transportation grants.

**PW 5.3.1** Coordinate with Development Services to obtain required land acquisitions and easements for future trail segments.

**PW 5.3.2** Pursue regional trail connections and loop trails within current trail systems.

#### **5.4** *Promote community collaboration, volunteerism and communication.*

**CC 5.4.1** Improve the format of the *Poway Today* newsletter.

**CM 5.4.1** Collaborate with departments to identify additional community engagement and volunteer opportunities.

**CS 5.4.1** Review the Reserve Park Ranger volunteer program participation to identify ways to more effectively meet the department's operating, events and programming needs.

**CS 5.4.2** Improve efficiencies of volunteer recruitment and management.

**CS 5.4.3** Coordinate with the Old Poway Park Action Committee to implement two to three volunteer-driven activities that meet the park's theme and the community's needs and interests.

**CS 5.4.4** Engage the community in planning the proposed Mickey Cafagna Community Center. Finalize the architectural concept, identify a funding source, and create a business operations plan.

**CS 5.4.5** Identify and implement an efficient and effective way to elicit feedback on events, programs, activities, and services to enhance the enjoyment and meet the community's needs.

**ED 5.4.1** Partner with the Chamber of Commerce to promote the City's quality of life to businesses.

**PW 5.4.1** Continue to facilitate Adopt-A-Trail, Eagle Scout, and Gold Award projects for Boy and Girl Scouts and other volunteer groups.

**SS 5.4.1** Establish quarterly meetings with the Sheriff's and community advisory group to discuss issues and continue to hold Coffee with the Captain events.

**SS 5.4.2** Collaborate with the Sheriff's Senior Volunteer Patrol program and provide training for participants.

## **5.5** *Support youth activities.*

**CS 5.5.1** Launch the pool inflatable rental packages and sessions to provide experience-based parties, increase daily attendance, enhance existing Kid and Teen Night Out activities, and bolster Swim Center revenue.

**PW 5.5.1** Support Community Services with event set-up and cleanup.

**PW 5.5.2** Collaborate with Eagle Scouts to build and maintain trail signs.

## Goal 6: Water Resource Management

*Water continues to be a challenge throughout California. Strategies to address the City's water challenge include:*

### STRATEGIES & TACTICS

#### **6.1** *Develop and implement a water conservation and management plan to reduce community water usage.*

**CM 6.1.1** Develop and implement a water conservation outreach program to educate residents and businesses about water restrictions.

**CM 6.1.2** Ensure the City complies with state and local mandates regarding water use in the community as well as on City properties and facilities.

**CS 6.1.1** Identify opportunities to promote water conservation and increase awareness. Integrate water-based themes into four to six events, programs and activities each year.

**SS 6.1.1** Identify and implement water saving technology, devices, and practices at the three fire stations.

#### **6.2** *Maintain water system at optimal levels to ensure safe, reliable delivery of water.*

**DS 6.2.1** Program appropriate Capital Improvement Projects to support the water system infrastructure.

**PW 6.2.1** Meet or exceed federal and state water quality statutes and regulations.

**PW 6.2.2** Collaborate with Development Services to implement the 10-year Capital Improvements Program in accordance with City Water Treatment Plant and Water Distribution maintenance assessments.

**PW 6.2.3** Utilize Supervisory Control and Data Acquisition (SCADA) to optimize operational needs and maintain required pressure zones.

**PW 6.2.4** Continue the Water Distribution Maintenance program to maintain water quality for health and safety.

#### **6.3** *Expand the use of recycled water.*

**DS 6.3.1** Explore the potential for recycled water programs.

**PW 6.3.1** Re-evaluate the viability of recycled water master plans.

**PW 6.3.2** Initiate study to expand recycled water distribution beyond the Business Park.

**PW 6.3.3** Explore possible alternative water treatment facilities.

#### **6.4** *Explore means to reduce water delivery costs.*

**AS 6.4.1** Improve the utility billing system to provide customers with additional information and online accessible tools for managing water consumption.

**PW 6.4.1** Take advantage of SDG&E rate tariffs to minimize peak and semi-peak power costs.

**PW 6.4.2** Review the costs of delivering water.

**PW 6.4.3** Retrofit water pump stations with low current starting devices (i.e. Adjustable Speed Drives), where feasible, as part of the 10-year Capital Improvement Program.

**6.5** *Prepare a comprehensive long-range water assessment plan.*

**PW 6.5.1** Participate in regional opportunities (i.e. Pure Water Program and Carlsbad Desalination) through the San Diego County Water Authority and the Metro Wastewater Joint Powers Authority.

**6.6** *Assess landscape regulations to reduce water use.*

**DS 6.6.1** Review the municipal code to ensure compliance with state mandates.

**DS 6.6.2** Revise the landscape manual for Zone B vegetation management requirements to align with state and local water restrictions.

## Goal 7: Attract and Retain Quality Staff

*City employees are fundamental to carrying out the Strategic Plan and ensuring that each Goal is achieved. The City reduced staffing by approximately 20-percent over the past several years but continues to provide excellent customer service and fulfill the objectives of the Council's policy direction. The purpose of this Goal is to ensure that the City continues to provide a positive work environment and is able to attract and retain high quality employees. Strategies include:*

### STRATEGIES & TACTICS

#### **7.1** *Develop and implement organization wide staff succession planning.*

**AS 7.1.1** Develop an integrated staff succession plan and hire mid-level management to assist in the transition.

**CM 7.1.1** Work with each department to formalize succession planning.

**DS 7.1.1** Develop protocols to identify department wide succession planning procedures and policies.

**SS 7.1.1** Cross-train the division chiefs to transfer to new duties every few years.

**SS 7.1.2** Facilitate unit changes within the station.

**SS 7.1.3** Develop a mentorship for Sheriff's command personnel to help new command personnel seamlessly transition and adjust to the Poway station. The Sheriff's Department transfers command personnel every two years.

#### **7.2** *Develop and implement specialized customer service training across all departments.*

**AS 7.2.1** Mentor employees and develop guidelines and procedures for collaborating and working with members of the public.

**DS 7.2.1** Provide customer service training for Development Services staff.

**CC 7.2.1** Develop customer service training protocols and procedures.

**CC 7.2.2** Update the City Clerk procedural manual as needed.

#### **7.3** *Support employee training, enrichment and recognition.*

**AS 7.3.1** Develop departmental training, enrichment and recognition programs.

**AS 7.3.2** Offer wellness programs and educational opportunities like "Lunch and Learns."

**CM 7.3.2** Promote and support collaboration, internal customer service values, cooperation and team building.

**CM 7.3.3** Provide opportunities for in-service trainings during management meetings.

**CM 7.3.4** Keep staff at all levels informed about Council directives, Citywide programs and other matters of interest.

**CS 7.3.1** Regularly identify and make online training resources available to all full-time and part-time staff. Retain this as a priority and encourage employees to schedule time for employees within the work-day to utilize training resources.

**CS 7.3.2** Enhance employee public speaking abilities by providing opportunities to present information at Park and Recreation Advisory Committee meetings and to other community organizations.

**CS 7.3.3** Create and host a department workshop on identifying professional development paths, job search techniques, application materials and resumes, and interview skills.

**DS 7.3.1** Support professional development through professional planning and engineering organizations.

**PW 7.3.1** Provide Public Works employee training, enrichment and recognition.

**PW 7.3.2** Participate in at least one countywide training exercise annually.

**SS 7.3.1** Ensure appropriate and regular training for fire department staff.

#### ***7.4 Complete a classification and compensation study for the entire organization.***

**AS 7.4.1** Select consultant for classification and compensation study and oversee its development.

**AS 7.4.2** Complete a comprehensive Classification and Compensation study to realign job specifications with current duties and assess compensation levels.

#### ***7.5 Establish clear performance standards for workforce and provide annual employee reviews.***

**AS 7.5.3** Provide annual performance reviews of all employees.

**AS 7.5.4** Provide Citywide training in the proper use of employee evaluation forms and procedures.

**CC 7.5.1** Conduct annual reviews for staff and provide performance evaluation.

**CM 7.5.1** Provide annual performance standards and performance reviews for department directors.

**CS 7.5.1** Conduct annual performance reviews for staff.

**DS 7.5.1** Provide annual performance evaluations for staff.

**SS 7.5.1** Conduct annual performance reviews and provide evaluations of staff.

#### ***7.6 Conduct a review of the City's management tools, systems and resources.***

**AS 7.6.1** Develop a clearly defined process for onboarding new employees, including a guide of policies and procedures.



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