5-Year Strategic Plan (2015-2020)
Department of Public Works
City of San Luis Obispo
It is an exciting time to be in Public Works – and to be part of the partnership that enhances the present and shapes the future of the City. The beauty of local government is that what we do each day makes a tangible difference in the lives of real people, in some cases in minutes, sometimes much longer. Either way – our projects and services are an essential part of a healthy, vibrant, mobile, sustainable and livable San Luis Obispo.

This Strategic Plan (Plan) describes – in simple terms; why we work (vision), what we do (mission), how we do it (values). From that foundation, the Plan describes in detail what specific enhancements we will do to make those words (concepts) a reality.

In addition, the word ‘Public’ in our Department title is no accident. The Public has paid for – and owns – all the facilities we maintain on their (your!) behalf. Consequently – this plan is based, to a large degree, on comments and needs from various segments of our community. That is why the first sentence in my message speaks of ‘partnership’. Everything we do involves partners; Council direction, City Manager support, citizen engagement, other city and regional agencies - - and an untold number of stakeholders and residents.

The Strategic Plan is a straightforward and clear roadmap of where we are going. Most important; it will inspire citizens, employees, and other stakeholders to be an active partner in the continual improvement in the services and projects of the Public Works Department.

San Luis Obispo is a beautiful and vibrant community – and the Public Works Department is privileged to be a part of its exciting present and even brighter future. Public Works has a role in every aspect of a community’s quality of life; from safety, health, economic vibrancy, mobility, natural resource protection.
Programs & Services

- Administrative Support Services
- CIP Engineering
- Creek & Flood Control
- Facilities Maintenance Services
- Fleet Services
- Parking Services
- Parks & Landscape Maintenance
- Street & Sidewalk Maintenance
- Traffic Signal & Street Lights
- Transit Services
- Transportation Operations
- Urban Forest
Our Mission

What We Do
Preserving and enhancing city infrastructure for an accessible, safe, and inclusive community experience.

How We Do It
Partnering for excellence, providing results.

Why We Do It
Inspiring you to have the best day you’ve ever had.

Street Maintenance Program
- Spent $1.2 million on street reconstruction & resurfacing in 2013-14
- Maintains 130 miles of streets & 240 miles of sidewalks
- Responds to 370 sidewalk repair & 195 debris removal requests annually
Developing Our 5-Year Strategic Plan

This report is to provide a follow-up to the Organizational Assessment completed by the Public Works Department in April of 2011 by the Matrix Consulting Group. Based upon recommendations contained in that report, Public Works staff developed an Implementation Plan, and has followed up with two Quarterly Status Reports that were forwarded to the City Council.

The Organizational Assessment included 301 specific recommendations for the Department to implement. Those recommendations focus on a Six Point Agenda for Change. This Agenda for Change, now renamed Focus Areas, are:

1. Accountability
2. Asset Management
3. Maintenance Management
4. Administrative and Management Structure
5. Preventative Maintenance
6. Service Delivery

This Strategic Plan is both a recommendation of, and essentially fulfills – the earlier Organizational Assessment. The most notable examples are listed below:

1. Under Accountability there were two primary recommendations’ to develop a Strategic Plan and Goals & Objectives. This document accomplishes both of those tasks.

2. Three of the Focus Areas: Asset Management, Maintenance Management and Preventative Maintenance – are thoroughly covered within this document’s Strategic Direction of Providing and Managing Excellent Community Assets section.

3. The last Focus Area, Cost Effective Service Delivery, is embedded in the Strategic Goal of Align Available Resources with Services (under Develop Employees Direction) and Implement Innovative Maintenance Solutions (under Providing and Managing Excellent Community Assets.)

4. The Focus Area of Administrative and Management Structure included recommendations implemented prior to this report and is further explored in many of the Annual Objectives included in this Strategic Plan.

Essentially – the Strategic Plan should be considered the measurable outcome and natural successor to the Organizational Assessment.
UNDERSTANDING OUR ORGANIZATION

Staff gathered and reviewed the previous organizational assessments, surveys, and reports to better understand what areas have been addressed and which ones needed further focus.

STAKEHOLDER INVOLVEMENT

In June, 2014, the Public Works management team met with a variety of stakeholders, including:

- City Council
- Neighborhood Groups
- Downtown Association
- Chamber of Commerce
- Department Heads
- Government Agencies (County of San Luis Obispo, Cal Poly, SLO County of Governments, Regional Transit Authority (RTA), California Department of Transportation (CalTrans))

The meetings were designed to engage some of the Department’s most frequently served internal and external customers. The interview questions were designed to understand their biggest challenges over the next 5 years and how the Department could help them meet those challenges. A variety of common themes were developed from those interviews which helped guide the development of the Plan.
STAFF WORKSHOPS

With the help of an in-house facilitator, staff used the previous organizational assessments and stakeholder input to develop specific **Direction**, **Goals** and **Annual Objectives** for the next 5-Years.

### DIRECTION
- Broad, overarching themes that are ongoing

### GOAL
- More specific and detailed themes that capture multiple annual objectives

### ANNUAL OBJECTIVE
- Specific items that can be completed to meet the Goal and Direction

**PROVIDING AND MANAGING EXCELLENT COMMUNITY ASSETS**

- **Proactively Manage Assets**
- **Implement Innovative Maintenance Solutions**

**ANNUAL OBJECTIVE**

- Review funding maintenance issues and develop a new City policy for funding maintenance of new infrastructure.
- Research lessons and experiences from Asset Management in other public works agencies.
- Incorporate Low Impact Development (LID) elements into projects and request funds.
- Investigate and implement AC (Asphalt-Concrete) alternatives.

**Urban Forest Program**
- Maintains 18,900 street trees
- Annually plants 100 new Trees and prunes 1,900 trees
Directions and Goals

**DIRECTION**

**Providing & Managing Excellent Community Assets**

- Proactively Manage Assets
- Implement Innovative Maintenance Solutions
- Using Technology to Enhance Service
- Enhance Safe and Efficient Transportation

**GOAL**

**Enhancing Productive Relationships**

- Connect with Our Community
- Enhance Internal Partnerships
- Communicate Results

**Supporting & Developing Staff**

- Invest in Employee Development
- Align Available Resources with Service Needs

**# of ANNUAL OBJECTIVES**

- Proactively Manage Assets: 11
- Implement Innovative Maintenance Solutions: 9
- Using Technology to Enhance Service: 9
- Enhance Safe and Efficient Transportation: 9
- Connect with Our Community: 14
- Enhance Internal Partnerships: 7
- Communicate Results: 7
- Invest in Employee Development: 12
- Align Available Resources with Service Needs: 6

Revised 2/11/2015
STAFF FEEDBACK

Once the draft **Direction**, **Goals** and **Annual Objectives** were developed, several presentations were provided to Public Works staff. The purpose of the presentation was to:

- Describe the process for developing the directions, goals and annual objectives.
- Demonstrate the role of each division and program within the annual objectives.
- Answer questions and gather feedback about each of the annual objectives.

ACTION PLAN

After reviewing the organizational assessment, holding stakeholder interviews, conducting staff workshops and presenting the results to the Department, the management team assigned the annual objectives a **Lead(s)** and a **Year**. The lead is the position responsible for completing the annual objective during the assigned year. For many of the objectives, there are several leads and will require additional staff support to complete the objective. While the number of annual objectives is highest in Years 1 and 2, many of these are exploratory in nature with the implementation of the item coming the following year.

TIMELINE

2009-11

**Focus on Improving the Culture**
- Don Maruska; ‘Quality Work, Quality People’
- Les Evans, background work

2011-13

**Organization Review & Study**
- City Manager’s ‘Hopes and Dreams’ for Public Works
- 2011 Matrix Organizational Assessment

2013-15

**Building the Organization**
- Mattingly ‘Powering Up Public Works’
- Jean Steel Training
- Adopt new Vision and Mission Statements
- Develop 5-Year Strategic Plan
- Adopt Strategic Plan
- Implement Year 1 Objectives
DIRECTION ONE— PROVIDING AND MANAGING EXCELLENT COMMUNITY ASSETS

GOAL A – Proactively Manage Assets

ANNUAL OBJECTIVES

#1 Publish an Annual Work-plan section for the Public Works Department including establishing priorities, roles in Major City Goals, selected key projects, and general assumptions about ongoing maintenance activities.

#2 Review funding maintenance issues and develop a new City policy for funding maintenance of new infrastructure.

#3 Research lessons and experiences from Asset Management in other public works agencies.

#4 Determine Asset Management capability of Cityworks

#5 Outline Project Plan for development of an asset management system for the Public Works Department — including role identification, purpose, outcomes, costs, etc.

#6 Request funding for Facilities Master Plan.

#7 Develop replacement and maintenance targets for key public assets (pavement, storm drains, curb ramps, signals, etc. — and report on outcomes each year.

#8 Prioritize Long Range Capital Improvement Projects for large scale infrastructure.

#9 Request funding for an Urban Forest Master Plan.

#10 Produce a Public Safety section in the annual report summarizing claims and pro-active maintenance.
#11 Work with Finance to exceed deadline for Transit Fund submission.

**GOAL B – Implement Innovative Maintenance Solutions**

**ANNUAL OBJECTIVES**

1. Incorporate Low Impact Development (LID) elements into projects and request funds.
2. Investigate and implement AC (Asphalt-Concrete) alternatives.
3. Publish ‘white paper’ which anticipates trends (Ex: climate change, community demographics) to focus efforts related to PW managed assets and programs.
4. Investigate a Fleet Internal Service Fund.
5. Update the Fleet purchase policy to streamline the process.
6. Develop city-wide Asset Responsibility Matrix that indicates which Department/Division/Section is responsible for specific components of each city asset.
8. Research feasibility of Mandatory No-Parking signage for street sweeping; or other similar program.
9. Investigate program to fund concrete transit pads in conjunction with Area Paving Program.

**GOAL C – Using Technology to Enhance Service**

**ANNUAL OBJECTIVES**

1. Identify and prioritize business needs or programs that would benefit most from new technology.
2. Assess the use, benefits, untapped potential and unmet needs of all existing PW IT tools (Cityworks, Cartegraph, project mgmt., etc.).
3. Designate PW IT Liaison to communicate with IT on PW needs and goals.
4. Request funding for field technology and provide ongoing training.
5. Develop and train internal specialists in technology within Public Works.
7. Implement Project Management software.
#8 Asses ability of Cartegraph to provide foundation for Internal Service Fund for Fleet

#9 Add section within the annual report on Resource Management (fuel, energy, water).

**GOAL D – Enhance Safe and Efficient Transportation**

**ANNUAL OBJECTIVES**

#1 Implement Annual Traffic Safety Program and recommend projects, and summarize findings in year-end report.

#2 Complete the Short-range transit plan update and report to Council with recommendations.

#3 Investigate an upgrade to signal management system.

#4 Implement a Neighborhood Traffic Management (NTM) program and recommend projects.

#5 Request Council endorsement of NACTO Urban Bike Design Guidelines.

#6 Present plan for funding and construction of Palm-Nipomo Parking Garage

#7 Include ‘Mobility Update’ in the annual report, which summarizes a) parking spaces provided to downtown visitor, transit ridership, citywide bike volumes, citywide pedestrian volumes, citywide vehicle volumes.

#8 Develop and implement new initiative to increase transit ridership.

#9 Identify work elements needed to implement Circulation elements and policies in the LUCE

**DIRECTION TWO – ENHANCING PRODUCTIVE RELATIONSHIPS**

**GOAL A – Connect with Our Community**

**ANNUAL OBJECTIVES**

#1 Identify best practices in other city departments and other Public Works Departments cities of successful volunteer programs that provided perform maintenance tasks. (Phase 2)

#2 Implement a pilot program with a community group or organization where they perform an ongoing maintenance task for a specific facility.
<table>
<thead>
<tr>
<th>#</th>
<th>Task Description</th>
<th>Responsible Party</th>
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<tbody>
<tr>
<td>#3</td>
<td>Establish a community engagement program such as PW Citizen’s Academy, Ride-Alongs, participation in City-wide Academy</td>
<td>Director/Communications Comm. (Chair)</td>
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<tr>
<td>#4</td>
<td>Explore consolidation BAC, MTC, into one overall Mobility Advisory Body</td>
<td>Dep. Dir. Transportation/Transit Mgr./Transp. Planner</td>
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<td>#5</td>
<td>Coordinate and document ongoing community engagement with PW “Teams” out in the field; including summarizing forums and findings</td>
<td>Sup. Admin.</td>
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<td>#6</td>
<td>Establish Community Stewards In Neighborhoods – educate citizens, provide equipment</td>
<td>Communications Comm. (Chair)</td>
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<td>#7</td>
<td>Host an Annual Summit on Mobility Among Other Government Agencies</td>
<td>Dep. Dir. Transportation/Transp. Ops. Mgr./Transit Mgr.</td>
</tr>
<tr>
<td>#8</td>
<td>Host an Annual Summit, County Wide</td>
<td>Director/Outside Planning Communications Comm. (Chair)/Arborist/Transit Mgr.</td>
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<tr>
<td>#9</td>
<td>Work with the school district to assess area of potential largest impact of PW engagement in school program</td>
<td>City Engineer/Streets Sup./Sup. Civil Eng./Arborist</td>
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<td>#10</td>
<td>Establish a partnership with one other PW or similar agencies that includes regular information-sharing at annual joint meeting</td>
<td>Sup. Admin.</td>
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<td>#11</td>
<td>Prepare a Council study session “Sidewalk Safety and Maintenance: Roles and Responsibilities” to build Council understanding of sidewalk needs and benefits and clarify public and private roles, ADA needs and co-existence of trees and sidewalks</td>
<td>Deputy Directors/Analyst</td>
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<td>#12</td>
<td>Inform external stakeholders of our interest in being an active participant in their goal-setting/Strategic Planning (Ex: DA, Chamber)</td>
<td>Analyst</td>
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<td>#13</td>
<td>Establish meaningful measures of service to the public and report as part of budget and annual report</td>
<td>Dep. Dir. Transportation Sup. Admin./Director</td>
</tr>
<tr>
<td>#14</td>
<td>Report annually - support for the Downtown area (DA boundaries) through cleaning efforts, event staffing, and capital project improvements. Provide to DA Board</td>
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<tr>
<td>#15</td>
<td>Complete the Development Review transition plan and report to stakeholders</td>
<td></td>
</tr>
<tr>
<td>#16</td>
<td>Develop list of ongoing External Stakeholders</td>
<td></td>
</tr>
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</table>
#17 Implement formal volunteer program whereby individuals and organizations take responsibility for specific tasks – program includes formal agreement, standards of performance, frequency of duties,

#18 Publish document that clarifies maintenance responsibilities for downtown assets (building frontage, bike racks, trash cans, signs, news racks, way-finding signs, sidewalks, trees, fire hydrants); including city departments, the Downtown Association, private businesses, large property owners, etc.

**GOAL B – Enhance Internal Partnerships**

**ANNUAL OBJECTIVES**

#1 Define, through City Manager dialogue, expectations on addressing immediate issues and developing expectations and protocols for response and notification

#2 Partner with Finance to achieve timely funding for project delivery

#3 Identify other upcoming city department goal setting/Strategic Planning and request participation

#4 Update and identify tasks and responsibilities (project plan) for PW Emergency Response

#5 Identify PW Emergency Response (ER) Coordinator and create project plan for ER plan

#6 Implement PW disaster response desk-top drill

#7 Invite Department Heads to each Tri-Annual meeting and selected Program Manager meetings

**GOAL C – Communicate Results**

**ANNUAL OBJECTIVES**

#1 Research and document outcomes regarding other agencies/cities proactive communication programs

#2 Produce Annual Report on 5-Year Strategic Plan Update, including status of Annual Objectives
#3 Participate in Citywide Dashboard/Performance Measurement Project.  
#4 Develop and implement City Manager/City Council Request tracking system  
#5 Develop checklist wherein every completed Capital Project, and/or discrete program has a Council Note and one of the following: a.) Ribbon-cutting, b.) Press Release or c.) Other notification  
#6 Submit local or national recognition for a project or service through a professional association  
#7 Update the 5-Year Strategic Plan

**DIRECTION THREE—SUPPORTING AND DEVELOPING STAFF**

**GOAL A – Invest in Employee Development**

**ANNUAL OBJECTIVES**

#1 Utilize Communications Comm. to create Staff Development Subcommittee and plan  
#2 Define and publish attributes for success and promotion  
#3 Establish internal coaching, mentoring and training program which matches the attributes for success  
#4 Enroll PW staff in Citywide Leadership Academy  
#5 Implement an internal Job-Shadowing Program  
#6 Identify funding to enhance professional development  
#7 Establish Department-wide Training Tracking system that summarizes all training received by every employee  
#8 Complete a SWOT analysis with staff in each PW Program; and use results in future Annual Objectives  
#9 Tri-Annual Meetings include staff development element  
#10 Implement Skills Based Pay and Assess program
#11 Establish New Employee Orientation

#12 Research feasibility of proactive involvement in APWA Donald C Stone Center for Leadership Excellence in Public Works

GOAL B – Align Available Resources with Service Needs

ANNUAL OBJECTIVES

#1 Identify existing service-level agreements that cover all existing service deliverables with City and external partners and develop process for creating/managing future agreements.

#2 Develop and implement a Comprehensive Alternative Funding Strategy for new infrastructure.

#3 Establish a “Resource Impact” section as part of all staff reports similar to Finance Impact request as needed.

#4 Research resource level standards for all of the City’s existing assets (ex: staff/acre of park)

#5 Establish standards for service delivery consistent with available resources

#6 Complete review of Program Manager duties, span of control, responsibilities; and internal equity

Total # of Annual Objectives 88
Action Plan
Directions, Goals & Annual Objectives
By Year

YEAR 1 (July 2015-June 2016)

DIRECTION ONE– PROVIDING AND MANAGING EXCELLENT COMMUNITY ASSETS

GOAL A –Proactively Manage Assets

ANNUAL OBJECTIVES

#1 Research lessons and experiences from Asset Management in other public works agencies.
#2 Determine Asset Management capability of Cityworks

#3 Request funding for Facilities Master Plan.
#4 Request funding for an Urban Forest Master Plan.
#5 Produce a Public Safety section in the annual report summarizing claims and pro-active maintenance.

#6 Work with Finance to exceed deadline for Transit Fund submission.

GOAL B –Implement Innovative Maintenance Solutions

ANNUAL OBJECTIVES

#1 Investigate and implement AC (Asphalt-Concrete) alternatives.
#2 Investigate a Fleet Internal Service Fund.
#3 Develop city-wide Asset Responsibility Matrix that indicates which Department/Division/Section is responsible for specific components of each city asset.

#4 Investigate program to fund concrete transit pads in conjunction with Area Paving Program.

GOAL C –Using Technology to Enhance Service

ANNUAL OBJECTIVES
#1  Identify and prioritize business needs or programs that would benefit most from new technology.  
Analyst/Program Managers

#2  Assess the use, benefits, untapped potential and unmet needs of all existing PW IT tools (Cityworks, Cartegraph, project mgmt., etc.).  
Fleet Sup./Sup. Civil Eng./ Streets Sup. Director

#3  Designate PW IT Liaison to communicate with IT on PW needs and goals.  
Sup. Civil Eng.

#4  Select Project Management software.  
Fleet Sup.

#5  Assess ability of Cartegraph to provide foundation for Internal Service Fund for Fleet  
GOAL D – Enhance Safe and Efficient Transportation
Director

ANNUAL OBJECTIVES
Transp. Mgr.

#1  Implement Annual Traffic Safety Program and recommend projects, and summarize findings in year-end report.  

#2  Implement a Neighborhood Traffic Management (NTM) program and recommend projects.  

#3  Request Council endorsement of NACTO Urban Bike Design Guidelines.  
Parking Mgr.

#4  Present plan for funding and construction of Palm-Nipomo Parking Garage  
Transp. Manager/Transp. Planner

#5  Identify work elements needed to implement Circulation elements and policies in the LUCE

DIRECTION TWO – ENHANCING PRODUCTIVE RELATIONSHIPS

GOAL A – Connect with Our Community
Dep. Dir. Transportation

ANNUAL OBJECTIVES
Parks Maint. Sup./Sup Admin.

#1  Identify best practices in other city departments and other Public Works Departments cities of successful volunteer programs that provided perform maintenance tasks. (Phase 2)  
Parks Maint. Sup./Arborist Analyst

#2  Implement a pilot program with a community group or organization where they perform an ongoing maintenance task for a specific facility.  

#3  Report annually - support for the Downtown area (DA boundaries) through cleaning efforts, event staffing, and capital project improvements. Provide to DA Board  

#4  Complete the Development Review transition plan and report to stakeholders

GOAL B – Enhance Internal Partnerships
ANNUAL OBJECTIVES

#1 Define, through City Manager dialogue, expectations on addressing immediate issues and developing expectations and protocols for response and notification

#2 Partner with Finance to achieve timely funding for project delivery

#3 Identify other upcoming city department goal setting/Strategic Planning and request participation

#4 Identify PW Emergency Response (ER) Coordinator and create project plan for ER plan

#5 Invite Department Heads to each Tri-Annual meeting and selected Program Manager meetings

GOAL C –Communicate Results

ANNUAL OBJECTIVES

#1 Produce Annual Report on 5-Year Strategic Plan Update, including status of Annual Objectives

#2 Participate in Citywide Dashboard/Performance Measurement Project.

#3 Develop and implement City Manager/City Council Request tracking system

#4 Develop checklist wherein every completed Capital Project, and/or discrete program has a Council Note and one of the following: a.) Ribbon-cutting, b.) Press Release or c.) Other notification

#5 Submit local or national recognition for a project or service through a professional association

DIRECTION THREE– SUPPORTING AND DEVELOPING STAFF

GOAL A – Invest in Employee Development

ANNUAL OBJECTIVES

#1 Enroll PW staff in Citywide Leadership Academy

#2 Complete a SWOT analysis with staff in each PW Program; and use results in future Annual Objectives
#3 Tri-Annual Meetings include staff development element

#4 Implement Skills Based Pay and Assess program

#5 Establish New Employee Orientation

GOAL B – Align Available Resources with Service Needs

ANNUAL OBJECTIVES

#1 Identify existing service-level agreements that cover all existing service deliverables with City and external partners and develop process for creating/managing future agreements.

#2 Establish a “Resource Impact” section as part of all staff reports similar to Finance Impact request resource augments as needed.

Total # of Annual Objectives

YEAR 2 (July 2016-June 2017)

DIRECTION ONE – PROVIDING AND MANAGING EXCELLENT COMMUNITY ASSETS

GOAL A – Proactively Manage Assets

ANNUAL OBJECTIVES

#1 Publish an Annual Work-plan section for the Public Works Department including establishing priorities, roles in Major City Goals, selected key projects, and general assumptions about ongoing maintenance activities.

#2 Review funding maintenance issues and develop a new City policy for funding maintenance of new infrastructure.
#3 Outline Project Plan for development of an asset management system for the Public Works Department – including role identification, purpose, outcomes, costs, etc.

#4 Prioritize Long Range Capital Improvement Projects for large scale infrastructure.

**GOAL B – Implement Innovative Maintenance Solutions**

**ANNUAL OBJECTIVES**

#1 Incorporate Low Impact Development (LID) elements into projects and request funds.

#2 Update the Fleet purchase policy to streamline the process.

**GOAL C – Using Technology to Enhance Service**

**ANNUAL OBJECTIVES**

#1 Request funding for field technology and provide ongoing training.

#2 Develop and train internal specialists in technology within Public Works.

#3 Implement Project Management software.

#4 Add section within the annual report on Resource Management (fuel, energy, water).

**GOAL D – Enhance Safe and Efficient Transportation**

**ANNUAL OBJECTIVES**

#1 Complete the Short-range transit plan update and report to Council with recommendations.

#2 Develop and implement new initiative to increase transit ridership.

**DIRECTION TWO – ENHANCING PRODUCTIVE RELATIONSHIPS**

**GOAL A – Connect with Our Community**

**ANNUAL OBJECTIVES**

#1 Prepare a Council study session “Sidewalk Safety and Maintenance: Roles and Responsibilities” to build Council understanding of sidewalk needs and benefits and clarify public and private roles, ADA needs and co-existence of trees and sidewalks
#2 Establish meaningful measures of service to the public and report as part of budget and annual report

#3 Explore consolidation BAC, MTC, into one overall Mobility Advisory Body

#4 Establish meaningful measures of service to the public and report as part of budget and annual report

#5 Inform external stakeholders of our interest in being an active participant in their goal-setting/Strategic Planning (Ex: DA, Chamber)

#6 Implement formal volunteer program whereby individuals and organizations take responsibility for specific tasks – program includes formal agreement, standards of performance, frequency of duties,

#7 Publish document that clarifies maintenance responsibilities for downtown assets (building frontage, bike racks, trash cans, signs, news racks, way-finding signs, sidewalks, trees, fire hydrants); including city departments, the Downtown Association, private businesses, large property owners, etc.

**GOAL B – Enhance Internal Partnerships**

**ANNUAL OBJECTIVES**

#1 Update and identify tasks and responsibilities (project plan) for PW Emergency Response

#2 Implement PW disaster response desk-top drill

**GOAL C – Communicate Results**

**ANNUAL OBJECTIVES**

#1 Research and document outcomes regarding other agencies/cities proactive communication programs

**DIRECTION THREE – SUPPORTING AND DEVELOPING STAFF**

**GOAL A – Invest in Employee Development**
ANNUAL OBJECTIVES

#1 Utilize Communications Comm. to create Staff Development Subcommittee and plan

#2 Define and publish attributes for success and promotion

#3 Implement an internal Job-Shadowing Program

#4 Identify funding to enhance professional development

GOAL B – Align Available Resources with Service Needs

ANNUAL OBJECTIVES

#1 Develop and implement a Comprehensive Alternative Funding Strategy for new infrastructure.

Total # of Annual Objectives

YEAR 3 (July 2017-June 2018)

DIRECTION ONE – PROVIDING AND MANAGING EXCELLENT COMMUNITY ASSETS

GOAL B – Implement Innovative Maintenance Solutions

#1 Publish ‘white paper’ which anticipates trends (Ex: climate change, community demographics) to focus efforts related to PW managed assets and programs.

#2 Research feasibility of Mandatory No-Parking signage for street sweeping; or other similar program.

GOAL D – Enhance Safe and Efficient Transportation

ANNUAL OBJECTIVES

#1 Investigate an upgrade to signal management system.

#2 Include ‘Mobility Update’ in the annual report, which summarizes a) parking spaces provided to downtown visitor, transit ridership, citywide bike volumes, citywide pedestrian volumes, citywide vehicle volumes.

DIRECTION TWO – ENHANCING PRODUCTIVE RELATIONSHIPS

Lead
Analyst
Sup. Admin/Program Managers
Communications
Comm. (Chair)
Analyst

Lead
Dep. Dir.
Transportation/Analyst
GOAL A – Connect with Our Community

ANNUAL OBJECTIVES

#1 Establish a community engagement program such as PW Citizen’s Academy, Ride-Alongs, participation in City-wide Academy -

#2 Host an Annual Summit, County Wide

#3 Work with the school district to assess area of potential largest impact of PW engagement in school program

#4 Coordinate and document ongoing community engagement with PW “Teams” out in the field; including summarizing forums and findings

#5 Host an Annual Summit on Mobility Among Other Government Agencies

DIRECTION THREE – SUPPORTING AND DEVELOPING STAFF

GOAL A – Invest in Employee Development

ANNUAL OBJECTIVES

#1 Establish internal coaching, mentoring and training program which matches the attributes for success

#2 Establish Department-wide Training Tracking system that summarizes all training received by every employee

#3 Research feasibility of proactive involvement in APWA Donald C Stone Center for Leadership Excellence in Public Works

GOAL B – Align Available Resources with Service Needs
ANNUAL OBJECTIVES

#1 Research resource level standards for all of the City’s existing assets (ex: staff/acre of park)

#2 Complete review of Program Manager duties, span of control, responsibilities; and internal equity

Total # of Annual Objectives 14

YEAR 4 (July 2018-June 2019)

DIRECTION ONE– PROVIDING AND MANAGING EXCELLENT COMMUNITY ASSETS

GOAL A –Proactively Manage Assets

ANNUAL OBJECTIVES

#1 Develop replacement and maintenance targets for key public assets (pavement, storm drains, curb ramps, signals, etc. – and report on outcomes each year.

GOAL B –Implement Innovative Maintenance Solutions

ANNUAL OBJECTIVES

#1 Research feasibility of APWA National Accreditation.

DIRECTION TWO– ENHANCING PRODUCTIVE RELATIONSHIPS

GOAL A – Connect with Our Community

ANNUAL OBJECTIVES

#1 Establish Community Stewards In Neighborhoods – educate citizens, provide equipment

DIRECTION THREE– SUPPORTING AND DEVELOPING STAFF

GOAL B – Align Available Resources with Service Needs

ANNUAL OBJECTIVES
#1 Establish standards for service delivery consistent with available resources

Total # of Annual Objectives

YEAR 5 (July 2019-June 2020)

DIRECTION TWO– ENHANCING PRODUCTIVE RELATIONSHIPS

GOAL C – Communicate Results

ANNUAL OBJECTIVES

#1 Update the 5-Year Strategic Plan

Total # of Annual Objectives
Next Steps

The finest documents and loftiest words in the world are lacking without subsequent action, meaningful growth, and ongoing transformation. To that end – this document embodies the phrase – ‘a living document’. That means – its importance is not in the language – but in the follow-up actions and ongoing results.

Therefore – here are the substantive next steps of this plan:

- **July, 2015 - April, 2016** Work on annual objectives
- **April, 2016** Assess and finalize upcoming year objectives
- **May – June, 2016** Compile annual report
- **July, 2016** Submit annual report

Inspiring you to have the best day you've ever had

For questions or comments on this 5-Year Strategic Plan, please contact Ryan Betz, City of San Luis Obispo Public Works, (805) 781-7589 or rbetz@slocity.org.