STRATEGIC WORK PLAN

SETTING THE COURSE AND DIRECTION FOR INTEGRATED WORK 2011

DRAFT
March 2, 2011

2011 Strategic Priorities

1. **BUDGET**

2. **LABOR**

3. **COMMUNICATION WITH THE COMMUNITY**

4. **ECONOMIC DEVELOPMENT**

5. **RECREATION ALLIANCE**

Strategic Priorities, Goals and Objectives
2011

1. BUDGET

Goal 1: *Provide essential and desired services to the community with fiscal sustainability*

Objective 1.1: Implement FY 10-11 mid-year adjustments as necessary
Objective 1.2: Assemble a Community Budget Advisory Committee
Objective 1.3: Prepare and present a balanced budget for FY 11-12
Objective 1.4: Negotiate employee concessions
Objective 1.5: Enter into an MOU with neighboring cities for shared services with multiple jurisdictions
Objective 1.6: Make Public Works services user supported
Objective 1.7: Conduct cost analysis of services by department
Objective 1.8: Explore Police and Fire realignment options

2. LABOR

Goal 2: *Establish and maintain strong communication with City workforce*

Objective 2.1: Enter into MOU's with employee groups
Objective 2.2: Establish and implement Employee Appreciation Program
Objective 2.3: Raise staff morale
Objective 2.4: Explore and implement department reorganizations
Objective 2.5: Establish and implement a citywide safety committee
Objective 2.6: Establish training and education programs

3. COMMUNICATION WITH THE COMMUNITY

Goal 3: *Establish and maintain strong communication and collaborative partnerships with the community and local and regional agencies*

Objective 3.1: Enter into MOU with neighboring Cities for shared services (i.e.: Police, Fire, Administration, Wastewater, etc...)
Objective 3.2: Create transparency in information shared with the public
Objective 3.3: Create readable documents
Objective 3.4: Maintain an up-to-date website
Objective 3.5: Continue to publish City's annual report at the completion of each year
Objective 3.6: Department Directors to engage and make presentations at local organizations
Objective 3.7: Hold joint study sessions/workshops with various local organizations and community members
Objective 3.8: Address the public's priorities with a viable survey
Objective 3.9: Recognize community members at monthly City Council meetings
Objective 3.10: Ensure there is an active Community Policing Program

4. ECONOMIC DEVELOPMENT

Goal 4: *Improve the overall economic base of the City that supports the retention and expansion of existing local businesses and maintains a positive business climate*

Objective 4.1: Establish a dialogue with Hartnell College regarding a satellite campus
Objective 4.2: Earmark RDA bond money for RDA programs and community projects
Objective 4.3: Complete Wayfinding program
Objective 4.4: Enter into a Development and Disposition Agreement (DDA) with a large retailer
Objective 4.5: Continue to market/promote the City
Objective 4.6: Identify and support revenue producing projects
Objective 4.7: Market Wastewater and Lab Services

5. RECREATION ALLIANCE

Goal 5: *To establish collaborative partnerships with local and regional recreational agencies to ensure a high quality of life for Soledad Residents*

Objective 5.1: Establish and develop a comprehensive and funding plan for recreation
Objective 5.2: Coordinate programs with various community groups
Objective 5.3: Enter into an MOU forming a Recreation Alliance with the South County YMCA, the Soledad Unified School District and/or the Soledad-Mission Recreation District

CITY OF SOLEDAD
Strategic Priorities, Goals and Objectives Matrix - 2011

BUDGET

Goal: Provide essential and desired services to the community with fiscal sustainability

OBJECTIVE	WHO	WHEN	%	COMMENTS
Implement FY 10-11 mid-year adjustments as necessary	Finance Director	Prior to 6/30/2011		
Assemble a Community Budget Advisory Committee	City Manager	Spring 2011		
Prepare and present a balanced budget for FY 11-12	City Manager Finance Director	July 2011	25%	
Negotiate employee concessions	City Manager	on-going	50%	
Enter into an MOU with neighboring cities for shared services with multiple jurisdictions	All Dept. Directors	on-going		
Make Public Works services user supported	PW Director		50%	PW is working with Finance on a formal cost accounting method
Conduct cost analysis of services by department	Finance Director			This is being addressed in a cost allocation plan.
Explore Police and Fire realignment options	City Manager	Spring 2011	25%	
City Council to Approve Cost Allocation Plan	Finance Director	July 2011		City engaged consultant to prepare findings Cost Allocation Plan - The Cost Allocation Plan to be approved as part of the FY 2011/12 budget

CITY OF SOLEDAD
Strategic Priorities, Goals and Objectives Matrix - 2011

LABOR

Goal: Establish and maintain strong communication with City workforce

OBJECTIVE	WHO	WHEN	%	COMMENTS
Enter into MOU's with employee groups	City Manager	April - July 2011	75%	
Establish and implement Employee Appreciation Program	HR Technician	July 2011	20%	
Raise staff morale	All Departments	on-going	20%	
Explore and implement department reorganizations	All Departments	on-going		
Establish and implement a citywide safety committee/IIPP	HR Technician	August 2011		
Establish training and education programs	All Department Directors	on-going		

CITY OF SOLEDAD
Strategic Priorities, Goals and Objectives Matrix - 2011

COMMUNICATION WITH THE COMMUNITY

Goal: Establish and maintain strong communication and collaborative partnerships with the community and local and regional agencies

OBJECTIVE	WHO	WHEN	%	COMMENTS
Enter into MOU with neighboring Cities for shared services (i.e.: Police, Fire, Administration, Wastewater, etc...)	All Department Directors	on-going		
Create transparency in information shared with the public	Finance Director	on-going		
Create readable documents regarding Financial Reports	Finance Director	on-going		
Maintain an up-to-date website	City Manager	on-going		
Continue to publish City's annual report at the completion of each year	City Manager	on-going		
Department Directors to engage and make presentations at local organizations	All Department Directors	on-going		Police Chief to make presentation to Soledad Rotary on 4/7/11
Hold joint study sessions/workshops with various local organizations and community members	City Manager	on-going		
Address the public's priorities with a viable survey	TBD	on-going		
Recognize community members at monthly City Council meetings	City Manager/ City Clerk	on-going		
Ensure there is an active Community Policing Program	Police Chief	on-going		

CITY OF SOLEDAD
Strategic Priorities, Goals and Objectives Matrix - 2011

ECONOMIC DEVELOPMENT

Goal: Improve the overall economic base of the City that supports the retention and expansion of existing local businesses and maintains a positive business climate

OBJECTIVE	WHO	WHEN	%	COMMENTS
Establish a dialogue with Hartnell College regarding a satellite campus	Comm./Econ. Dev. Director			
Earmark RDA bond money for RDA programs and community projects	City Manager/ Comm. Dev. Director			
Complete Wayfinding program				
Enter into a Development and Disposition Agreement (DDA) with a large retailer				
Continue to market/promote the City				
Identify and support revenue producing projects				
Market Wastewater and Lab Services				

RECREATION ALLIANCE

Goal: To establish collaborative partnerships with local and regional recreation agencies to ensure a high quality of life for Soledad residents

OBJECTIVE	WHO	WHEN	%	COMMENTS
Establish and develop a comprehensive and funding plan for recreation				
Coordinate programs with various community groups				
Enter into an MOU forming a Recreation Alliance with the South County YMCA, the Soledad Unified School District and/or the Soledad-Mission Recreation District				

ATTACHMENT A

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FEB 11 2011
CITY OF SOLEDAD
HUMAN RESOURCES

CITY OF SOLEDAD

Strategic Planning Report
January 25 & 26, 2011

Facilitator: Gary P. Staab

Council Personal Concerns

- Past practices
- No Teamwork with past city council
- Problem with council directing staff
- Need to educate public
- NOW teamwork & Communication better
- Financial stability
- Recall layoffs
- Work on city morale
- Finances need transparency
- PRA's staff trained & ready to respond
- Communication
- Collaboration
- Cooperation
- Morale damage control
- Embarrassed by layoffs personal privacy
- Staff participation with city organizations
- Staff does care about community has energy and enthusiasm

Financial Update

- Training in Finance department
- Work in progress on new budget format (transparency)
- Organizational changes
- Software improvement needed
- Mid-year adjustments
- 14% reduction in property taxes
- Work on RDA repair

Accomplishments 2009-2010

- Overhaul of website
- New city seal
- Personnel rules/regs
- YMCA contract
- Records management system (paperless)
- PD Grants
- PD variety of new programs
- PW WQL fully staffed
- Water Lab will be fully certified (2011)
- Upcoming rate increase
- GOOD TEAM of people

What has Gone Well

- Little league project
- New YMCA contract
- Personnel issues being resolved
- New waste water treatment plant
- City engaged with Chamber and Historical Society
- Involvement with 90th anniversary
- Police Giving Tree – community engagement
- Downtown maintained

Not going as well

- Safety Costs
- Accounting System Software
- High Turnover of Financial Director Position
- Low morale of Staff Code Enforcement within Community
- Economic Development:
- Wal-Mart
- Movie Theater
- Community divided (apart) needs to bring together
- Police friendly acknowledgement to/by the community
- Police/Fire engage by kids more
- Percentage of officers not properly supervised
- Visibility
- Community policing
- Transparency to the public
- Parks volunteer program
- Utilization of building official

DESIRED OUTCOMES

- Simplicity in planning
- Focus on Economic development
- Community involvement
- Communication with community
- Financial stability
- Educate/train workforce
- Hartnell Satellite
- Knowing what is public priority (survey)
- Promoting / marketing the city
- Safety options
- Shared services (Gonzales)
- Multiple Jurisdiction Agreement PD
- Study to connect Gonzales to Waste water Sys
- Negotiation with PD (&) align other groups
- Fire Organization (contract with county)
- Fire Dept Re-Org
- Marketing Lab Services
- Reward/Recognition employees (lunches)
- Recognize Community once each month

Positive External Factors

- Central location in South County

Negative External Factors

- Continued downturn for Housing
- State Budget Crisis
- Federal Budget Issues

Strengths

- Geographical
- Leadership
- Staff
- Community volunteers
- Civic groups
- Positive reputation
- Youth concerns
- Opportunities reach out to merchants
- Streets condition is very good (pavement management sys)
- Excess capacity at Waste water facility
- Relationship with officials

Weaknesses

- Lack of Corporate Participation
- Excess capacity at Waste Water Treatment Facility
- Shopping opportunities
- Limited varieties of restaurants
- Declining revenue
- Entitlement mentality
- PD has not been proactive
- Past leadership

Opportunities

- Excess processing capacity at WWTF
- Coordination of sports programs
- Land availability for Econ Dev
- Education and Training
- Room for facilities
- Agency Collaboration

Threats

- Revenues declining
- Earmark fed/state county funds
- Settle labor issues
- Entitlement attitude
- Misunderstanding by the public
- Possible gang activity
- Code enforcement
- Large number of foreclosures

Goals

- Budget sustainability 2011-2012
- Recreation Alliance
- Econ Develop (Wal-Mart, Museum, Hartnell Satellite Campus)
- Communication with community
- Survey
- Readable documents
- Up to date website
- Employment appreciation & development