

Public Neighborhoods  
Engagement 5-Year Strategic Plan  
Residents Community San Luis Obispo  
Future Partnerships  
Public Works  
Maintenance  
Service Innovative Leadership Infrastructure



## 5-Year Strategic Plan (2015-2020)

Department of Public Works

City of San Luis Obispo



# Welcome

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.



Daryl Grigsby, Director

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Department Overview Programs & Services

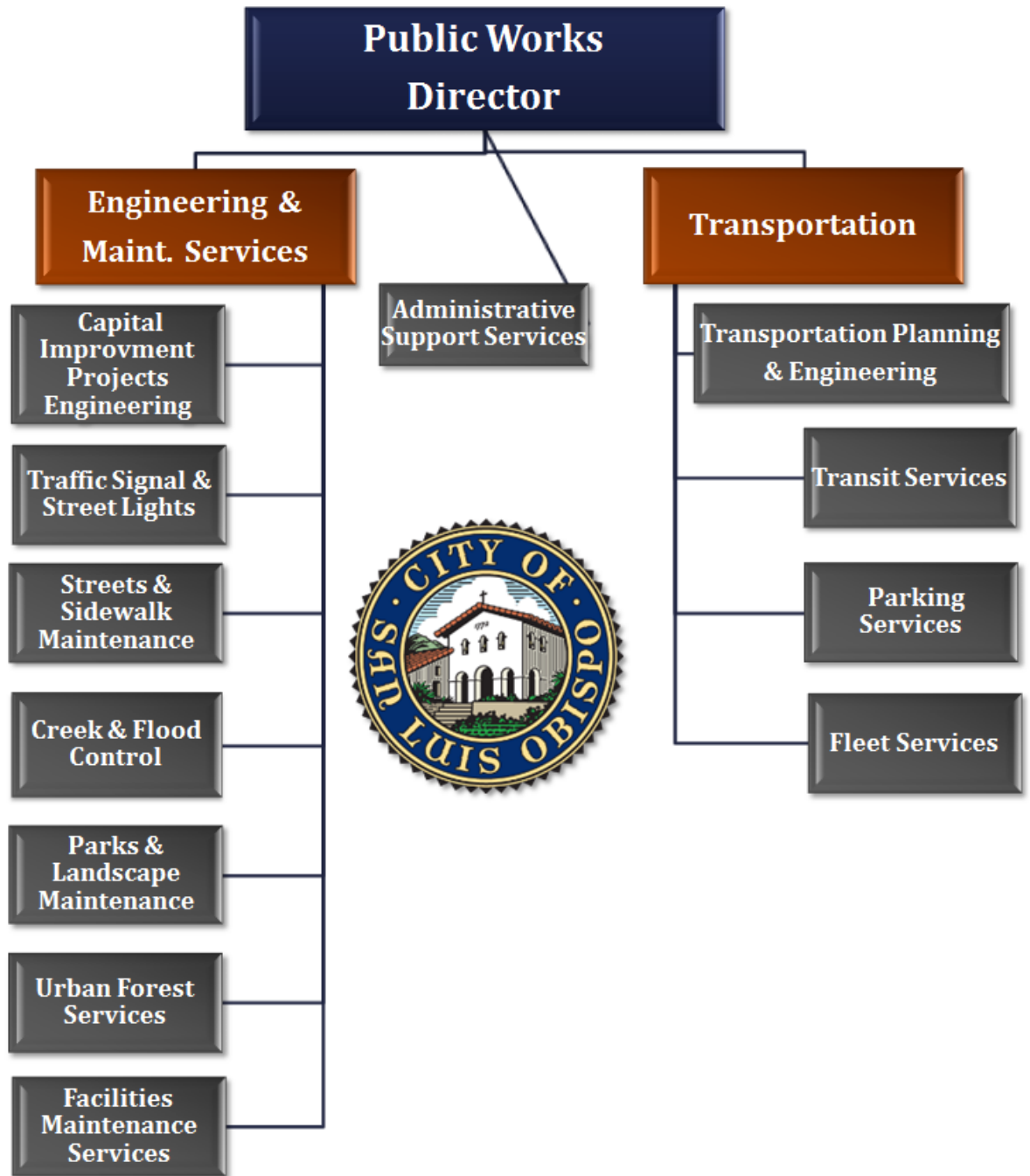
Our Mission

How We Developed Our 5-Year Strategic Plan

Directions, Goals, & Annual Objectives



# Department Overview



# 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

## 4. Administrative and Management Structure

## 2. Asset Management

## 5. Preventative Maintenance

## 3. Maintenance Management

## 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.



# The Process...inclusionary



## 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

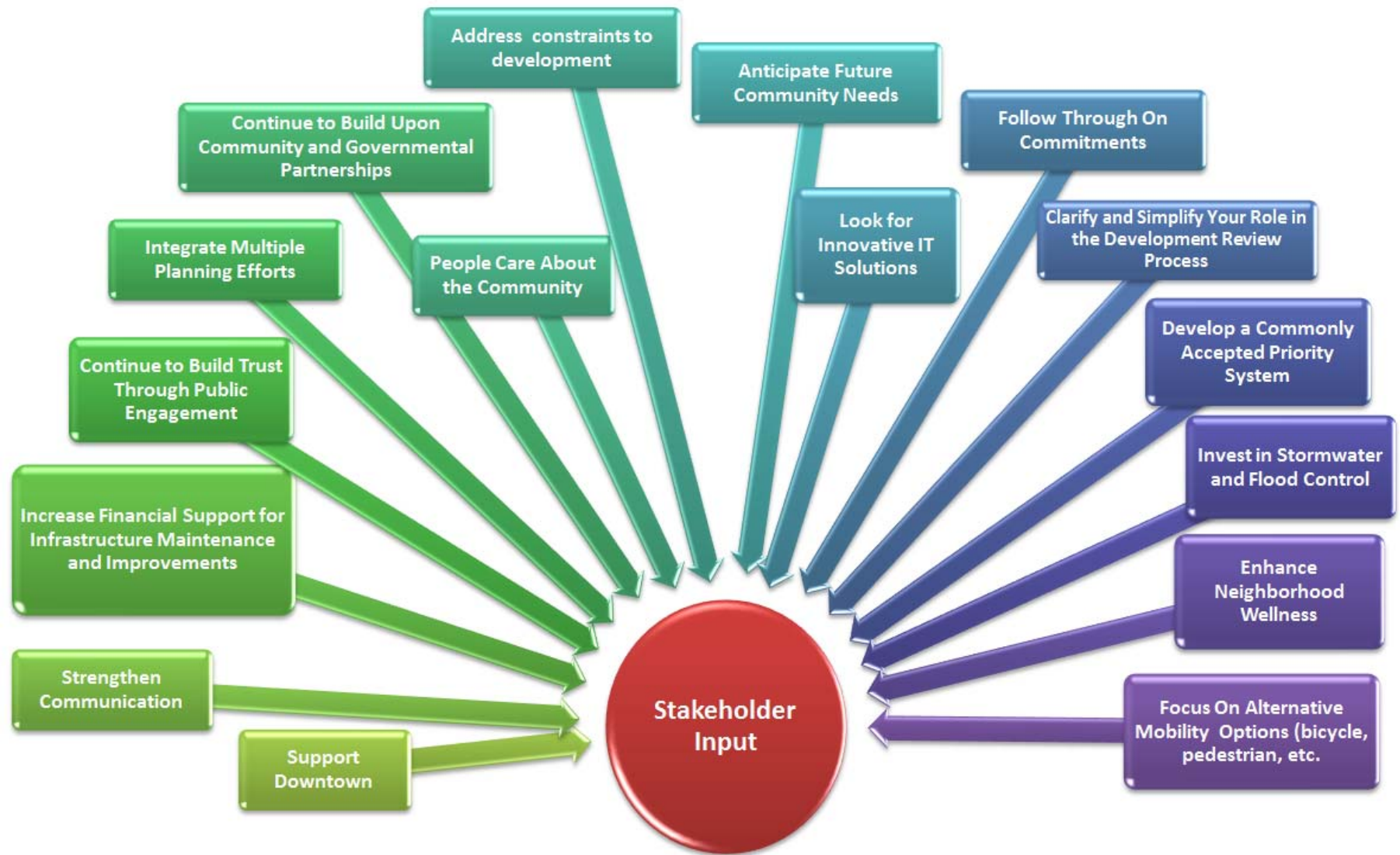
In June, 2014, the Public Works management team met with a variety of stakeholders, including:

- ❖ 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.



# COMMON THEMES FROM STAKEHOLDERS

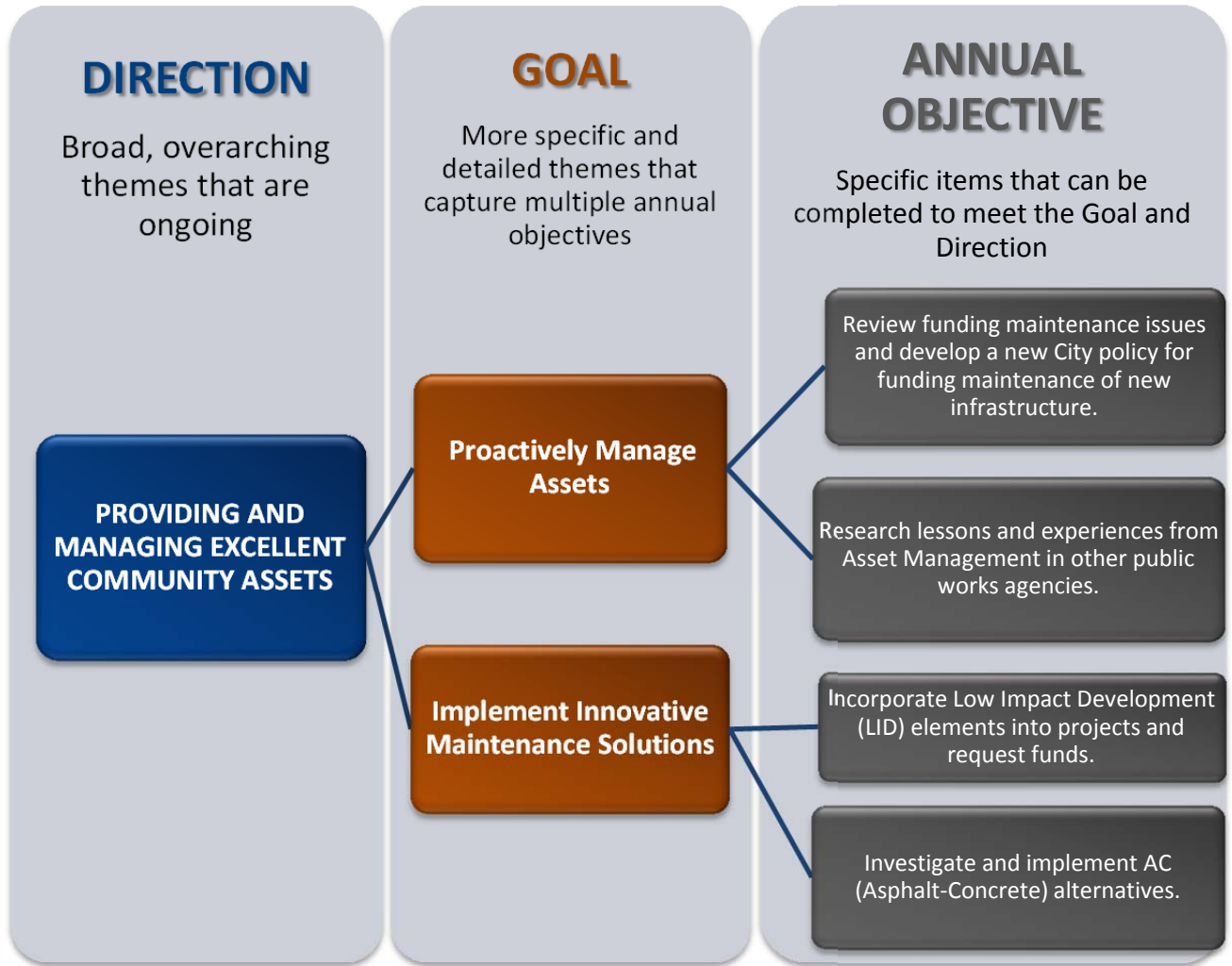






## STAFF WORKSHOPS

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.

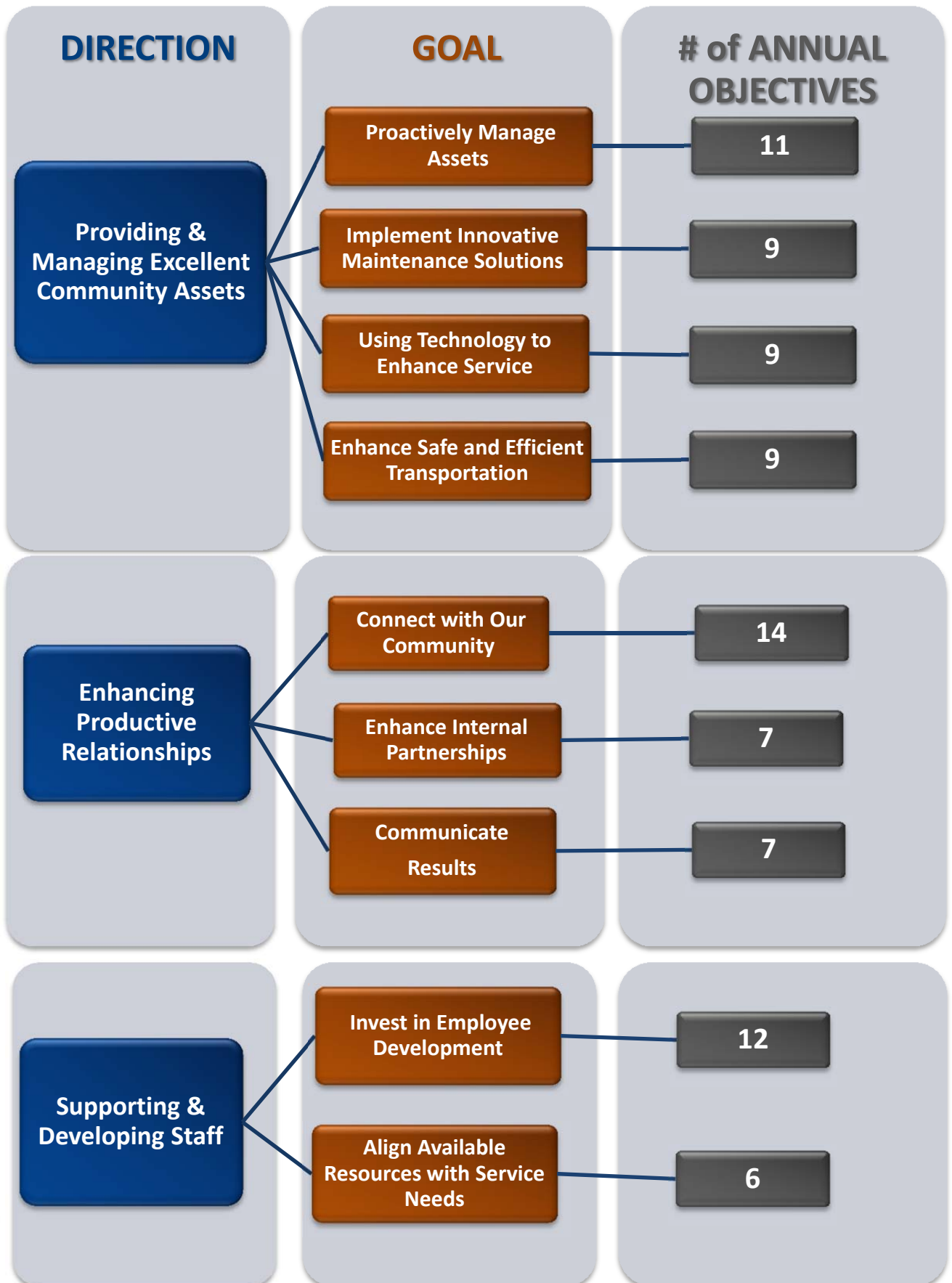


### Urban Forest Program

- Maintains **18,900** street trees
- Annually plants **100** new Trees and prunes **1,900** trees



# Directions and Goals





## 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
- ❖ Review the 1<sup>st</sup> year (July 2015-June 2016) Action Plan



## 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



# Action Plan

## Directions, Goals & Annual Objectives

### DIRECTION ONE– PROVIDING AND MANAGING EXCELLENT COMMUNITY ASSETS

#### GOAL A –Proactively Manage Assets

##### ANNUAL OBJECTIVES

	Lead
#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. -	Analyst/Program Managers
#2 Review funding maintenance issues and develop a new City policy for funding maintenance of new infrastructure.	Dep. Dir. Transportation/City Engineer/Analyst
#3 Research lessons and experiences from Asset Management in other public works agencies.	Construction Mgr.
#4 Determine Asset Management capability of Cityworks	City Engineer/Construction Mgr.
#5 Outline Project Plan for development of an asset management system for the Public Works Department – including role identification, purpose, outcomes, costs, etc.	City Engineer/ Director/Construction Mgr. /PW Intern
#6 Request funding for Facilities Master Plan.	Facilities Sup.
#7 Develop replacement and maintenance targets for key public assets (pavement, storm drains, curb ramps, signals, etc. – and report on outcomes each year.	City Engineer/Construction Mgr.
#8 Prioritize Long Range Capital Improvement Projects for large scale infrastructure.	Dep. Dir. Transportation/City Engineer
#9 Request funding for an Urban Forest Master Plan.	Arborist/Analyst
#10 Produce a Public Safety section in the annual report summarizing claims and pro-active maintenance.	Streets Sup./Analyst





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

Transit Mgr./Analyst

### **GOAL B –Implement Innovative Maintenance Solutions**

#### **ANNUAL OBJECTIVES**

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

#### **Lead**

City Engineer

#2 Investigate and implement AC (Asphalt-Concrete) alternatives.

Sup. Civil Eng.

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

Director/PW Intern

#4 Investigate a Fleet Internal Service Fund.

Fleet Sup./Analyst

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

Fleet Sup.

#6 Develop city-wide Asset Responsibility Matrix that indicates which Department/Division/Section is responsible for specific components of each city asset.

City  
Engineer/Construction  
Mgr.

#7 Research feasibility of APWA National Accreditation.

Analyst/Transp Ops.  
Manager

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

Parking Mgr./Streets Sup.

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

Transit Mgr./Sup. Civil  
Eng.

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

#### **ANNUAL OBJECTIVES**

#1 Identify and prioritize business needs or programs that would benefit most from new technology.

#### **Lead**

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.

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

Director

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

PW IT Liaison

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

PW IT Liaison

#6 Select Project Management software.

Sup. Civil Eng.

#7 Implement Project Management software.

Sup. Civil Eng.

- #8 Assess ability of Cartegraph to provide foundation for Internal Service Fund for Fleet Fleet Sup.
- #9 Add section within the annual report on Resource Management (fuel, energy, water). Facilities Sup./Analyst

**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. **Lead**  
Transp. Mgr.
- #2 Complete the Short-range transit plan update and report to Council with recommendations. Transit Mgr.
- #3 Investigate an upgrade to signal management system. Transp. Ops. Mgr. /Streets Sup.
- #4 Implement a Neighborhood Traffic Management (NTM) program and recommend projects. Transp. Ops. Mgr.
- #5 Request Council endorsement of NACTO Urban Bike Design Guidelines. Transp. Ops. Mgr.
- #6 Present plan for funding and construction of Palm-Nipomo Parking Garage Parking Mgr.
- #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. Dep. Dir. Transportation/Transp. Ops. Mgr.
- #8 Develop and implement new initiative to increase transit ridership. Transit Mgr.
- #9 Identify work elements needed to implement Circulation elements and policies in the LUCE Transp. Manager/Transp. Planner

**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) **Lead**  
Parks Maint. Sup./Sup Admin.
- #2 Implement a pilot program with a community group or organization where they perform an ongoing maintenance task for a specific facility. Parks Maint. Sup./Arborist



- |     |   |  |
|-----|---|--|
| #3  | Establish a community engagement program such as PW Citizen’s Academy, Ride-Alongs, participation in City-wide Academy -  | Director/Communications<br>Comm. (Chair)                       |
| #4  | Explore consolidation BAC, MTC, into one overall Mobility Advisory Body   | Dep. Dir.<br>Transportation/Transit<br>Mgr./Transp. Planner    |
| #5  | Coordinate and document ongoing community engagement with PW “Teams” out in the field; including summarizing forums and findings  | Sup. Admin.  |
| #6  | Establish Community Stewards In Neighborhoods – educate citizens, provide equipment   | Communications Comm.<br>(Chair)                                |
| #7  | Host an Annual Summit on Mobility Among Other Government Agencies   | Dep. Dir.<br>Transportation/Transp.<br>Ops. Mgr. /Transit Mgr. |
| #8  | Host an Annual Summit, County Wide  | Director/Streets<br>Sup/Parks Sup/Arborist                     |
| #9  | Work with the school district to assess area of potential largest impact of PW engagement in school program   | Communications Comm.<br>(Chair)/Arborist/Transit<br>Mgr.       |
| #10 | Establish a partnership with one other PW or similar agencies that includes regular information-sharing at annual joint meeting   | Director/Parking Mgr.  |
| #11 | 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 | City Engineer/Streets.<br>Sup./Sup. Civil Eng.<br>/Arborist    |
| #12 | Inform external stakeholders of our interest in being an active participant in their goal-setting/Strategic Planning (Ex: DA, Chamber)  | Sup. Admin.  |
| #13 | Establish meaningful measures of service to the public and report as part of budget and annual report   | Deputy Directors/Analyst                                       |
| #14 | Report annually - support for the Downtown area (DA boundaries) through cleaning efforts, event staffing, and capital project improvements. Provide to DA Board   | Analyst  |
| #15 | Complete the Development Review transition plan and report to stakeholders  | Dep. Dir. Transportation                                       |
| #16 | Develop list of ongoing External Stakeholders   | Sup. Admin./Director   |



- #17 Implement formal volunteer program whereby individuals and organizations take responsibility for specific tasks – program includes formal agreement, standards of performance, frequency of duties, Parks Maint./Arborist
- #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. Construction Manager/Parking Manager

**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 **Lead**  
Director and Deputy Directors
- #2 Partner with Finance to achieve timely funding for project delivery City Engineer/Sup. Civil Eng.
- #3 Identify other upcoming city department goal setting/Strategic Planning and request participation Sup. Admin.
- #4 Update and identify tasks and responsibilities (project plan) for PW Emergency Response Director/City Engineer/  
Facilities Mgr./Streets Sup.
- #5 Identify PW Emergency Response (ER) Coordinator and create project plan for ER plan Designated PW ER Coordinator
- #6 Implement PW disaster response desk-top drill Designated PW ER Coordinator
- #7 Invite Department Heads to each Tri-Annual meeting and selected Program Manager meetings Sup. Admin.

**GOAL C –Communicate Results**

**ANNUAL OBJECTIVES**

- #1 Research and document outcomes regarding other agencies/cities proactive communication programs **Lead**  
Sup. Admin./Arborist
- #2 Produce Annual Report on 5-Year Strategic Plan Update, including status of Annual Objectives Analyst





- |    |   |                                   |
|----|---|-----------------------------------|
| #3 | Participate in Citywide Dashboard/Performance Measurement Project.  | Analyst                           |
| #4 | Develop and implement City Manager/City Council Request tracking system   | Sup. Admin.                       |
| #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 | Sup. Civil Engr.                  |
| #6 | Submit local or national recognition for a project or service through a professional association  | Sup. Civil Engr.                  |
| #7 | Update the 5-Year Strategic Plan  | Analyst/Director/Program Managers |

**DIRECTION THREE– SUPPORTING AND DEVELOPING STAFF**

**GOAL A – Invest in Employee Development**

**ANNUAL OBJECTIVES**

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



#11 Establish New Employee Orientation

Director/Sup.  
Admin./Transit  
Mgr./Arborist

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

Parks Maint. Sup. /Transp.  
Ops. Mgr./City  
Engineer/Sup. Admin

**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.

**Lead**  
Parks Maint.  
Sup./Program Managers

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

Dep. Dir.  
Transportation/Analyst

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

Analyst/Facilities Sup.

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

City  
Engineer/Construction  
Mgr./Program Managers  
Analyst/Program Managers

#5 Establish standards for service delivery consistent with available resources

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

Director and Deputy  
Directors

**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.              | Lead<br>Construction Mgr.             |
| #2 | Determine Asset Management capability of Cityworks  | City<br>Engineer/Construction<br>Mgr. |
| #3 | Request funding for Facilities Master Plan.   | Facilities Sup.                       |
| #4 | Request funding for an Urban Forest Master Plan.  | Arborist/Analyst                      |
| #5 | Produce a Public Safety section in the annual report summarizing claims and pro-active maintenance. | Streets Sup./Analyst                  |
| #6 | Work with Finance to exceed deadline for Transit Fund submission.                                   | Transit Mgr./Analyst                  |

###### GOAL B –Implement Innovative Maintenance Solutions

###### ANNUAL OBJECTIVES

- |    |   |                                       |
|----|---|---------------------------------------|
| #1 | Investigate and implement AC (Asphalt-Concrete) alternatives.   | Lead<br>Sup. Civil Eng.               |
| #2 | Investigate a Fleet Internal Service Fund.  | Fleet Sup./Analyst                    |
| #3 | Develop city-wide Asset Responsibility Matrix that indicates which Department/Division/Section is responsible for specific components of each city asset. | City<br>Engineer/Construction<br>Mgr. |
| #4 | Investigate program to fund concrete transit pads in conjunction with Area Paving Program.  | Transit Mgr./Sup. Civil<br>Eng.       |

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

###### ANNUAL OBJECTIVES

Lead



- |    |  |  |
|----|--|--|
| #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. |
| #3 | Designate PW IT Liaison to communicate with IT on PW needs and goals.  | Director                                 |
| #4 | Select Project Management software.  | Sup. Civil Eng.                          |
| #5 | Assess ability of Cartegraph to provide foundation for Internal Service Fund for Fleet   | Fleet Sup.                               |

**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. | <b>Lead</b><br>Transp. Mgr.           |
| #2 | Implement a Neighborhood Traffic Management (NTM) program and recommend projects.                          | Transp. Ops. Mgr.                     |
| #3 | Request Council endorsement of NACTO Urban Bike Design Guidelines.   | Transp. Ops. Mgr.                     |
| #4 | Present plan for funding and construction of Palm-Nipomo Parking Garage                                    | Parking Mgr.                          |
| #5 | Identify work elements needed to implement Circulation elements and policies in the LUCE                   | Transp.<br>Manager/Transp.<br>Planner |

**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) | <b>Lead</b><br>Parks Maint. Sup./Sup Admin. |
| #2 | Implement a pilot program with a community group or organization where they perform an ongoing maintenance task for a specific facility.  | Parks Maint.<br>Sup./Arborist               |
| #3 | Report annually - support for the Downtown area (DA boundaries) through cleaning efforts, event staffing, and capital project improvements. Provide to DA Board                 | Analyst                                     |
| #4 | Complete the Development Review transition plan and report to stakeholders  | Dep. Dir.<br>Transportation                 |

**GOAL B –Enhance Internal Partnerships**



## ANNUAL OBJECTIVES

- |   | Lead                          |
|---|-------------------------------|
| #1 Define, through City Manager dialogue, expectations on addressing immediate issues and developing expectations and protocols for response and notification | Director and Deputy Directors |
| #2 Partner with Finance to achieve timely funding for project delivery  | City Engineer/Sup. Civil Eng. |
| #3 Identify other upcoming city department goal setting/Strategic Planning and request participation  | Sup. Admin.                   |
| #4 Identify PW Emergency Response (ER) Coordinator and create project plan for ER plan  | Designated PW ER Coordinator  |
| #5 Invite Department Heads to each Tri-Annual meeting and selected Program Manager meetings   | Sup. Admin.                   |

## GOAL C –Communicate Results

### ANNUAL OBJECTIVES

- |  | Lead             |
|--|------------------|
| #1 Produce Annual Report on 5-Year Strategic Plan Update, including status of Annual Objectives  | Analyst          |
| #2 Participate in Citywide Dashboard/Performance Measurement Project.  | Analyst          |
| #3 Develop and implement City Manager/City Council Request tracking system   | Sup. Admin.      |
| #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 | Sup. Civil Engr. |
| #5 Submit local or national recognition for a project or service through a professional association  | Sup. Civil Engr. |

## DIRECTION THREE– SUPPORTING AND DEVELOPING STAFF

### GOAL A – Invest in Employee Development

#### ANNUAL OBJECTIVES

- |  | Lead                     |
|--|--------------------------|
| #1 Enroll PW staff in Citywide Leadership Academy  | Sup. Admin               |
| #2 Complete a SWOT analysis with staff in each PW Program; and use results in future Annual Objectives | Analyst/Program Managers |



#3 Tri-Annual Meetings include staff development element

Communications  
Comm. (Chair)

#4 Implement Skills Based Pay and Assess program

City  
Engineer/Program  
Managers

#5 Establish New Employee Orientation

Director/Sup.  
Admin./Transit  
Mgr./Arborist

**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.

**Lead**  
Parks Maint.  
Sup./Program  
Managers  
Analyst/Facilities Sup.

#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**

**42**

**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. -

**Lead**  
Analyst/Program  
Managers

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

Dep. Dir.  
Transportation/City  
Engineer/Analyst



- #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.

City Engineer/  
Director/Construction  
Mgr. /PW Intern  
Dep. Dir.  
Transportation/City  
Engineer

**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.

**Lead**  
City Engineer  
  
Fleet Sup.

**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 ).

**Lead**  
PW IT Liaison  
PW IT Liaison  
Sup. Civil Eng.  
Facilities Sup./Analyst

**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.

**Lead**  
Transit Mgr.  
  
Transit Mgr.

**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

**Lead**  
City Engineer/Streets.  
Sup./Sup. Civil Eng.  
/Arborist



- |    |  |   |
|----|--|---|
| #2 | Establish meaningful measures of service to the public and report as part of budget and annual report  | Deputy<br>Directors/Analyst                                 |
| #3 | Explore consolidation BAC, MTC, into one overall Mobility Advisory Body  | Dep. Dir.<br>Transportation/Transit<br>Mgr./Transp. Planner |
| #4 | Establish meaningful measures of service to the public and report as part of budget and annual report  | Deputy<br>Directors/Analyst                                 |
| #5 | Inform external stakeholders of our interest in being an active participant in their goal-setting/Strategic Planning (Ex: DA, Chamber)   | Sup. Admin.   |
| #6 | Implement formal volunteer program whereby individuals and organizations take responsibility for specific tasks – program includes formal agreement, standards of performance, frequency of duties,  | Parks Maint./Arborist                                       |
| #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. | Construction<br>Manager/Parking<br>Manager                  |

**GOAL B –Enhance Internal Partnerships**

**ANNUAL OBJECTIVES**

- |    |   |   |
|----|---|---|
| #1 | Update and identify tasks and responsibilities (project plan) for PW Emergency Response | <b>Lead</b><br>Director/City Engineer/<br>Facilities Mgr./Streets<br>Sup. |
| #2 | Implement PW disaster response desk-top drill   | Designated PW ER<br>Coordinator   |

**GOAL C –Communicate Results**

**ANNUAL OBJECTIVES**

- |    |   |                                     |
|----|---|-------------------------------------|
| #1 | Research and document outcomes regarding other agencies/cities proactive communication programs | <b>Lead</b><br>Sup. Admin./Arborist |
|----|---|-------------------------------------|

**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

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

**GOAL B – Align Available Resources with Service Needs**

**ANNUAL OBJECTIVES**

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

**Lead**  
 Dep. Dir.  
 Transportation/Analyst

**Total # of Annual Objectives**

**27**

**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.

Director/PW Intern  
 Parking Mgr./Streets  
 Sup.

**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.

**Lead**  
 Transp. Ops. Mgr.  
 /Streets Sup.  
 Dep. Dir.  
 Transportation/Transp.  
 Ops. Mgr.

**DIRECTION TWO– ENHANCING PRODUCTIVE RELATIONSHIPS**



## GOAL A – Connect with Our Community

### ANNUAL OBJECTIVES

	Lead
#1 Establish a community engagement program such as PW Citizen’s Academy, Ride-Alongs, participation in City-wide Academy -	Director/Communications Comm. (Chair)
#2 Host an Annual Summit, County Wide	Director/Streets Sup/Parks Sup/Arborist
#3 Work with the school district to assess area of potential largest impact of PW engagement in school program	Communications Comm. (Chair)/Arborist/ Transit Mgr.
#4 Coordinate and document ongoing community engagement with PW “Teams” out in the field; including summarizing forums and findings	Sup. Admin.
#5 Host an Annual Summit on Mobility Among Other Government Agencies	Dep. Dir. Transportation/Transp. Ops. Mgr. /Transit Mgr.

## DIRECTION THREE– SUPPORTING AND DEVELOPING STAFF

### GOAL A – Invest in Employee Development

#### ANNUAL OBJECTIVES

	Lead
#1 Establish internal coaching, mentoring and training program which matches the attributes for success	Communications Comm. (Chair)
#2 Establish Department-wide Training Tracking system that summarizes all training received by every employee	Sup. Admin
#3 Research feasibility of proactive involvement in APWA Donald C Stone Center for Leadership Excellence in Public Works	Parks Maint. Sup. /Transp. Ops. Mgr./City Engineer/Sup. Admin

### 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)

**Lead**  
City  
Engineer/Construction  
Mgr./Program  
Managers

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

Director and Deputy  
Directors

**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.

**Lead**  
City Engineer/  
Construction Mgr.

**GOAL B –Implement Innovative Maintenance Solutions**

**ANNUAL OBJECTIVES**

#1 Research feasibility of APWA National Accreditation.

**Lead**  
Analyst/Transp. Ops.  
Manager

**DIRECTION TWO– ENHANCING PRODUCTIVE RELATIONSHIPS**

**GOAL A – Connect with Our Community**

**ANNUAL OBJECTIVES**

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

**Lead**  
Communications  
Comm. (Chair)

**DIRECTION THREE– SUPPORTING AND DEVELOPING STAFF**

**GOAL B – Align Available Resources with Service Needs**

**ANNUAL OBJECTIVES**

**Lead**



#1 Establish standards for service delivery consistent with available resources

Analyst/Program  
Managers

**Total # of Annual Objectives**

**4**

## YEAR 5 (July 2019-June 2020)

### DIRECTION TWO– ENHANCING PRODUCTIVE RELATIONSHIPS

#### GOAL C –Communicate Results

##### ANNUAL OBJECTIVES

#1 Update the 5-Year Strategic Plan

**Lead**

Analyst/Director/  
Program Managers

**Total # of Annual Objectives**

**1**



# 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:



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](mailto:rbetz@slocity.org).