

RESOLUTION NO. 4421

A RESOLUTION OF THE CITY COUNCIL ACCEPTING THE CITY OF SOLEDAD STRATEGIC WORK PLAN FOR FISCAL YEAR 2009-2010 THROUGH 2010-2011

WHEREAS, on December 5, 2008 the City Council met to begin the City's Strategic Planning process; and

WHEREAS, Staff is prepared to implement a *Strategic Work Plan* that builds upon the Vision Drives established by the City Council at the December Strategic Planning meeting, and

WHEREAS, this *Strategic Work Plan* maintains five "Areas of Emphasis" and identifies corresponding goals and measurable indicators for each area. This work plan lays out a course of action for the City's work over the next two years.

NOW, THEREFORE, BE IT HEREBY RESOLVED by the City Council of the City of Soledad that the City Council hereby accepts the *2009-2011 Strategic Work Plan*, attached hereto as "Exhibit A", and authorizes the City Manager to begin implementation of such plan.

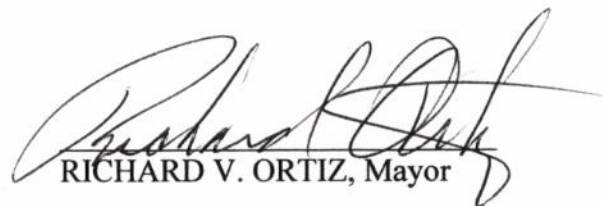
PASSED AND ADOPTED by the City Council of the City of Soledad at a regular meeting on the 7th day of October, 2009 by the following vote:

AYES, and in favor thereof, Councilmembers: Richard J. Perez, Juan Saavedra, Patricia Stephens, Mayor Pro Tem Martha Camacho, Mayor Richard Ortiz

NOES, Councilmembers: None

ABSENT, Councilmembers: None

ABSTAIN, Councilmembers: None


RICHARD V. ORTIZ, Mayor

ATTEST:


ADELA P. GONZALEZ, City Clerk

CITY OF SOLEDAD

EXHIBIT A

STRATEGIC WORK PLAN

SETTING THE COURSE AND DIRECTION
FOR INTEGRATED WORK

2009-2011

DRAFT

October 7, 2009

248 MAIN STREET
SOLEDAD, CA 93960



*Message from the
City Manager*
October 2009

I am pleased to present the *City of Soledad's Strategic Work Plan 2009-2011*, which charts an ambitious course for the City's work over the next two years.

This *Strategic Work Plan* maintains five "Areas of Emphasis" and identifies corresponding goals and measurable indicators for each area. The *2009-2011 Work Plan* is a result of the City Council's work, from the December 5, 2008 City Council Retreat, and more clearly identifies the environmental and economic outcomes that the City Council can expect. The Work Plan specifically expands upon the City's Value Drivers that were identified at the Retreat.

The "Areas of Emphasis" have been developed in collaboration with the City Management Team at our Department Head Retreat held in August 2009. The "Areas of Emphasis" discuss important new challenges and opportunities that are likely to arise in the coming years. I am grateful to all employees for their continuing help in achieving these goals, and pledge to continue our efforts to ensure a safe and healthy environment for the residents of Soledad.

Adela P. Gonzalez
City Manager

CITY OF SOLEDAD VALUE DRIVERS

FROM THE CITY COUNCIL RETREAT HELD DECEMBER 5, 2008

1. Work to improve the quality of life of our residents.
2. Ensure the economic vitality of our community by encouraging and supporting business activities that are consistent with our vision for Soledad.
3. Provide sufficient resources and support to develop and retain a high quality city workforce.
4. Promote new efficiencies (both technical and business practices) to improve community services.
5. Communicate effectively with both internal and external stakeholders.
6. Provide adequate city facilities and infrastructure consistent with the pace of growth.

Areas of Emphasis

1. Financial & Governance Stability

Goal: To establish a strong organizational foundation that positions the City as the premier agency in South County.

2. Community Neighborhoods

Goal: To establish and develop quality neighborhoods that create a positive neighborhood image.

3. Public Health and Safety

Goal: To ensure the health and safety of the public by ensuring a prepared response to emergencies and disasters of all kinds and by providing a safe and healthy environment for all who utilize public facilities and equipment.

4. Economic Vitality

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

5. Collaboration

Goal: To pursue and enter into collaborative partnerships with local, regional, state and federal agencies to ensure a high quality of life for Soledad residents.

FINANCIAL & GOVERNANCE STABILITY

**GOAL: TO ESTABLISH A STRONG ORGANIZATIONAL FOUNDATION THAT
POSITIONS THE CITY AS THE PREMIER AGENCY IN SOUTH COUNTY.**

Measurable Indicators:

- Develop a Comprehensive Financial Management Plan.
- Develop a Master Fee Program.
- Develop and Implement a Comprehensive Personnel Management Program by adopting a Personnel Rules and Regulations Policy Manual.
- Develop a Comprehensive Administrative Procedures Manual for City operations.
- Conduct organizational assessments for each department to ensure best practices are being implemented.
- Develop an Information Technology Master Plan.
- Update the City's Website.
- Develop a Succession Plan.
- Identify and implement a Customer Service Training Program for City employees.

COMMUNITY NEIGHBORHOODS

**GOAL: TO ESTABLISH AND DEVELOP QUALITY NEIGHBORHOODS THAT
CREATE A POSITIVE NEIGHBORHOOD IMAGE.**

Measurable Indicators:

- Complete at least 75% of the Comprehensive Zoning Ordinance Update.
- Draft and coordinate the Community Design Guidelines with the Zoning Update.
- Complete and adopt a Historic Resources Inventory.
- Complete and adopt a new “heavy commercial” zoning district along Los Coches Drive.
- Adopt and state-certify the 2009 Housing Element Update.
- Process amendment of the Sphere of Influence to include General Plan growth areas or portions thereof.
- Annexation of Miravale IIb (Mathews Homes Bella Terra Subdivision).
- Establish park impact fees and update in-lieu park fees.
- Develop and adopt a Parks Use Policy.
- Design the Subdivision Ordinance Update.
- Complete the Inclusionary Housing Guidelines.
- Continue the Housing Rehabilitation Program, completing 6-10 projects.
- Continue the Residential Façade Program, complete 6-10 projects.
- Participate on the City/County Neighborhood Stabilization Program Steering Committee.
- Implement the Foreclosure Program – target education and counseling classes.

PUBLIC HEALTH AND SAFETY

GOAL: TO ENSURE THE HEALTH AND SAFETY OF THE PUBLIC BY ENSURING A PREPARED RESPONSE TO EMERGENCIES AND DISASTERS OF ALL KINDS, AND BY PROVIDING A SAFE AND HEALTHY ENVIRONMENT FOR ALL WHO UTILIZE PUBLIC FACILITIES AND EQUIPMENT.

Measurable Indicators:

- Restructure the Police Department Reserve Officer Program.
- Establish a Community Policing Program.
- Participate in local and regional gang prevention initiatives, as necessary.
- Maintain City's water, sewer and storm water system.
- Continue Street Maintenance Program.
- City shall adopt and maintain agreements with other local, state and federal agencies to ensure coordinated disaster response.
- City shall require all new development to provide a plan for services that outlines increased demands on public services and methods for mitigating the increased demand.
- Update the City's Emergency Operations Plan.
- Achieve training compliance with state and federal emergency preparedness training to remain compliant for response and access to state and federal emergency funds.

ECONOMIC VITALITY

GOAL: TO IMPROVE THE OVERALL ECONOMIC BASE OF THE CITY THAT SUPPORTS THE RETENTION AND EXPANSION OF EXISTING LOCAL BUSINESSES AND MAINTAINS A POSITIVE BUSINESS CLIMATE.

Measurable Indicators:

- Develop an Economic Development Strategic Plan.
- Complete 75%, or more, of the Capital Improvement Plan (CIP) projects that have been approved by the City Council for the FY 2009-2010.
- City shall review and update, as necessary, the Zoning Ordinance, Subdivision Ordinance and other applicable regulations to ensure consistency with the General Plan.
- Work with local organizations to facilitate the marketing and promotion of the City of Soledad as a place to locate and operate business activities.
- Work to complete the Union Pacific Railroad Property Acquisition Project.
- Seek grant funding for the off-site infrastructure improvements for the Soledad Village Shopping Center.
- Complete the Way Finding Sign Program.
- Facilitate the State Superior Courthouse selection by purchasing a suitable site for a courthouse in the City of Soledad.
- Identify and support revenue producing projects.

COLLABORATION

GOAL: PURSUE AND ENTER INTO COLLABORATIVE PARTNERSHIPS WITH LOCAL, REGIONAL, STATE AND FEDERAL AGENCIES TO ENSURE A HIGH QUALITY OF LIFE FOR SOLEDAD RESIDENTS.

Measurable Indicators:

- Continue to publish City Annual Reports at the completion of each fiscal year.
- Hold at least one annual joint study session/meeting with the City Council and the Planning Commission.
- Meet regularly with schools, businesses, civic organizations and the public.
- Share information regularly with the public through the use of public education workshops, tours, press releases and other forms of public outreach.