

Core Strategies

I

Maintain and Improve City Infrastructure

II

Provide Quality City Services to All Residents

III

Create Long Term Prosperity through Economic Growth

IV

Develop Safe, Clean, Family Oriented Neighborhoods

V

Ensure Safe Communities through Increased, Targeted and Planned Public Safety Efforts.

VI

Develop Mutually Beneficial Relationships with External Organizations

VII

Develop a Marketing Strategy that enhances the Image and Perception of the City of Pomona

Core Strategy I
Maintain and Improve City Infrastructure

No.	Priority	Council Goal	Responsible Department(s)
1 - 1	3	Research traffic impact Citywide with goal of neighborhood mitigation.	Public Works, Com Dev (L)
1 - 2	3	Replace waterlines in main arterial streets, including Mission, Holt, Garey, Towne, Indian Hill, White, Fairplex, Temple, etc. within three years.	Utility Services (L), Public Works
1 - 3	3	Assess lights and sidewalks and develop long term plan for improvement. Plan should be based on need not on districts and should connect with crime and safe routes to school. (CC) Verify potential participation yearly. Report back to council by 3/30/05.	Public Works (L), Com Dev, Com Svcs
1 - 4	3	Budget for systematic replacement, including realistic depreciation amount, for utilities of water and sewer lines.	Utility Services (L), Finance
1 - 10	3	Build Police Department Building.	Administration (L), Public Works (L), Police (L), Finance
1 - 11	1	Research and prioritize park and recreation needs, usage and services. Work with PUSD and use their forecasting of future students to plan parks (CC). Develop multi-use park facilities and pocket parks in all available city properties. Maximize use of all parks.	Com Svcs
1 - 14	3	Create a reporting instrument by department for semi-annual review by Council. Instrument to include accomplishments, progress made, challenges	Administration
1 - 16	3	Clean water lines, check all water systems and provide protection for all water systems from terrorism and other acts.	Utility Services (L), Public Works, Police

Core Strategy II
Provide Quality City Services to All Residents

No.	Priority	Council Goal	Responsible Department(s)
2 - 1	3	Develop sustainable housing development strategy and tie to a fee structure, which relates to parks, police, and surrounding communities. Work with PUSD if fees to change (CC).	Finance, Com Dev (L)
2 - 2	3	Improve street sweeping citywide by upgrading existing equipment to meet current service levels.	Public Works
2 - 3	3	Complete "Needs Assessment" within one year using Citywide socioeconomic survey instrument to ascertain community needs.	Com Dev (L), RDA/Admin
2 - 4	3	Provide adequate operational equipment for staff to do their job.	Administration, Human Resources (L)
2 - 5	2	Identify and assess all current programs for effectiveness. Modify existing programs as needed and develop new programs.	Finance (L), All Departments
2 - 7	3	Survey residents at all public contact locations. Use mail surveys. Focus groups to assess responsive-ness to needs and perception of services.	Human Resources (L), Com Dev
2 - 9	3	Train Supervisors in skills needed to deal with problem employees.	Human Resources
2 - 10	3	Train staff in customer service, customer contact, and individual responsibility and accountability.	Human Resources
2 - 11	2	Coordinate Community Continual Care Plan by networking our community partners into system by 7/2005. Emphasize families first. (CC)	Human Resources, Com Dev (L)
2 - 12	2	Investigate private and city services to eliminate duplication. Identify potential services that may be contracted.	Finance (L), All Departments
2 - 13	1	Change name of "hot line" number – not a hot line if recording answers.	Public Works (L), Police, Utility Services
2 - 14	3	Increase communication to residents and celebrate accomplishments/efforts.	Administration
2 - 15	2	Clean up storefronts and other code enforcement. Include purchase of Mylar in Façade Improvement Program. Work with Planning to design windows in architecture to minimize costs and damage. (CC)	Com Dev, Police (L)
2 - 16	3	Use "secret shopper" concept to improve city's services and responsiveness.	Human Resources
2 - 17	3	Provide adequate staffing, planning and scheduling of staff.	Administration, Human Resources (L)

Core Strategy III
Create Long Term Prosperity through Economic Growth

No.	Priority	Council Goal	Responsible Department(s)
3 - 1	3	Pursue aggressive redevelopment with focus on commercial and industrial attraction and retention. A) Explore and promote opportunities for development. B) Identify redevelopment areas with RFP requests driven by entire city. C) Identify major corridors in each District and develop business plan and assistance program. D) Expand strategic efforts relating to corridors and cities surrounding us. E) Assess effectiveness of current marketing strategy in relation to the goals set for it (CC) F) Hold Study Session (CC)	RDA/Admin
3 - 3	2	Research moves and business plans of our local businesses. Prepare yearly recap report of businesses gained and lost, square footage, jobs, and revenue generation. Report to be presented to Council yearly.	RDA/Admin (L), Human Resources, Finance
3 - 4	3	Develop community economic business plan with long and short-term goals.	RDA/Admin (L), Com Dev
3 - 7	2	Clean up area around Auto Center and work with Caltrans to get proper signage on all freeways within the City. Consider alternatives less than \$500,000. (CC)	Public Works, Com Dev (L)
3 - 8	2	Investigate money making opportunities relating to existing city services, i.e. library, police, parks.	Finance (L), All Departments
3 - 9	3	Identify labor force needs and development opportunities and connect with potential strategic partners.	Com Dev (L), Human Resources, RDA/Admin
3 - 11	3	Identify local business community and establish regular contact with small business owners. Identify major retailers and establish regular, ongoing contact.	RDA/Admin
3 - 13	1	Inform citizens regarding development opportunities.	RDA/Admin
3 - 15	1	Showcase available properties on web site.	Administration (L), Com Dev, RDA
3 - 16	2	Streamline business related departments using "Case Management" approach with a Business Ombudsman in the City that can assist businesses in navigating through the City licensing and permit process. (CC)	Com Dev
3 - 17	3	Hold Citywide Business Summit to identify businesses' needs. Focus on specific issues (CC)	RDA/Admin (L)
3 - 18	2	Assess what residents need or want to buy that they cannot get in the City. Use postcards, kiosks and existing data to reduce cost. (CC)	Com Dev
3 - 21	2	Contact and establish ongoing relationships with federal, state and county legislators.	Administration

Core Strategy IV
Develop Safe, Clean, Family Oriented Neighborhoods

No.	Priority	Council Goal	Responsible Department(s)
4 - 1	3	Promote staff participation in maintaining positive city appearance, stressing personal accountability.	Administration (L), All Departments, All Field Departments
4 - 2	2	Review, replace or restructure existing city commissions to help meet city vision by 6/2005.	Administration, City Clerk (L), City Attorney, Com Dev, Com Svcs, Library, Public Works
4 - 3	2	Develop pride in the community by developing Neighborhood Watch programs or Neighborhood Councils or BID type groups (CC) to empower community in clean up and positive appearance efforts. Create more neighborhood groups and encourage them to identify and solve their own problems. Complete the work of the Mayor's Task Force subcommittees and Implement Weed & Seed strategy in designated areas by working with the City Council. (CC)	Police (L), Utility Services, Administration
4 - 5	2	Actively remove street vendors.	Police
4 - 6	1	Develop clear understanding of neighborhood needs (needs assessment) and hold regular community meetings outside the CDBG process. (CC)	Com Dev (Housing)
4 - 7	2	Market housing and housing assistance programs to local employers for their employees.	Com Dev (Housing)
4 - 9	3	Establish after school programs. a. Facilitate joint after school programs with successful after school program providers. Examine gaps, i.e. transportation, with school district, YMCA, Boys & Girls Club. b. Utilize existing resource organizations (i.e. faith based organizations) for after school programs. c. Work with PUSD (CC) d. Create Youth Master Plan by working with the Youth Advisory Committee (CC).	Library (L), Community Services (L)
4 - 10	2	Concentrate resources on "problem neighborhoods." Prioritize needs.	Police (L), Com Dev
4 - 11	1	Contract for Code Enforcement to increase services and reduce cost.	Finance, Police (L)
4 - 15	2	Enforce CUP's and sign ordinances	Com Dev, Police (L)
4 - 16	3	Develop strategy to discourage the homeless from congregating at the Civic Center and in the downtown business area.	Com Dev (Housing) (L), Police, Public Works
4 - 18	1	Create trained staff to work with Council on planning and organizing meetings, events, etc.	Administration, Com Dev (L)
4 - 19	3	Promote our vision of "clean, safe, family neighborhoods."	All Departments

Core Strategy V
 Ensure Safe Communities through Increased, Targeted and Planned
 Public Safety Efforts.

No.	Priority	Council Goal	Responsible Department(s)
5 - 1	2	Create comprehensive GIS and crime trend picture of entire city. a. Review and understand service and deployment needs. b. Identify active drug locations and create comprehensive plan for elimination. c. Track noise complaints via GIS (CC) d. Send semi-annual GIS maps to City Council (CC)	Police (L), ACS
5 - 3	3	Conduct more traffic patrols targeting mechanical defects, tail lights, bumpers, no car seats, no helmets, etc. Increase motor officer complement to deal with citywide traffic efforts.	Police, Human Resources
5 - 8	2	Report crimes and crimes solved on quarterly basis to City Council	Police
5 - 16	2	Consider another Council-Public Safety meeting or City Council Public Safety Ad-Hoc Committee. (CC)	Police (L), Administration
5 - 19	1	Mandate Police Activities League program involvement for all officers.	City Attorney
5 - 21	1	Expand reserve program by offering incentives, i.e. insurance or housing.	City Attorney, Police (L)
5 - 22	3	Increase the number of sworn officers to 200 by 2010.	Police (L), Human Resources
5 - 23	1	Raise impound fees on prostitution stings and spend on youth programs.	Police
5 - 25	2	Address prevention of gangs from confiscated funds.	Police
5 - 26	2	Increase number of bilingual staff in Police Department.	Police (L), Human Resources

Core Strategy VI

Develop Mutually Beneficial Relationships with External Organizations

No.	Priority	Council Goal	Responsible Department(s)
6 - 1	2	Create citywide consortiums meeting on a regular basis centered around different groups and topics.	Administration
6 - 2	2	Establish consistent communication through personal contact.	All Departments
6 - 3	1	Develop non-traditional approach to business incubation that addresses underground businesses in effort to expand employment and skill building opportunities.	RDA/Admin
6 - 6	3	Work with County of Los Angeles for direct funding for Pomona Programs	Administration
6 - 7	2	Work with Pomona Valley Transportation Authority to facilitate youth travel from library, YMCA, etc.	Com Svcs (L), Library
6 - 8	1	Review all park and school relationships and identify who is best to manage facilities.	Com Svcs
6 - 9	3	Work with businesses that set up intern, training programs. Establish Regional Occupational Centers with cities business development departments to identify training sites and opportunities for High School youth. Focus on youth w/o other resources and work with the Youth Advisory Committee. (CC)	Human Resources (L), Library, RDA/Admin
6 - 11	2	Expand technology by utilizing universities and colleges resources and knowledge.	Administration (L), ACS, Library
6 - 13	2	Create yearly meeting with adjacent cities. City Managers and Mayors to focus on mutual issues.	Administration
6 - 14	1	Explore canceling membership in Tri-City Mental Health.	Com Svcs, Finance (L)

Core Strategy VII

Develop a Marketing Strategy that enhances the Image and Perception of
the City of Pomona

No.	Priority	Council Goal	Responsible Department(s)
7 - 1	3	Develop and publicize a list of "Positives of Pomona." a. Send emails highlighting positives. b. Use flyers with positive accomplishments. c. Identify individual neighborhood positives as well. d. Regularly announce accomplishments at Council meetings.	Administration
7 - 2	3	1. Create a marketing unit. 2. Create a public relations unit. 3. Flesh out measurable goals for each and work with CC on these goals. (CC).	Administration/RDA
7 - 4	2	Promote "Made in Pomona" products.	Admin/RDA
7 - 7	3	Utilize Contract Cities events to promote the City of Pomona.	Administration
7 - 8	2	Create a marketing piece "Things to do in Pomona" which stresses highlights.	Admin/RDA
7 - 9	2	Stress and publicize NHRA and Fairgrounds	Administration
7 - 10	1	Utilize web site and do streaming video on businesses in city.	Administration
7 - 11	3	Utilize positive branding at every opportunity.	Administration
7 - 12	3	Explore PR departments of businesses, hospitals to see how city can utilize these resources.	Administration
7 - 13	2	Encourage movies to list "filmed in Pomona, California" at the end of productions.	Admin/RDA
7 - 14	2	Partner with Cal Poly and other colleges to put together a Marketing Plan for Pomona	Admin/RDA