



City of Poway, CA

Local Government Management Fellowship Work Plan

Salary: \$65,770.43/year

(within the City's Classification Structure, the fellow will be considered a temporary, two-year limited term (at-will) management assistant)

THE COMMUNITY

Poway is strategically located in the geographic center of San Diego County, east of Interstate 15 and 20 miles north of downtown San Diego. Poway distinguishes itself as the "City in the Country," a small-town Americana oasis with approximately 50,000 residents.

The community is characterized by more than 7,000 acres of dedicated open space, 55 miles of hiking, riding and jogging trails, and many recreational facilities. Poway has a large business park, attractive residential neighborhoods, a broad range of shopping and dining opportunities, one of the top school districts in the county, and popular community events throughout the year. Housing costs in San Diego County are high, which is reflected in the salary for the position. Candidates for the fellowship position are strongly encouraged to research housing options early in the interview process.

THE ORGANIZATION

Poway incorporated in December 1980 as a general law city and operates under the Council-Manager form of government. The City Council is comprised of five members who serve four-year overlapping terms. Beginning with the November 2018 election, the City will be phasing in district elections for the four city councilmember seats. Two district seats will be elected in November 2018 and the remaining two district seats will be elected in November 2020. Annually, the Mayor chooses one of the councilmembers to serve as the Deputy Mayor, while the Mayor is directly elected. There are no term limits in Poway.

Poway's City Manager, Tina White, was appointed City Manager in September 2016 after serving as Assistant City Manager for many years. Poway's Assistant City Manager, Wendy Kaserman, was promoted from Administrative Services Director to Assistant City Manager, following Ms. White's appointment to City Manager.

The City is supported by 251.58 full-time equivalent (FTE) employees and a total operating budget of \$81.99 million (approximately \$42.78 million of which is General Fund) for Fiscal Year 2017-18. The City has six departments that include Community Services, Development Services, Finance, Human Resources/Risk Management, Public Works, and Safety Services. The City provides a broad spectrum of

traditional municipal services; law enforcement is provided through a contract with the San Diego County Sheriff's Department.

Poway benefits from a balanced budget, solid reserves and sound financial policies and practices, attributable to its longstanding conservative approach to fiscal management. Per City Council adopted policy, the City maintains a General Fund reserve equivalent to 45 percent of budgeted annual General Fund operating expenditures.

THE FELLOWSHIP EXPERIENCE

Both the City Manager and the Assistant City Manager are committed to providing the fellow with a career enriching experience over the course of the two-year fellowship. Wendy Kaserman will serve as the fellow's direct mentor, though one of the benefits of a smaller organization is that the fellow will have the opportunity to regularly interact and work with the City Manager, as well as department directors. Wendy understands firsthand how critical the fellowship experience can be to launching a career in local government management. While she was in graduate school she had the opportunity to intern for an outstanding city manager who assigned her challenging projects, provided her with exposure to working with elected officials and senior staff and was genuinely committed to mentoring her and providing professional development opportunities to learn, as well as network with staff from other jurisdictions. Wendy and Tina look forward to providing the fellow with an equally rewarding experience working for the City of Poway. While the fellow will not rotate through different departments, he/she will have the opportunity to learn about all facets of city operations and will be assigned to work directly with senior staff on projects outside of the City Manager's Office. Below is a list of tentative assignments by department. There will be opportunities for the fellow to customize the list of projects and explore additional subject areas depending upon his/her career interests.

City Manager's Office

- Attend bi-weekly department directors meetings
- Assist with development and implementation of the City's succession planning program
- Assist the City Manager, Assistant City Manager, and City Attorney with the initial phases of a comprehensive update to the Poway Municipal Code. This work will touch upon all City departments.
- Draft and update various City policies- including revisiting the City's community contribution policy
- Work with departments to evaluate the impacts of proposed state legislation and track the status of legislation

Human Resources/Risk Management Department

- Assist the HR/Risk Management Director with a comprehensive update to the City's Personnel Rules – This project will include research, soliciting input from all city departments, and likely participation in the meet and confer process with representatives from the City's two employee bargaining units.
- Serve as the notetaker in upcoming labor negotiations processes with the City's two bargaining units (this will provide the fellow with the opportunity to directly observe labor negotiations), possibly assist with data collection and costing of scenarios discussed during labor negotiations

- Work with the Human Resources Director to provide support to the Employee Recognition Committee as the committee works to revise the City's existing employee recognition programs

Finance Department

- Assist with implementation of the City's new enterprise resource program (ERP) for Finance and Human Resources. This may include assisting with deploying new modules, developing training materials and assisting with training staff on use of the modules, and assisting with the preparation of the annual budget document to a new format with the implementation of the new ERP
- Assist the Finance Director and Budget Administrator with development of the midyear and annual budgets
- Assist the Finance Director with development of the water and sewer rates for calendar year 2019, work will include providing assistance to revise materials for a community water rates forum, as well as learning about the Proposition 218 process
- Assist in the procurement process for selecting a consultant to perform a sewer rate study in Fiscal Year 2019-2020
- Review procurement policies and work with the Finance Director and City Attorney to update and refine as necessary.

Development Services Department

- Work with the Development Services Director and City Engineer to revamp the City's quarterly CIP report and implement the use of an interactive map and status report on the City's website.
- Assist the Development Services Director with reviewing and streamlining various development processes. Work with the department's senior management analyst, as well as IT staff, to develop additional reporting tools for tracking the status of code compliance cases.

Public Works

- Assist with several projects related to the City's water utility operations, including the procurement of new water meters and development and implementation of an on-going water meter replacement program.

Community Services

- Assist with fee reviews and updates for various divisions within the department
- Assist with researching and evaluating alternative service delivery models for select City recreational facilities
- Assist with implementation of a new special event policy and evaluating the effectiveness and efficiency of the policy once it is in place
- Work with the Community Services Director and the City Attorney to revise the City's Facilities/Park Rules and Regulations to eliminate redundancy and inconsistencies with the Municipal Code

Safety Services Department

- Opportunity to participate in Emergency Operations Center (EOC) trainings and become familiar with all aspects of operating an active EOC.

PROFESSIONAL DEVELOPMENT/TRAINING OPPORTUNITIES

- The City will budget for the fellow's membership in the Municipal Management Association of Southern California (MMASC), and the fellow's attendance at the MMASC Winter Forum, as well as the annual MMASC Conference for each year of the fellowship
- The City will also budget for the fellow's membership in the International City/County Management Association, as well as the travel and related expenses to the ICMA annual conference for each year of the fellowship
- As the budget allows, the City may provide additional training opportunities for the fellow (e.g., League of California Cities conferences)