

# City of Rohnert Park



## Strategic Plan 2016-2018

February, 2016



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## Background

In May 2011 the City of Rohnert Park retained Management Partners to facilitate a process to develop a strategic plan. The City envisioned a strategic plan that would provide a framework to link together the economic development plan, capital improvement program, budget process, policy issues, organizational efficiencies and the General Plan. A Strategic Planning Steering Committee was formed early in the process to provide guidance and input to the process. The steering committee was comprised of 20 supervisors and managers, including members of the City's executive team.

### ***Strategic Planning Process Overview***

The strategic planning process began with an analysis of strengths, limitations, opportunities and threats (SLOT) identified through a series of interviews, focus groups with staff and community representatives, and a survey of City commissioners. Management Partners interviewed the Mayor, members of the City Council and the City Manager to confirm the strategic planning process and hear initial ideas.

Over fifty staff representatives were randomly selected to confidentially inform the process. Staff were asked to identify the strengths, limitations, opportunities and threats of Rohnert Park and to brainstorm words and phrases that define the mission of the City of Rohnert Park and their vision for the future of the community. Staff were also asked to identify values they believe are important to being an effective organization. The staff focus groups were comprised of representatives from all levels of the organization, from line staff to management, and all city departments.

A focus group of community stakeholders was also held and included representatives from the business community, local schools, the health system, adult and youth development community providers, the Federated Indians of Greater Rancheria, and Rebuilding Together Rohnert Park. As with the staff groups, participants were asked for their perspectives on the strengths, limitations, opportunities and threats of Rohnert Park.

Finally, an online survey was administered to solicit input from members of the City's eight commissions. Representation from each body was reflected in the final analysis.

Management Partners provided guidance to staff who prepared an environmental scan of current and future factors influencing the City. The combination of broad-based qualitative input and quantitative trend data laid the foundation for two highly interactive workshops with staff and the City Council during which a vision, mission, values and goals and strategies were developed and confirmed. A graphic recorder captured the results of the Council workshop conducted on November 5, 2011 in a visual, “storyboard” format.

A graphic representation of the strategic planning process is presented on the following page.



The City of Rohnert Park Strategic Plan sets a clear vision for the organization and establishes goals and strategies to move in that desired future direction. In addition, the plan articulates the organization’s values and the behaviors that support them. These elements are graphically presented in the strategic plan. The visual recording of the plan’s goals and strategies are displayed in Attachment A.

## City of Rohnert Park Strategic Plan

The City of Rohnert Park is committed to achieving a shared vision for the organization and its community. The vision, mission and values below are the result of a thoughtful and inclusive process designed to set the City on a course that meets the challenges of today and tomorrow. A glossary of terms is provided in Attachment B.

### **OUR VISION**

*Rohnert Park is a thriving, family-friendly community that is a safe, enjoyable place to live work and play.*



The City's *vision* sets the focus for the future. It is a statement of where the organization is going.

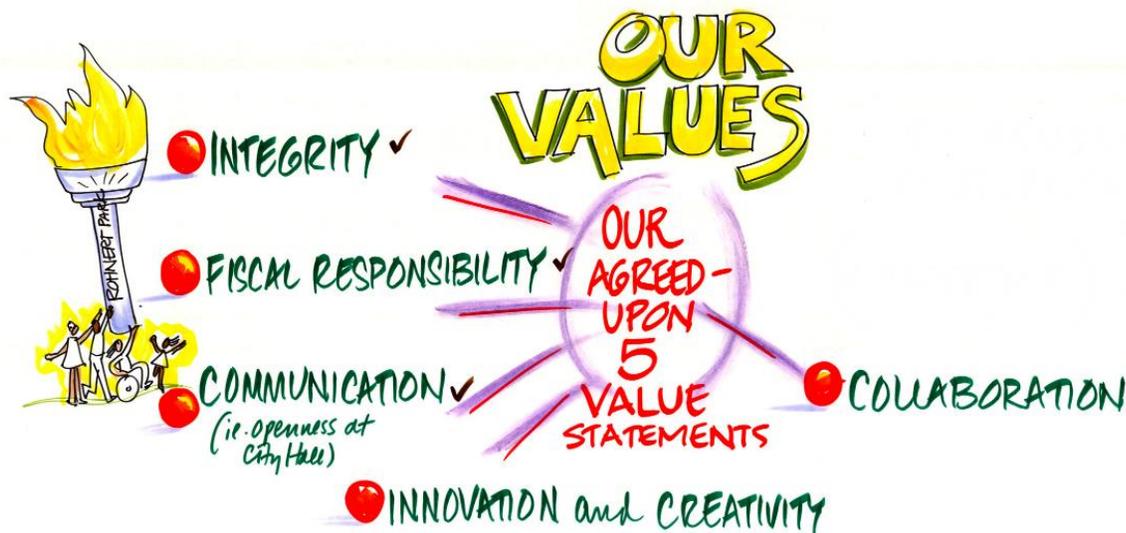
## OUR MISSION

*We care for our residents by working together to build a better community for today and tomorrow.*



The City's *mission* is a statement of the purpose of the organization. It fundamentally defines what the organization stands for and what it will do.

## OUR VALUES



Each of these organizational values has associated behaviors that can be demonstrated throughout the organization.

### **Value: Integrity**

- Adheres to ethical standards in the conduct of the organization's business and is committed to a life of excellence.
- Fulfills commitments and keeps promises that are made
- Establishes rules which are fair and ethical.
- All people, within and outside the organization, are treated fairly and with respect.
- Does the right thing even when no one is looking.
- Creates and sustains an atmosphere that fosters a culture of openness, inclusion, compassion and trust.

### **Value: Fiscal Responsibility**

- Is transparent in disclosing financial transactions and their implications.
- Utilizes multi-year forecasts to quantify future financial impacts of decisions.
- Exercises fiscal discipline to live within means and ensure future financial sustainability.
- Makes fact-based financial decisions consistent with organizational values
- Develops and implements strategies to address unfunded liabilities, including future retirement and retiree health care costs and preservation of capital assets.
- Follows best practices for budget and financial management, including but not limited to tracking of revenues and expenses and appropriate internal controls for cash, purchasing, and inventory.
- Utilizes all resources efficiently and effectively.
- Maximizes opportunities to increase productivity and achieve high quality results.
- Follows best safety practices for public and staff to protect financial sustainability.

### **Value: Communication**

- Engages in open, honest, clear, and respectful communication with the public and within the City organization.
- Actively seeks citizen participation; strives to keep the public informed and educated about community issues.
- Listens to other perspectives with an open mind and a sincere desire to understand.
- Uses a variety of communication methods with the public (newsletters, meetings, social media, press releases, web site, etc.) and within the organization (face to face, e-mail, etc.) as appropriate for the information being communicated.

### **Value: Innovation and Creativity**

- Applies a positive attitude to solving problems creatively and is open to new ideas.
- Creates new ways of moving the organization forward to achieve its mission
- Fosters innovative thinking and solutions; creates a “safe place” for discussion of new ideas.
- Effectively utilizes emerging technology.
- Takes calculated risks and treats mistakes as learning and growth opportunities.

### **Value: Collaboration**

- Takes the initiative to ensure that objectives are met and volunteers to help others for the good of the organization and community.
- Engages team members to work collaboratively towards a common vision.
- Recognizes, values, and leverages each person’s strengths.
- Seeks “win-win” strategies; is willing to compromise if necessary.
- Looks to create synergy with other individuals, across departments, and with outside organizations.
- Assumes the best of other people; sets the example; mentors others to be successful.
- Promote staff development, embracing the importance of quality staff to achieve excellence and:
  - Acknowledging that staff has the primary responsibility for their professional growth.
  - Supporting the professional development of staff through training, coaching, challenging assignments, mentoring, etc.

## **GOALS AND STRATEGIES**

The initial Strategic Plan process included four goals as a result of interviews, focus groups, surveys and the staff workshop, each of which has several strategies. The City Council reviewed, revised and confirmed the four goals, which are graphically presented in Attachment A.

- **Goals** are multi-year in nature. The timeframe for achieving goals is typically five to ten years. The Rohnert Park City Council indicated that goals with a timeframe of three to five years may be more appropriate in today’s dynamic environment.

- **Strategies** are the means to achieve the goals. The timeframe for implementing strategies can span several years as specific programs and projects are undertaken.

**GOAL A: Practice participative leadership at all levels.**

*Strategies*

- Communicate with the community and team members in identifying priorities and possibilities.
- Implement organization development practices.

**GOAL B: Achieve and maintain financial stability.**

*Strategies*

- Implement the economic development program.
- Prepare current and future financial condition assessment.
- Establish financial policies, procedures and systems that represent best practices.
- Identify new and innovative ways to increase revenues.

**GOAL C: Ensure the effective delivery of public services.**

*Strategies*

- Deliver the highest quality services in the most cost-efficient manner with an emphasis on excellent customer service.
- Improve accountability and continuous improvement through performance measurement and managing for results.
- Integrate technology into operations.

**GOAL D: Continue to develop a vibrant community.**

*Strategies*

- Support implementation of major planned developments.
- Improve transportation and infrastructure.
- Integrate State Farm/SMART train/City Center plans into a Priority Development Area.
- Improve public facilities, programs and services to meet the changing needs of the community.

## **OUR ACCOMPLISHMENTS**

### **2012**

- Rohnert Park 50th Anniversary Celebration
- Green Music Center opened
- Golf Course Drive Undercrossing opened
- US 101 High Occupancy Vehicle Lanes opened
- Paved East Cotati Avenue and Arlen Drive
- Bike path reconstruction and pedestrian safety improvement project
- Water pipe replacement project
- Sewer pipe lining project
- Rancho Verde/Rohnert Park Expressway traffic signal installed
- Co-created Local Leaders Academy of Sonoma County
- Distracted Driving Campaign
- Casino Joint Powers Agreements for Sewer and Wilfred Widening Project
- Bicycle Safety Rodeo
- Arts and Music Festival

### **2013**

- Voters passed Measure A – a local sales tax extension
- Mitigated impacts of casino opening
- Widened Wilfred Avenue/Golf Course Drive West
- Repaved Redwood, Labath, Business Park, Rohnert Park Expressway
- Coordinated traffic signals Rohnert Park Expressway and Golf Course Drive
- Improved entrances to city
- Completed Public Safety Main Station roof replacement and exterior recoating project
- Installed and adopted policy for use of freeway message center
- Established Gold Ridge Recreation Center
- Grant Funding received:
  - Law Enforcement Compliance
  - Develop Sexual Assault Training
  - Problem premise alcohol checks, special event alcohol compliance, prevention/education for alcohol establishments
  - Motorcycle Traffic Officer salary and equipment
  - DUI Checkpoint and saturation patrol
- Implemented golf course performance measures
- Implemented Public Safety On Line Reporting for Citizens (CCR)
- Installed way finding signs throughout the City
- Created National Night Out event and Senior Center Crafts Faire

- Implemented paperless agenda packets
- Started performance measurement in all departments
- Sewer Capital Project Program - 1st Phase of 2 year Adrian Drive sewer replacement
- Sports Center - new cardio equipment
- Implemented online building permits and new permit software.

## **2014**

1. Established strong presence of City Management in the community by attending Community Events and meeting with community organizations regularly (Farmers Market, Rotary, Chamber of Commerce, C-Corp, Retiree Association, etc.)
2. Council approved economic development framework
3. Initiated website improvements to help businesses make location decisions and to attract visitors
4. Developed robust, long-term fiscal recovery model (10-year Financial Forecast) outlining projected revenues and expenses
5. Adopted first balanced budget in recent history
6. Prepared 'all in' budget showing both current revenues and expenses, and annual share of unfunded liabilities
7. State and IRS approved Foundation non-profit status
8. Resolved M-section parking issue by implementing permit parking fee structure
9. Approved 96% of permits within timeframes
10. "Young Frankenstein" won 6 Bay Area Theater Critics Awards
11. Lowest crime rate in ten years
12. Expanded capacity to view Council meetings on mobile devices and the web
13. Approved or modified four specific plans to allow for construction of over 2,000 homes and 100 acres of commercial, industrial and mixed land uses
14. Facilitated opening of preschool at Gold Ridge site
15. Hosted various community-based events (8th Annual Bucket Brigade, Animal Shelter Mutt Strut, Drought Drive-up and Town Hall meeting, Farmers Market, National Night Out, Health & Safety Faire, Founders Day Event, Holiday Arts & Crafts Faire, Community Tree Planting Event, Sr. Center St. Patrick's Day, Summer BBQ, and Thanksgiving Feast events, Torch Run/Tip-a-Cop Event, Easter Egg Hunt)
16. Executed over \$13 million in capital improvement projects including new eastside sewer and water mains, upgrades to various community facilities and a complete rehabilitation of the Southern Fire Station.
17. Approved planning entitlements and issued building permits for the construction of 328 new apartment units (Fiori Estates and The Reserve) and new businesses, including the first Amy's Kitchen restaurant and many significant building

remodels (e.g. Raley's Shopping Centers, Safeway Shopping Center facades, Fundemonium, Walmart Neighborhood Store, etc.)

18. Adopted Emergency Water Conservation Ordinance and maintained the lowest per capita water use in the region.
19. Received state approval to use former redevelopment funds to improve numerous City facilities and address deferred maintenance at the Sports Center, Senior Center, and Community Center.

## **2015**

Goal A: Practice participative leadership at all levels.

- Increased communication with residents by hosting two Town Hall Meetings, sponsoring and/or having a strong staff presence at community events, increasing outreach to community organizations, adding closed captioning at City Council meetings, and initiating a monthly column from the City Manager in the Community Voice.
- Implemented Investing In Me training series with management participation.
- Continued City Council collaborative spirit.
- Conducted joint meetings with Planning Commission and Park and Recreation Commission.

Goal B: Achieve and maintain financial stability.

- Established replacement funds for infrastructure and technology.
- Balanced budget for 2<sup>nd</sup> consecutive year.
- REMIF implemented self-insured medical plan reducing City, employees', and retirees' medical premium costs.
- Adjusted water rates to cover the cost of service.
- Reduced retiree medical liability, paid off debt, and established retirement trust fund.
- Joined Sonoma Clean Power and reduced energy costs by 7%.
- Replaced street, park, and building lights with LEDs.
- Saved general fund money by taking over recycled water system from Santa Rosa.
- Added new businesses (Amy's, Rebounders, Morton & Bassett).

Goal C: Ensure the effective delivery of public services.

- Increased health and human services by securing funding for Rohnert Park Health Center, establishing the Earned Income Tax Credit program at the Senior Center, and establishing the Pasitos pre-school program at the Boys and Girls Club.
- Ranked in Top 50 of Safe College Towns.
- Ranked in Top 8% in fire safety.
- Record attendance at Mary Poppins performance.
- Added staffing to support operations and services.

- Recognized by North Coast Builders Exchange for business friendliness.
- Started Snyder Lane widening project.
- Saved 19% potable water citywide.
- Completed Information Technology security and staffing assessment.

Goal D: Continue to develop a vibrant community.

- Improved City facilities including B Pool renovations, tennis court upgrades, Sunrise Park soccer field, Senior Center flooring, HVAC at Senior Center and Performing Arts Center, Sports Center Locker Room project and basketball courts, and Eagle Park tot lot.
- Annexed Northwest Specific Plan area.
- Hosted various community events (Pumpkin Splash, Coffee with a Cop, Founders Day, National Night Out, and Year-round Farmers Market).
- Secured new Senior Center Van.
- Repaved Rohnert Park Expressway.
- Started construction on Oxford Hotel & Suites.
- Presented to community a version of Priority Development Area.
- Ushered in sewer, water and road infrastructure for major eastside residential development.

## ***Our Best Practices***

As a result of the City of Rohnert Park's Strategic Plan process, The following best practices have been established:

**GOAL A: Practice participative leadership at all levels.**

1. Attend and participate in events with the Chamber of Commerce and other organizations.
2. Engage volunteers including Explorers, Adopt a Park, Public Safety Aides, Senior Center, and at the Animal Shelter and PAC.
3. Improve communication to provide transparency and a well-informed community.
4. Inform the public about financial realities and choices facing the City and community, and participate in ongoing meetings with community groups.
5. Make the Community Services Newsletters widely available via schools, the Library, mobile home parks, etc.
6. Monitor and update the City's web pages to incorporate new information and technology.
7. Promote communication among staff and with the public.
8. Distribute the community newsletters and City Manager updates to staff

9. Plan for, communicate, and mitigate long-term impacts of major developments.
10. Make short-term decisions with a long term perspective.
11. Align the organizational culture to demonstrate our values through our decisions.
12. Demonstrate the City's values through individual behavior.
13. Build relationships with other organizations to address community needs, such as other cities, schools, and community-based organizations. Examples include the Rohnert Park Health Center, use of City facilities for the Boys and Girls Club and pre-school programs at Goldridge and Burton, and operating the Earned Income Tax Credit program at the Senior Center.

**GOAL B: Achieve and maintain financial stability.**

1. Implement the economic development program with the necessary staff and financial resources.
2. Clarify current and projected future financial condition and prepare cash contingency plans if necessary.
3. Update and utilize the financial forecast model.
4. Update and utilize the Capital Improvement Program.
5. Ensure policies, procedures and systems represent best practices in financial management, such as the use of cost allocation plans and replacement funds for fleet, technology, and buildings..
6. Adopt budget principles which:
  - a) Promote fiscal responsibility and discipline by living within our means
  - b) Are meaningful and easy to understand
  - c) Guide budget decisions
  - d) Monitor expenditures compared to revenues
7. Explore the creation of new revenue sources, including achieving high rates of cost recovery for Development Services, the Sports Center, and recreation programs.
8. Develop partnerships to achieve economies of scale through shared services.
9. Monitor contracts to limit their frequency and fiscal impacts of change orders.

**GOAL C: Ensure the effective delivery of public services.**

1. Deliver the highest quality services in the most cost-efficient manner.
2. Assess service delivery options, including comparing providing services directly versus providing via contractors.

3. Improve accountability and continuous improvement through performance measurement and managing for results.
4. Maintain the Public Safety On-line Reporting System for citizens (CCR-Citizens Crime Report).
5. Maintain a high level of information systems security.

**GOAL D: Continue to develop a vibrant community.**

1. Support implementation of major planned developments (e.g. Southeast Specific Plan, University District Specific Plan, Sonoma Mountain Village, Northwest Specific Plan, Planned Development Area, and others).
2. Monitor the traffic, environmental, and other impacts of planned developments.
3. Assess, monitor, and mitigate traffic, environmental, and other impacts of the Graton Casino project.
4. Update and maintain City design standards related to public and private improvements.
5. Explore zoning flexibility to foster economic development.
6. Implement and monitor the roads and Complete Streets Program.
7. Consider health effects of development decisions - ensure new developments include access to parks, open space, and/or pedestrian and bicycle facilities.
8. Mitigate the impact of new development on existing services.
9. Collaborate with Cotati Rohnert Park Unified School District and Sonoma State University on shared goals, recognizing education supports economic vitality.
10. Support and organize community events, including:
  - Founder's Day
  - Running with the Pack
  - Bicycle Rodeo
  - Special Olympics
    - Torch Run and Tip a Cop
  - National Night Out
  - Farmers Market
  - Bucket Brigade Blood Drive
  - Holiday Arts and Crafts Fair
  - Pumpkin Spash
  - Coffee with a Cop
  - Holiday Toy Drive
  - Explorer Pancake Breakfast

## Communication and Accountability for the Strategic Plan

Workshop participants briefly discussed ideas about how information about the strategic plan and its progress should be communicated to stakeholders, including reporting mechanisms and frequency. The following ideas were generated.

- Display the graphic images from the Council strategic planning workshop in the library and at City Hall for public viewing
- Post results on the City's website
- Display the City's vision, mission and values in the Council chambers
- Develop an implementation action plan for the goals and strategies that assigns responsibility and identifies necessary resources and key milestones
- Provide periodic updates to Council on the progress that is being made
- Utilize the strategic plan to inform the City's budget process
- Link Council updates and recommendations to the strategic plan
- Put the mission statement on Council agendas and reports

## Bike Rack

### ***Bike Rack***

A “bike rack” was created to capture ideas or suggestions that were not directly related to the immediate discussion. At the conclusion of the Council strategic planning workshop, six items listed below were referred to City staff for follow up.

- Gather and present to the City Council additional housing data that show the distribution by housing type
- Validate the median home price data presented in the environmental scan
- Convene a strategy session of the City Council to discuss what is desired in a “downtown”
- Discuss extending the Urban Growth Boundary timeline another ten years; put it back before the public (begin discussion in 2016)
- Determine the need for a General Plan update (begin discussion in 2016)
- Define “sustainable” development standards for their application in future development

*Additional bike rack items identified February 2013:*

- *Discuss the status and need for an update to the General Plan*
- *Discuss the Urban Growth Boundary*
- *Develop a plan to address amenities that have been taken away during then the tight fiscal times (part of needs assessment of the Fiscal Recovery Plan)*
- *Discuss City’s role and involvement with the Health Action Network*

*Amended Bike Rack, February 2016*

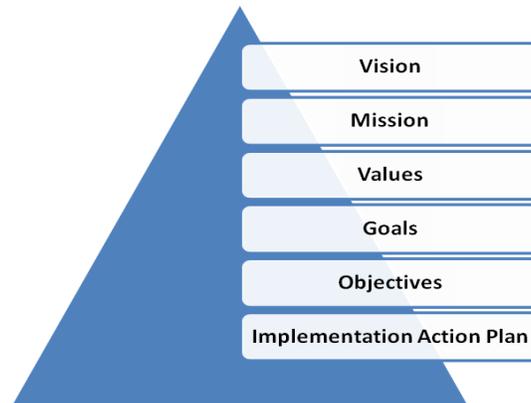
- *Extend Duration of Urban Growth Boundaries (To be considered in 2017)*
- *Initiate General Plan Update (To be considered in 2017)*
  - *Direction provided to consider funding for these efforts in FY 16-17 budget*

# Attachment A – Graphic Representation of Goals and Strategies



## Attachment B – Glossary of Terms

The following graphic shows the key components of a strategic plan.



A ***vision*** sets the focus for the future. It is a statement of where the organization is going.

A ***mission*** is a statement of the purpose of the organization. It fundamentally defines what the organization stands for and what it will do.

The ***values*** of an organization drive the goals created and the process of implementation. Values provide the basis for how the organization and its members will work to achieve the mission and vision. Examples include professional excellence, innovation, responsiveness, and integrity.

***Goals*** set the framework that guides the direction and focus of the organization, budget decisions and allocation of other resources, such as staff time. They are “up on the balcony” wide views of opportunities for change and improvement and state the desired future. Goals or strategic priorities provide the “why” (larger meaning and context) of the specific actions the agency takes. They help the executive team decide which of the many worthy projects should be done and when, within available resources. Goals must be meaningful and attainable.

***Strategies*** are the means to achieve the goals. They describe an approach or method and begin to answer the question: How will we go about accomplishing the goal? They may include broad areas to pursue, rather than individual projects. To assure that the goal is achieved, later in the process each objective must be assigned to an individual, with resources identified, and incorporated into a work plan.

An ***action plan*** is the blueprint for carrying out the strategic plan. It contains the detailed steps that must be taken to assure that the goals and strategies are achieved. Action plans provide a framework for determining specific timelines, assignments, and resource allocations. They are designed to be a management tool to help the organization assure that goals are attained and are well-suited to periodic check-in about progress, changes or challenges.