



# City of Rohnert Park

## Strategic Plan - Action Plan

**Final**  
**February 14, 2017**

# City of Rohnert Park

## Strategic Plan - Action Plan

U = underway; X = to be started or continued

### Goal A - Practice Participative Leadership at All Levels

Goals, Strategy & Implementation Steps		2017	2018	2019	Lead Department/ Position	Team Members	Milestones Progress Comments
<b>A-1 Communicate with the Community and Team Members in Identifying Priorities and Possibilities</b>							
1	Document City's external communications practices	X			Assistant City Manager	City Clerk	
2	Evaluate City's communication practices; revise practices if/as needed.	U			Assistant City Manager		Underway
3	Review and modify social media policies and practices	X			Assistant City Manager	City-wide project	NEW
4	Create new Strategic Plan with public input and participation		X	X	Assistant City Manager	City-wide project	NEW
<b>A-2 Implement Organizational Development Practices</b>							
1	Document City's internal communication practices	X			City Clerk	Executive Team	Underway
2	Implement collaborative training program with the County	X			Human Resources Director	HR Staff	NEW
3	Update HR policies, including Personnel Rules and Regulations		X		Human Resources Director	Human Resources Staff; Legal	
4	Conduct survey of employees	X			City Manager		
5	Develop and Implement Succession Plan - Phase 1	X	X		City Manager	Leadership Team	NEW
6	Prepare for sale and development of property adjacent to City Hall, including communicating affects on staff	X	X		Development Services Director		NEW
7	Create plan to attract and retain part-time staff	X			Community Services Manager	HR and Community Services Staff	NEW

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### **Goal B - Achieve and Maintain Financial Stability**

Goals, Strategy & Implementation Steps		2017	2018	2019	Lead Department/ Position	Team Members	Milestones/ Progress/ Comments/
<b>B-1 Implement the economic development program</b>							
1	Incorporate retail attraction into planning for downtown and other parts of the City.	X	X	X	Assistant City Manager	Development Services	NEW
2	Expand marketing materials to retail oriented businesses	X	X	X	Assistant City Manager	Development Services	NEW
3	Hold breakfast meetings or other events to promote City to businesss	X	X		Assistant City Manager	Development Services	NEW
4	Sell Avram and Stadium Lands	X			Planner I		Underway
<b>B-2 Establish financial policies, procedures and systems that represent best practices</b>							
1	Complete City-wide Capital Replacement Program and funding Plan	X			Public Works Department Analyst	Finance Director, Public Works Director, Development Services Director	Underway
2	Establish and document fixed asset policy and procedures	X			Finance Director	Finance Department	
3	Review fiscal practices at department level and ensure consistency with Finance practices, particularly accounts receivable		X		Finance Director	Public Safety Commander; Theater Director; Community Services Manager; Dev Services Analyst	NEW
<b>B-3 Identify new and innovative ways to increase revenue</b>							
1	Update fee schedules to ensure						

**Goal B - Achieve and Maintain Financial Stability**

Goals, Strategy & Implementation Steps		2017	2018	2019	Lead Department/ Position	Team Members	Milestones/ Progress/ Comments/
	a. Animal Shelter Fees	X			Animal Shelter Supervisor	PS Staff; Finance Staff	Underway
	b. False Alarm Response Fees	X			Fire Commander	Communications Supervisor, Records Supervisor	
	c. Community Services Community Benefit Methodology	X			Community Services Manager	Community Services Staff	Underway
2	Performing Arts Center Sponsorships and Membership Program	X	X		Theater Manager	Public Works Director	Underway
3	Housing Bonds – Determine Future Use	X			City Manager	City Attorney, Senior Analyst	

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### Goal C - Ensure the Effective Delivery of Public Services

Goals, Strategy & Implementation Steps		2017	2018	2019	Lead Department/ Position	Team Members	Milestones Progress Comments
<b>C-1 Deliver the Highest Quality Services in the Most Cost-Efficient Manner with an Emphasis on Excellent Customer Service</b>							
1	Reopen restrooms in parks, and evaluate effectiveness of features to minimize vandalism	X	X		Public Works Project Coordinator/ Director	General Services Supervisor; Community Services Manager; IT Manager	Underway
2	Develop systems to properly monitor and enforce solid waste contracts.	X			Assistant City Manager	Public Works Director/Environmental Coordinator	NEW
3	Address legalization of marijuana						
a.	Develop City regulatory requirements	X			Development Services Director		NEW
b.	Develop enforcement policies	X			Public Safety Chief	Command Staff	NEW
c.	Develop HR policies	X			HR Director	HR Staff	NEW
4	Address impact of minimum wage increase on recruitment of part-time temporary staff, City programs, and finances.	X	X		HR Director	Senior Analyst	NEW
5	Complete negotiations with labor groups	X			HR Director	City Manager/City Attorney	NEW
6	Records Retention: Update retention schedule and procedure	X			City Clerk	City-wide project	Underway
7	Add programs for middle school children (ages 11-14) without impacting the General Fund	X	X	X	Community Services Manager	Community Services Director and Supervisor	NEW

### ***Goal C - Ensure the Effective Delivery of Public Services***

Goals, Strategy & Implementation Steps		2017	2018	2019	Lead Department/ Position	Team Members	Milestones Progress Comments
8	Pursue building bocce ball courts at the Community Center.	X			Public Works Director	Community Services Director	NEW To consider in FY 17-18 budget
9	Explore potential to improve golf course sand traps, including discussions of participation with Sonoma State University.	X			Public Works Director		NEW
10	Explore potential to add skate park.	X			Public Works Director	Community Services Manager	NEW

## Goal C - Ensure the Effective Delivery of Public Services

Goals, Strategy & Implementation Steps		2017	2018	2019	Lead Department/ Position	Team Members	Milestones Progress Comments
<b>C-2 Integrate Technology Into Operations</b>							
1	Assess need to replace Springbrook including desired functionality and integration with other systems.	X			Assistant City Manager	IT, HR, and Finance Staff	NEW
2	Records Disposition: Assess costs for imaging and disposition. Inventory warehoused records for destruction or convert to current tracking system.	X			City Clerk	City-wide project	Underway
3	Determine costs of maintaining and replacing software systems	X			Assistant City Manager	IT Manager and Department Staff	Underway
4	Implement recommendations from IT security and risk assessment, particularly increasing security awareness and improving practices	X			IT Manager	IT Staff	Underway
5	Select and implement new Recreation Software solution.	X	X		Community Services Manager	CS Staff/IT Manager/Finance/Purchasing	Underway
6	Develop and implement IT policies and procedures	X	X		IT Manager		Underway
7	Upgrade water systems controls for water wells			X	Public Works Director	Project Coordinator	
8	Initiate analysis of opportunities to integrate City IT systems, including potential for new asset management system.	X			Assistant City Manager	City-wide project	NEW

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### Goal D - Continue to Develop a Vibrant Community

Goals, Strategy & Implementation Steps		2017	2018	2019	Lead Department/ Position	Team Members	Milestones Progress Comments
<b>D-1 Support Implementation of Major Planned Developments</b>							
1	Update Public Facilities Financing Plan (PFFP) as project costs change to ensure sufficient mitigations	X	X		City Engineer	Development Services Management Analyst	
2	Develop all-weather soccer field at S Park with SoMo developer	X			City Manager/Dev. Services Director	Community Services Manager	
<b>D-2 Improve Transportation, Infrastructure, and Housing</b>							
1	Initiate update of General Plan, beginning with economic analysis of parts of the City with development potential	X	X	X	Development Services Director/Assistant City Manager	Development Services Staff	NEW Include consideration of moving Rohnert Park Expressway under railroad tracks
2	Conduct comprehensive review of City's second unit policies, inclusionary housing requirements, building codes, and vacation rentals to support infill second units and junior units to increase affordable housing. Modify affordable housing policies to comply with new mandates. Consider potential for funding renovations of existing affordable housing.	X			Development Services Director	Planning Staff	NEW
3	Evaluate Regional Traffic Impact Mitigation	X			City Engineer	Development Services Management Analyst	Study underway



## Goal D - Continue to Develop a Vibrant Community

Goals, Strategy & Implementation Steps		2017	2018	2019	Lead Department/ Position	Team Members	Milestones Progress Comments
4	Pursue Smart Cities grant program in partnership with SSU	X	X		Development Services / Public Works Directors		NEW
5	Consider improvements to A & B sections including placing powerlines underground and improving sidewalks			X?	Development Services Director		NEW Placeholder until casino neighborhood preservation funding or other funds are available; leverage PG&E funding to place powerlines underground
<b>D-3 Integrate State Farm/SMART train/City Center plans into a Priority Development Area</b>							
1	Implementation of PDA is linked to economic development; see Goals B-1 and D-2.1	X	X		Development Services Director	Development Services Staff	NEW
2	Consider establishing SMART quiet zones	X			Development Services Director	Engineering Technician	NEW
<b>D-4 Implement Mandated Programs</b>							
1	Participate in County-wide effort to renew Waste Management Agency JPA, and find long-term solution to composting	X	X	X	Assistant City Manager		Underway
2	Complete ADA Transition Plan	X			Dev. Svces Management Analyst	HR Director	
3	Establish and participate in groundwater sustainability JPA	X	X	X	Development Services Director		NEW
4	Update conservation and drought management plans to comply with developing State regulations	X	X		Development Services Director		NEW
5	Complete Local Hazard Mitigation Plan	X			Development Services	Dev Services Staff	NEW