



City of Rohnert Park

Strategic Plan - Action Plan

FINAL
February 13, 2018

City of Rohnert Park

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U = underway; X = to be started or continued

Goal A - Practice Participative Leadership at All Levels

Goals, Strategy & Implementation Steps		2018	2019	2020	Lead Department/ Position	Team Members	Milestones Progress Comments
A-1 Communicate with the Community and Team Members in Identifying Priorities and Possibilities							
1	Increase the use of surveys to inform staff work and policy recommendations	X			City Manager	Dept Heads	NEW
2	Prepare for sale and development of property adjacent to City Hall, including communicating affects on staff	X			Development Services Director		on hold pending development
A-2 Implement Organizational Development Practices							
1	Update HR policies, including Personnel Rules and Regulations	U			Human Resources Director	Human Resources Staff; Legal	
2	Implement Succession Planning and Leadership Development by following the principles in The Leadership Challenge. Offer at least one class to staff, amend performance evaluations, and take other steps TBD.	U			City Manager	Leadership Team	
3	Develop on-boarding process to Wow! New employees	U			Human Resources Director		NEW
4	Complete analysis of Public Safety staffing and practices	U			City Manager	Public Safety Chief/HR Director	NEW
5	Conduct classification and compensation study		X		HR Director		NEW
6	Build relationships across departments by holding two events planned by employees	X			Purchasing Agent		NEW

Goal A - Practice Participative Leadership at All Levels

Goals, Strategy & Implementation Steps		2018	2019	2020	Lead Department/ Position	Team Members	Milestones Progress Comments
7	Evaluate recommendations from joint labor-management committee	U			HR Director/Public Works Director		NEW
8	Improve emergency preparedness through revised processes and training	U			City Manager	All Departments	NEW

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Goal B - Achieve and Maintain Financial Stability

Goals, Strategy & Implementation Steps		2018	2019	2020	Lead Department/ Position	Team Members	Milestones/ Progress/ Comments/
B-1 Implement the economic development program							
1	Incorporate retail attraction into planning for downtown and other parts of the City.	U	X	X	Assistant City Manager	Development Services	
2	Expand marketing materials to retail oriented businesses	U			Assistant City Manager	Development Services	
3	Hold breakfast meeting and/or other events to promote City to business	U			Assistant City Manager	Development Services	
B-2 Establish financial policies, procedures and systems that represent best practices							
1	Review Community Services Fiscal Practices	X			Finance Director/Community Services Manager		
B-3 Identify new and innovative ways to increase revenue							
1	Update fee schedules to ensure cost recovery						
	a Develop schedule for fire prevention fees	U			Fire Commander	Communications Supervisor, Records Supervisor	
	b Complete Community Services Cost Recovery Methodology	U			Community Services Manager	Community Services Staff	
2	Establish Performing Arts Center Sponsorship program	U			PAC Supervisor		

Goal B - Achieve and Maintain Financial Stability

Goals, Strategy & Implementation Steps		2018	2019	2020	Lead Department/ Position	Team Members	Milestones/ Progress/ Comments/
3	Make it easier for the public to purchase PAC tickets	X	X		PAC Supervisor	IT Manager	NEW
4	Refinance and pay off RDA bonds	X			Finance Director	City Manager	NEW
5	Consider adding capital fee to all facility rentals	X			Public Works Director	Community Services Manager/Finance Director	NEW
6	Conduct review of sewer rates and implement new rates	X			Public Works Director	Finance Director	NEW
7	Consider proposing adjustment to hotel tax to voters to increase services and mitigate impacts of tourism	X			Assistant City Manager		NEW

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Goal C - Ensure the Effective Delivery of Public Services

Goals, Strategy & Implementation Steps		2018	2019	2020	Lead Department/ Position	Team Members	Milestones Progress Comments
C-1 Deliver High Quality, Cost Effective Services with Excellent Customer Service							
1	Reopen restrooms in parks	U	X		Public Works Project Coordinator/ Director	General Services Supervisor; Community Services Manager; IT Manager	
2	Extend garbage hauling contract beyond 2020 or initiate competitive bidding for new contract	X	X	X	Assistant City Manager		NEW
3	Construct new West Side fire station	U	X		Civil Engineer	Public Safety	
4	Establish Citizens Emergency Response Team by 2019	X	X		Public Safety Commander		NEW
5	Develop and implement plan for short-term use of 6250 State Farm Drive	X			Public Works Director		NEW
6	Complete trail to Crane Creek Park	U			Development Services Director		
C-2 Integrate Technology Into Operations							
1	Improve Finance System (Springbrook) and/or develop replacement plan that includes HR database needs and potentially other functionality	U	X		Assistant City Manager	All departments	
2	Create an electronic filing system to make records readily available and and eliminate most paper records						
a	Records disposition: Destroy unneeded records. Identify those requiring long-term retention for electronic storage. Retain most requiring short-term retention in paper.	U	X	X	City Clerk	All departments	

Goal C - Ensure the Effective Delivery of Public Services

Goals, Strategy & Implementation Steps			2018	2019	2020	Lead Department/ Position	Team Members	Milestones Progress Comments
b	Complete pilot of technology needed for electronic filing system. Assess results and determine if/how to proceed.	U			City Clerk	All departments		
c	Complete pilot to create permanent electronic records directly from permit system, eliminating paper permits	U			City Clerk	Development Services		
3	Implement new Recreation Software	U			Community Services Manager	IT, Finance, Purchasing, CS Staff		
4	Replace Public Safety Records Management System		X		Public Safety Records Manager		NEW	
5	Update the City's telecommunications ordinance to incorporate appropriate incentives for and regulation of emerging broadband technologies		X	X	Development Services Management Analyst	Planning Division	NEW	

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Goal D - Continue to Develop a Vibrant Community

Goals, Strategy & Implementation Steps		2018	2019	2020	Lead Department/ Position	Team Members	Milestones Progress Comments
D-1 Support Implementation of Major Planned Developments							
1	Update Public Facilities Financing Plan (PFFP) as project costs change to ensure sufficient mitigations	U	X		City Engineer	Development Services Management Analyst	
2	Build all-weather soccer field at S Park	U			City Manager/Dev. Services Director	Community Services Manager	
D-2 Improve Transportation, Infrastructure, and Neighborhoods							
1	Update the General Plan with a focus on communication across departments and use of technology to engage the community.	U	X	X	Planning Manager	All Departments	
2	Add a rapid re-housing program to address housing and homelessness.	X	X		Development Services (New Planning Staff)		NEW
3	Improve flow of traffic	U			City Engineer/Director of Public Works/City Manager	Development Services Management Analyst	Underway
4	Evaluate programmatic approach and funding source to improve the look of the "public realm" in A & B Sections (e.g., soundwalls, utility undergrounding)		X		Development Services Director	Public Works	
5	Plan for use of Neighborhood Upgrade and Rohnert Park Foundation Community Investment funding from Casino Mitigation contributions	U			City Manager's Office Senior Analyst	Public Works and Development Services	NEW

Goal D - Continue to Develop a Vibrant Community

Goals, Strategy & Implementation Steps		2018	2019	2020	Lead Department/ Position	Team Members	Milestones Progress Comments
6	Consider changes to the City code to further restrict storage of boats, recreational vehicles, and trailers on City streets.	X			Development Services/Public Safety		NEW
D-3 Facilitate the Development of Downtown							
1	Evaluate relocating the corporation yard	X	X	X	Public Works Director	Community Services and Development Services Staff	NEW
2	Develop a plan for City investment in downtown (possibly link to D-1.1 re public facilities plan update)	X	X	X	Development Services Director	City Manager/Finance/Development Services Staff	NEW
3	Develop a plan to move City Hall downtown			X	TBD	TBD	NEW
D-4 Provide Community Services programs that support the community							
1	Expand youth in the arts program at the PAC	X			PAC Supervisor		NEW
2	Replace fitness/cardio equipment at Sports Center		X		Community Services Manager	Finance	NEW
3	Develop ordinance to better manage use of parks by large groups	X			Community Services Manager	City Attorney	NEW
D-5 Implement Mandated Programs							
1	Complete plan to comply with increased regulatory requirements related to trash and pollution in stormwater	U	X	X	Public Works Director		NEW
2	Create a cross-department working groups to implement Hazard Mitigation Plan	X			Development Services Director	City Managers Office Senior Analyst	NEW
3	Create a cross-department working groups to implement Phase I of ADA Transition Plan and complete Phase II of the Plan	X	X	X	Human Resources and Public Works Directors		NEW