



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 |

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| 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

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|--|--|---|------|------|---|--------------------------------------|--------------|------------------------------------|
| 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 |