

# Strategic Plan - Action Plan



City of Rohnert Park  
January, 2020

City of Rohnert Park

Strategic Plan - Action Plan

ID	Goals, Strategy & Implementation Steps	2020	2021	2022	Lead Department/Position	Team Members	Milestones, Progress, Comments
<b>Goal A - Practice Participative Leadership at All Levels U= Underway; X=To Be Started</b>							
A-1	Communicate with the Community and Team Members in Identifying Priorities and Possibilities						
1	Review practices for public engagement, particularly social media and e-mail. Include consideration of outreach to young families and Spanish-speaking residents.	X	X		Assistant City Manager	All departments	
2	Translate forms for new businesses into Spanish	X			Finance		
3	Continue Leadership Rohnert Park for second year	X	X		Assistant City Manager	All departments	
4	Develop City Council protocols for operating with Council districts.	X			City Manager	City Clerk	
5	Hold two Town Hall meetings	X			Assistant City Manager	All departments	To be held in April and August
A-2	Implement organizational development practices						
1	Update HR policies, including Personnel Rules and Regulations	U	X		HR Director	Human Resources Staff; Legal	Pay Equity policy is complete.
2	Expand employee wellness (physical and emotional) program beyond Public Safety to include staff across departments.		X		Human Resources Staff	All Departments	
3	Continue improvements to City's emergency management and response.	U			Public Safety Lieutenant	Purchasing; Logistics Section Chief	Preparation for power shut-offs; planning for continuing regular City services during and after emergencies; execution of emergency management contracts (e.g., debris removal)
4	Explore options to support staff development and retention.	X			HR Director, City Manager	All departments	

City of Rohnert Park  
Strategic Plan - Action Plan

ID	Goals, Strategy & Implementation Steps	2020	2021	2022	Lead Department/Position	Team Members	Milestones, Progress, Comments
<b>Goal B - Achieve and Maintain Financial Stability U= Underway; X=To Be Started</b>							
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	On-going
B-2	Establish financial policies, procedures and systems that represent best practices						
1	Improve Community Services Fiscal Practices including inventory control	U			Community Services Manager	Finance Staff	Auditor is aware of and comfortable with our cash handling
2	Develop policy and process for unclaimed cash and credits.	X			Supervising Accountant	Community Services; Development Services	
3	Improve financial management of assets		X		Supervising Accountant		Examine capacity in Tyler Munis system
B-3	Identify new and innovative ways to increase revenue						
1	Review lease rates for City properties and adjust to market levels	X			Public Works Director/Purchasing Agent		
2	Overhaul PAC marketing		X	X	Community Services Manager	PAC Manager	
3	Update Development Services billing rates	X			Dev Services Management Analyst		
4	Invest in Downtown	X	X	X	City Manager	Development Services	

City of Rohnert Park

Strategic Plan - Action Plan

ID	Goals, Strategy & Implementation Steps	2020	2021	2022	Lead Department/Position	Team Members	Milestones, Progress, Comments
<b>Goal C - Ensure the Effective Delivery of Public Services U= Underway; X=To Be Started</b>							
C-1	Deliver High Quality, Cost Effective Services with Excellent Customer Service						
1	Construct new West Side fire station	U	X		Civil Engineer	Public Safety	
2	Complete trail to Crane Creek Park	U	X	X	Development Services Director		
3	Consider expanded response to homelessness	X	X	X	Assistant City Manager	Development Services, Public Safety, Code Compliance, Public Works	Include consideration of developing protocols on addressing the unsheltered, and working with the County and other cities.
4	Match individuals experiencing or at risk of homelessness in Rohnert Park with new affordable housing units	X			Planner III/Housing		
5	Host "SHARE" program at Senior Center (matching seniors needing housing with those that have available rooms)	X			Senior Center Coordinator		
6	Develop process to coordinate events with Laulima as Station Avenue operator			X	Community Services staff		pending downtown development
7	Explore adding amenities to A Park, possibly including a skate park and/or water feature	X			Public Works/Community Services Director		
8	Explore funding to improve the golf courses, particularly sand traps				Public Works/Community Services Director		
C-2	Integrate Technology Into Operations						
1	Implement Tyler Munis System	U			Assistant City Manager	All departments	
	a. Revise Chart of Accounts	U				All departments	
	b. Implement HR modules	X				All departments	
	c. Implement Payroll modules	X				All departments	
	d. Implement Finance modules		X			All departments	
	e. Implement Utility Billing modules			X		All departments	
2	Create a City-wide electronic filing system to make records readily available and eliminate most paper records						
	a. Revise records retention schedule and records management policy to establish consistent governance of City records.	U			City Clerk	All departments	

City of Rohnert Park

Strategic Plan - Action Plan

ID	Goals, Strategy & Implementation Steps	2020	2021	2022	Lead Department/Position	Team Members	Milestones, Progress, Comments
	b. 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	
3	Replace Public Safety Records Management System	X			Public Safety Records Manager		Project led by Public Safety Consortium
4	Improve security at City facilities, including video surveillance, access control, and lighting	U	X		Public Works Director	IT; Public Safety	
5	Assess potential to integrate Laserfiche City-wide, after better understanding of Tyler Munis capabilities		X		City Clerk		

City of Rohnert Park  
Strategic Plan - Action Plan

ID	Goals, Strategy & Implementation Steps	2020	2021	2022	Lead Department/Position	Team Members	Milestones, Progress, Comments
<b>Goal D - Continue to Develop a Vibrant Community U= Underway; X=To Be Started</b>							
D-1	Support Implementation of Major Planned Developments						
1	Update Public Facilities Financing Plan (PFFP) as project costs change to ensure sufficient mitigations	X			City Engineer	Development Services Management Analyst	
2	Update subdivision ordinance regarding park dedication for infill projects inn Priority Development Areas	X			Development Services	Community Services	
D-2	Improve Transportation, Infrastructure, and Neighborhoods						
1	Update the General Plan	U			Planning Manager	All Departments	Underway
2	Improve flow of traffic	U	X	X	City Engineer/Director of Public Works/City Manager	Development Services Management Analyst	Underway
3	Consider changes to the City code to further restrict storage of boats, recreational vehicles, and trailers on City streets.	U			Development Services/Public Safety		
4	Update Parks and Recreation Master Plan	U	X		Community Services Manager/Public Works Director	Planning Division staff	To be aligned with General Plan
5	Update telecommunications ordinance to incorporate incentives for and regulation of broadband technology	U			Development Services Management Analyst	Planning Division	Underway
6	Focus investment on A/B/C neighborhoods, including undergrounding utilities and addressing parking (first in C Section)	U			Development Services		
7	Improve effectiveness of Code Compliance				Code Compliance Officer		
	a. Establish code compliance focus areas to educate residents and encourage compliance (block by block approach)	X					
	b. Update code enforcement ordinance to improve tools	X					
	c. Educate community and City Council on code compliance value/tools	X					

City of Rohnert Park

Strategic Plan - Action Plan

ID	Goals, Strategy & Implementation Steps	2020	2021	2022	Lead Department/Position	Team Members	Milestones, Progress, Comments
	d. Focus enforcement on A/B/C Sections to improve neighborhoods	X					
8	Reintroduce program for property owners with limited means to rehabilitate properties	X			City Manager's Office/Senior Analyst		
9	Expand partnership with Housing Land Trust to increase affordable housing assets	U			Planner III/Housing		
<b>D-3 Facilitate the Development of Downtown (see B3 re: Invest in Downtown)</b>							
1	Determine future of the corporation yard	U	X		Public Works Director	Public Works and Development Services Staff	
2	Develop a plan to move City Hall downtown	X			City Manager		
<b>D-5 Implement Mandated Programs</b>							
1	Create a cross-department working group to implement Hazard Mitigation Plan	U			Development Services Director	City Managers Office Senior Analyst	
2	Create a cross-department working group to implement Phase I of ADA Transition Plan and complete Phase II of the Plan	U	X	X	Human Resources	Public Works and Development Services Staff	
3	Complete detailed solid waste rate review	X			Public Works Management Analyst	Assistant City Manager	
4	Prepare for implementation of SB 1383 regarding increased requirements for organics recycling	X	X		Public Works Management Analyst	Assistant City Manager	Zero Waste Sonoma to establish working group with cities