



City of Riverbank
SPECIAL CITY COUNCIL MEETING
(STRATEGIC PLANNING WORKSHOP)

MINUTES
TUESDAY, APRIL 5, 2016



CALL TO ORDER:

The City Council of the City of Riverbank met at 8:30 a.m. on this date at the Riverbank Industrial Complex Conference Room, 5300 Claus Road, Modesto, California, with Mayor Richard D. O'Brien presiding.

CALL TO ORDER: Mayor Richard D. O'Brien

ROLL CALL: Mayor Richard D. O'Brien
Vice Mayor Jeanine Tucker
Councilmember Darlene Barber-Martinez
Councilmember Cal Campbell
Councilmember Leanne Jones Cruz

1. PUBLIC BUSINESS FROM THE FLOOR (No Action Can Be Taken)

Pursuant to Government Code in reference to a special meeting, the public has the opportunity to address the City Council only on items appearing on this special meeting notice. Individual comments are limited to a **maximum of 5 minutes** per person and each person may speak once during this time. Time cannot be yielded to another person.

No one spoke.

2. BUSINESS

Business resumed.

Item 2.1: Introductions of Facilitator, Recorder, and Group.

Item 2.2: **Discussion and Update of the City's Strategic Plan** – The City Council and Staff will discuss the City's Strategic Plan to consider changes/additions of short-term and long-term goals, and to guide Management Staff on the implementation and accomplishment of the plan's goals and objectives.

*A recess was taken at 9:49 am.
The meeting reconvened at 10:05 a.m.*

*A recess for lunch was taken at 12:15 p.m.
The meeting reconvened at 12:48 p.m.*

(Attached are the Recorder's Notes)

3. CLOSING COMMENTS

There were no closing comments.

ADJOURNMENT

There being no further business, Mayor O'Brien adjourned the meeting at 2:03 p.m.

ATTEST: (Adopted 04/12/16)

APPROVED:

**T. Jill Anderson
City Manager**

**Richard D. O'Brien
Mayor / Chair**

Attachment: Strategic Planning – Mission, Vision, Values, and SWOT Analysis
Six Months Strategic Objectives Grid

C I T Y O F R I V E R B A N K

STRATEGIC PLANNING SESSION

April 5, 2016 | Riverbank Industrial Complex

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Michelle Snider Luna, Graphic Recorder – Snider Education & Communication (510) 610-8242

MISSION STATEMENT

The City of Riverbank is committed to providing exceptional municipal services in a fiscally sound and professionally responsible manner for our community.

VISION STATEMENT

The City of Riverbank will be recognized as a premier community where individuals, families and businesses thrive in a safe and beautiful environment.

CORE VALUES

not in priority order

The City of Riverbank values . . .

Professionalism

Transparency

Teamwork

Respectful behavior

Fiscal responsibility

Integrity and Ethical behavior

THREE-YEAR GOALS

2013-2016 * not in priority order

Enhance public safety

Improve and maintain infrastructure and facilities

Enhance professionalism and customer service

Achieve and maintain financial stability and sustainability

Retain and attract businesses

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF RIVERBANK SINCE THE OCTOBER 2015 STRATEGIC PLANNING SESSION?

Brainstormed List of Perceptions

- Increased industrial business
- Certified Housing Element
- Approved District elections
- Successful Cheese & Wine Festival
- E-cigarette ordinance
- Installation of Smart meters has started
- Updated regulations related to marijuana
- iMax opening
- Verified eligibility for funding source for the Housing-Related Parks Program
- Extended the Riverbank-Oakdale Buffer Agreement
- Improved partnership with the Chamber of Commerce
- Several new businesses opened in Riverbank
- Christmas Parade
- Staff trained in the new software
- New Planning Commissioners appointed
- Constantly updating the website
- Moving forward with a new phone system
- Assisted other cities in hiring process
- Illicit Discharge Plan for storm drains was established with illicit discharge training conducted
- Continued involvement with the North County Corridor
- Council attended League of California Cities conferences
- Updated street, sewer and water standards adopted
- Roselle Sidewalk Project almost complete
- Tree removal on Crawford Road
- Sidewalks completed by Scout Park and Scout Hall
- Planning Commissioner attended the League of California Cities Planning Academy
- Working with the County to secure funds for a Groundwater Study
- Community Facilities District (CFD) formation progressing
- More positive coverage from the press
- MSR (Municipal Service Review) approved by Council
- Sphere of influence application filed with LAFCO
- Adopted agriculture sustainability strategies
- Employee Appreciation Day with corned beef and other food
- Employee Christmas party and dinner
- Hired 14 lifeguards, 8 of whom are Riverbank residents
- \$40 million Environmental Services Cooperative
- Expedited solar permitting process
- RFP is out for a zoning code update
- Mayor's State of the City was a success
- Implemented Next Door
- Continued use and expansion of community building through social media (e.g., Facebook)
- Completed the 5-Year Financial Review
- Adopted Patterson Road Plan Line
- Implemented new financial software
- Adopted adjusted sewer rates
- Citizen of the Year event
- Established set-aside funds for facility improvement

- Procured a grant writer
- Successful summit with non-profits and faith-based organizations
- Held website refresher training
- Updated MOU with Stanislaus Tuolumne Groundwater River Basin Association
- City participation in community parades (e.g., in Modesto)
- Held an annual planning meeting with legal team
- Staff and Councilmember Darlene Barber-Martinez attended Office of Emergency Services training
- Improved police response time for the past three and a half years
- Supporting the focus on homeless prevention
- Three Councilmembers are participating in League of California Cities committees
- Increased building
- ADA Transition Plan adopted
- Council has established more positive relationship with community, businesses and other entities
- Came to consensus on River Cove issues
- Organizational Culture Team is planning the annual employees and their families BBQ
- Continued commitment to community events
- Budget Advisory seats are filled

WHAT ARE THE CITY OF RIVERBANK'S CURRENT INTERNAL WEAKNESSES/ CHALLENGES?

Brainstormed List of Perceptions

- GIS still isn't done
- Failed to achieve State water conservation mandate
- Lack of online business services
- Lack of resources—staff and money
- Structural deficit in General Fund revenue
- Difficulty encouraging development in context of State mandates
- Lack of full-time Animal Control Services
- Lack of communication from the City to the public
- Lack of thinking and planning time for analysis and creative solutions
- Staff shortages—lack of cross training
- Lack of financial stability of the General Fund
- Lack of clear vision, policy and training for social media
- Lack of updated zoning code
- Overburdened staff, inexperienced staff with depleted training funds
- Unfilled positions left open
- Didn't meet 10% reserve
- Lack of clear watering guidelines
- Lack of funding has resulted in police services being below standard on staffing
- Failure to transition ownership of the Riverbank Industrial Complex
- Lack of updated municipal code
- Lack of funds across the Board for improvements in staffing, etc.
- Delay in presentation to LAFCO

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF RIVERBANK IN THE COMING YEAR?

Brainstormed List of Perceptions

- Unemployment is down
- Del Rio Theater has been sold
- Rain
- Grant opportunities slowly returning
- Negative bailout reversed (Prop 13)
- New housing development
- We can now turn right on red lights
- We developed positive relations with CalTrans

- North County Corridor EIR scheduled to be released
- National wage increases
- Low gas prices
- Property values increasing
- iMax spurring development along Patterson Road
- New businesses open at Crossroads
- Wage increases
- Potential sales tax increase due to new businesses
- Proposed regional sales tax may pass, providing more local funds
- Regional transportation solutions
- Some staff have gotten their degrees
- Light at Terminal & Claribel

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF RIVERBANK IN THE COMING YEAR?

Brainstormed List of Perceptions

- Unfunded State mandates
- Homeless encroaching on the river
- Part-time employees are leaving for full-time jobs
- Modesto
- Increased crude oil shipments—safety concerns
- Natural and man-made disasters
- Current and potential environmental regulations
- Predicted recession in 2018-2019
- Continued lack of funding from the State for things required by the State
- Impact of railroads
- State elections
- Local elections
- ISIS
- Increase in mosquito population and the threat of Zika
- International impacts on the economy
- Earthquake
- High speed rail mismanagement of cap and trade
- Governor's twin tunnels—water issues
- Increasing stormwater regulations
- Lack of water storage facilities
- Development of zero to low property lot lines/high density housing affecting park use
- Terrorism
- Continued drought
- Marijuana
- Changes in regulatory standards
- Part-time staff minimum wage increase affecting affordability of recreation programs
- Feral cats
- Low gas prices
- Ongoing prison realignment
- Lawsuits
- Possible legalization of marijuana
- Presidential election
- Increasing social acceptance of drug use

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
April 6, 2016	City Manager	Distribute the Strategic Plan Session record to attendees.
Within 48 hours	All recipients	Read the retreat record.
April 12, 2016	City Manager	Present the Strategic Plan to the public.
By April 15, 2016	Management Team	Share and discuss the Strategic Plan with staff.
By April 15, 2016	City Manager	Post the Plan, including Strengths, on the city's website.
April 19, 2016	Management Team (City Manager – lead)	Review the “Current Internal Weaknesses/ Challenges” list for possible action items.
Monthly	City Council City Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Manager	Prepare and distribute the updated Strategic Plan Monitoring Matrix to the City Council and staff.
May 11, 2016 8:30-12:30	City Council City Manager City Attorney	Complete City Manager evaluation.
September 29, 2016 8:30-3:30	City Council City Manager Management Team	Strategic Planning Session to: <ul style="list-style-type: none"> - more thoroughly assess progress on the Goals and Strategic Objectives. - identify new Three-Year Goals. - develop Strategic Objectives for the first six months for each of the new goals.

STRATEGIC PLAN ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

“SWOT” ANALYSIS

Assess the organization's:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

VISION STATEMENT

A vivid, descriptive image of the future—what the organization will BECOME

CORE VALUES

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months

CITY OF RIVERBANK R SIX-MONTH STRATEGIC OBJECTIVES

April 5, 2016 – October 1, 2016

THREE-YEAR GOAL: <i>ENHANCE PUBLIC SAFETY</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By July 1, 2016	City Councilmember Darlene Barber-Martinez and the Police Chief	Double (from 60 kids) the number of participants in the Kids Health and Safety Fair.				
2. By July 1, 2016	Development Services Admin Manager	Submit a CMAQ application to fund sidewalks on the north side of Patterson Road between 1 st Street and Claus Road.				
3. At the July 12, 2016 City Council meeting	City Manager and Police Chief, working with the Stanislaus County Office of Emergency Services	Recommend to the City Council for direction the draft County Disaster Preparedness Plan.				
4. By August 1, 2016	Development Services Admin Manager and Contract Grant Writer	Submit two active transportation applications for funding of: 1) planning application for non-motorized and Safe Routes to School Plan; 2) joint application with Stanislaus County and City of Modesto for a pedestrian/bike lane along Roselle Avenue from Crawford to Sylvan.				

THREE-YEAR GOAL: *IMPROVE AND MAINTAIN INFRASTRUCTURE AND FACILITIES*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By May 1, 2016	Development Services Admin Manager	Bring to the City Council for action the awarding of the contract for the Slurry Seal Project.				
2. By May 1, 2016	Public Works Superintendent, working with a consultant	Make a presentation to the City Council on a conceptual Recycled Water Project				
3. By July 1, 2016	Parks and Recreation Director, working with the Contract Grant Writer	Submit an application for CDBG funding for Community Center renovation.				
4. By July 1, 2016	Development Services Admin Manager, working with a contractor	Complete the 2016 Slurry Seal Project, consisting of 79 roads.				
5. By August 1, 2016	Parks and Recreation Director and Development Services Admin Manager	Complete the redesign and construction documents for trail access at Jacob Myers Park, including providing access to the back parking.				
6. By October 1, 2016	Public Works Superintendent	Present to the City Council a preliminary water usage report following installation of Smart water meters.				
7. By October 1, 2016	Parks and Recreation Director and Planning and Building Manager	Submit the Housing-Related Parks Grant to the State to fund renovation of pool locker rooms.				
8. By October 1, 2016	Public Works Superintendent and the Development Services Admin Manager	Oversee the installation of at least 5500 Smart water meters.				
FUTURE OBJECTIVE	Development Services Admin Manager (lead), City Attorney, Contract Planner and Finance Director	Develop a Stormwater Management Plan, including funding source(s) and present to the City Council for action.				

THREE-YEAR GOAL: *ENHANCE PROFESSIONALISM AND CUSTOMER SERVICE*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By May 15, 2016	Local Redevelopment Authority (LRA) Executive Director	Assess website improvements and training needed and make recommendations to the City Manager.				
2. By June 1, 2016	Planning and Building Manager	Provide an update to the City Council on the status of the zoning code update process, including the cost.				
3. By August 1, 2016	Finance Director and City Manager	Provide all staff training on the new phone system.				
4. By September 1, 2016	Planning and Building Manager and Finance Director	Make at least one permit available online (e.g., garage sale).				
5. By October 1, 2016	City Manager and Interim HR Manager	Provide customer service training for management and administrative staff.				

THREE-YEAR GOAL: *ACHIEVE AND MAINTAIN FINANCIAL STABILITY AND SUSTAINABILITY*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By August 1, 2016	Police Chief, working with the Contract Grant Writer	Identify and recommend to the City Council for direction potential funding opportunities to increase police services staffing levels.				
2. By October 1, 2016	Local Redevelopment Authority Executive Director and City Attorney	Recommend to the City Council for action a consultant to prepare a feasibility study for an Enhanced Infrastructure Financing District on the East Side.				
3. By October 1, 2016	Finance Director, working with a consultant	Present to the City Council an update on the Classification and Compensation Study.				
4. By October 1, 2016	Finance Director	Develop the Five-Year Financial Forecast and present the Forecast in a consolidated format to the City Council and the public.				
5. By October 1, 2016, contingent upon City Council approval	Development Services Admin Director (lead), Planning and Building Manager, Finance Director, City Attorney and Contract Planner	Create a Maintenance Community Facilities District (CFD) for police, streets, storm, parks, landscaping and lighting for new development.				

THREE-YEAR GOAL: *RETAIN AND ATTRACT BUSINESSES*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the April 12, 2016 City Council meeting	LRA Executive Director and Finance Director (co-leads) and the Planning and Building Manager	Identify and recommend to the City Council for direction improvements to service areas that create a business friendly culture.				
2. By June 15, 2016	City Manager, in coordination with the Stanislaus Business Alliance	Create a commercial property searchable database to aid businesses in Riverbank real estate searches for property.				
3. By July 1, 2016	Contract Planner, working with Planning Staff	Present a Funding Plan to the City Manager for the East Riverbank Master Plan that includes a specific scope of work.				
4. By September 1, 2016	Contract Planner and the Planning and Building Manager	Develop and present to the City Council for action a streamlined permitting process for expediting business development.				
5. By September 15, 2016	LRA Executive Director, with input from the Management Team	Present to the City Manager and the Management Team for approval business-friendly, web-based content to assist new businesses with their start-up process.				
6. By October 1, 2016	Contract Planner and the Planning and Building Manager	Present to the City Council for guidance a draft East Riverbank Master Plan.				
7. By October 1, 2016	Mayor Richard O'Brien	Meet with at least 10 local businesses to identify positives and negatives for the business community.				
FUTURE OBJECTIVE	Finance Director	Study the feasibility of allowing business license renewals to be done online and make a recommendation to the City Council for action.				