



Strategic Plan Overview

October 11, 2016



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

- *Professionalism*
- *Transparency*
- *Teamwork*
- *Respectful behavior*
- *Fiscal Responsibility*
- *Integrity and Ethical Behavior*



Three-Year Goals

2016-2019



- *Achieve and Maintain Financial Stability and Sustainability*
- *Stabilize City systems*
- *Retain and Attract Businesses*
- *Expand economic development*
- *Attract, develop and retain quality staff*

Goal: Achieve and Maintain Financial Stability and Sustainability

Objective	Target Date	Comment
1. Present the results of the Classification and Compensation Study to the City Council for direction.	Dec. 13 th	
2. Identify financial priorities/ goals.	March 1 st	
3. Identify and evaluate alternative revenue sources and present their findings to the City Council.	March 1 st	

Goal: Achieve and Maintain Financial Stability and Sustainability

Objective	Target Date	Comment
4. Explore options to transition to monthly billing or monthly payment of billings for water, sewer and garbage and recommend to the City Council for action.	March 1 st	
5. Present to the City Council for direction an expedited permitting process to facilitate commercial and retail development.	March 1 st	

Goal: Stabilize City Systems

Objective	Target Date	Comment
1. Hire a full-time or Interim Account Manager to focus on producing expenditure reports and payroll.	Dec. 1 st	
2. Establish an accurate online meter reading and billing system.	Jan. 1 st	
3. Begin to maintain and expand the City's website and social media component, and identify who is in charge of the website and social media on an ongoing basis.	Jan. 15 th	

Goal: Retain and Attract Businesses

Objective	Target Date	Comment
1. Define the scope of work needed from Opportunity Stanislaus and present the results to the City Council for action.	Oct. 12 th	
2. Create an online commercial database.	Dec. 1 st	
3. Present a Funding Plan to the City Manager for the East Riverbank Master Plan.	March 15 th	
4. Meet with at least 10 local businesses to identify positives and negatives for the business community.	March 15 th	

Goal: Retain and Attract Businesses

Objective	Target Date	Comment
5. Study the feasibility of allowing online business license renewals and make a recommendation to the City Council for action.	March 15 th	
6. Develop a networking relationship with existing local businesses locally to attract other businesses to Riverbank.	March 15 th	
7. Study the feasibility of establishing a Business Improvement District (BID) or a Business Owners Association and make a recommendation to the City Council for direction.	March 15 th	

Goal: Retain and Attract Businesses

Objective	Target Date	Comment
<i>Future:</i> Develop a Marketing Plan for Riverbank to encourage business and present to the City Council for action.	<i>Future</i>	

Goal: Expand Economic Development

Objective	Target Date	Comment
1. Provide to the City Council for consideration a large prospective lease agreement at the Riverbank Industrial Complex.	Dec. 15 th	
2. Provide the City Council with an update on the removal of obstacles to commercial development at Patterson and Estelle.	Feb. 1 st	
3. Provide to the City Council an update on the annexation of Crossroads West.	Feb. 15 th	

Goal: Attract, Develop And Retain Quality Staff

Objective	Target Date	Comment
1. Offer a contract to a candidate for a permanent City Manager.	Nov. 1 st	
2. Complete an assessment of staffing needs department by department.	Dec. 15 th	
3. Determine if specialized customer service training is needed for their employees and present the request to the City Manager and HR Analyst.	Feb. 1 st	

Goal: Attract, Develop And Retain Quality Staff

Objective	Target Date	Comment
4. Develop a list of methods of rewarding and acknowledging valuable staff.	March 15 th	
5. Fill open, budgeted positions.	March 15 th	

WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF RIVERBANK IN THE PAST THREE YEARS (INCLUDING PROGRESS ON THE GOALS AND OBJECTIVES SINCE THE APRIL 2016 STRATEGIC PLANNING SESSION)?

- **Adopted Downtown Specific Plan**
- **Established a CFD for new development**
- **Expanded the City's sphere of influence**
- **Adopted new City Standards**
- **Adopted an e-cigarette ordinances**
- **Adopted an Urban Water Management Plan**
- **Updated our financial software**
- **Finished the certification for water supply for the next three years**
- **Adopted a plan line for Patterson Road**
- **Increased revenue by installing a cell tower at the sports complex**
- **Improved electrical infrastructure at the Riverbank Industrial Complex**
- **Completed a new franchise agreement for solid waste management**

- **Got CalTrans to install the electric “No Turn” sign at Patterson and Oakdale**
- **Received a San Joaquin Valley air pollution control grant for a golf cart and three police vehicles**
- **Made changes in our Cheese and Wine Festival that were an improvement**
- **Received funds for an electric charging station**
- **Expanded the parking lot at Jacob Myers Park**
- **Good communication between departments**
- **Certified our Housing Element for the next eight years—first one in the county**
- **Successful \$1.1 million grant for economic development**
- **Adopted tattoo, body piercing and branding ordinance**
- **Installed 4800 water meters**
- **Submitted a grant for a fiscal impact analysis**
- **Implemented a new online billing system**

- **Handled 21,000+ visitors at Jacob Myers Park**
- **Coordinated local downtown business for the potential establishment of a Business Improvement District**
- **Replaced trees on Crawford Road and fixed the sidewalk**
- **Completed Morrill Road overlay and ADA improvements from Roselle to Jackson**
- **Successful in getting the State Water Board to rescind our water conservation order**
- **Supported new commercial development in the Crossroads Shopping Center and the Galaxy (assisted with openings, such as iMax Theater, America's Tire Store, Ulta, BevMo, Panda Express, Chipotle)**
- **Implemented statements for utility billing**
- **Successful Kids Health and Safety Fair**
- **Improved our customer service to create a business-friendly culture**

- **The Organizational Culture Team planned and held two employee appreciation lunches**
- **Increased quality mainstreaming of special needs participating into our Aquatics Program**
- **Completed some of the projects in several of our parks**
- **Successful National Night Out**
- **Painted the water tower**
- **Energy efficiency upgrade to the wastewater treatment plant**
- **Decreased police response time (to three minutes and 24 seconds) for incidents**
- **Completed an \$11 million environmental cleanup**
- **Built more trust with the community**
- **Successful Congressional engagement on Army transfer**
- **Created a set aside fund for building improvements**
- **Pushed for a signal at Roselle and Claribel, rather than a roundabout**

- **Completed some major street resurfacing**
- **Replaced swimming pool heater**
- **Updated the system development fees**
- **\$39 million grant for environmental clean up**
- **Adopted the Specific Plan for the Riverbank Industrial Complex**
- **Completed a sewer and water rate study**
- **Completed an ADA Transition Plan for the City**
- **40 businesses are not in the Riverbank Industrial Complex**
- **Adopted our updated municipal service review**
- **Attractive City parks**
- **Upgraded security at the City Corporation Yard—new fence and security camera were installed**
- **Created and implemented District elections**

- **Process permits for 72 units of affordable housing (Riverbank Central Apartments)—they are under construction**
- **Former Mayors and City Council members have stated that the current Mayor and Council members are doing a good job for the City**
- **Sold the Del Rio Theater**
- **Established a plan and executed it for new water meters**
- **Completed a Slurry Seal Project for 79 roads**
- **Submitted three Active Transportation Plan grants for \$4 million (we will know if we got them in October 2016)**
- **Established rapport and improved relationships between the City Council and the community**
- **Updated encroachment fees**

- **Adopted a downtown in lieu park fee**
- **More successful in getting CalTrans to listen to our city's needs and start completing some of those projects**
- **Improved community-police communication through social media**
- **Riverbank Industrial Complex got national recognition for our Base Reuse and Closure (BRAC) project**
- **Property crimes are down in every category except for stolen vehicles**
- **Received three congestion management air quality funds (\$700,000) for three infrastructure projects**
- **Recently submitted three new applications for congestion management air quality funds for approximately \$700,000**
- **Completed the engineering and design for the trail entrance at Jacob Myers Park**

- **Successful strategic planning efforts**
- **Hired a Building and Planning Manager**
- **About to complete litigation regarding Skate Park construction that has gone on for 15 years**
- **Completed the City's third 5-Year Financial Forecast**
- **Obtained \$13,000 in sponsorships for the Cheese and Wine Festival**
- **Claus Road Class II bike lanes were painted using \$10,000 in outside funds in combination with internal funding**
- **Processed permits for Diamond Bar West, where model homes are being constructed**
- **Completed sidewalks along Roselle Avenue from Ross to Turpin**
- **Completed website assessment and provided recommendations**

- Released a new City website
- Received a grant for Enhanced Infrastructure Financing District for \$25,000
- Began an upgrade of the City's telephone system
- Received \$500,000 grant for LRA operations
- Submitted CDBG application for community center renovation
- Completed an audit of our social media

Next
Strategic Planning
Session

Monday,
March 20, 2017



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