



City of Riverbank 2020-2025 Strategic Plan

Executive Summary

This document will serve as the City of Riverbank's 2020-2025 Strategic Plan. Its purpose is to help the City prioritize its efforts, allocating both fiscal and human resources to achieve a shared Vision and Goals that also reflect community priorities and needs. The Plan is the result of a comprehensive review by Regional Government Services (RGS) of the City's current operations and finances, interviews with staff members and discussions with City Council members.

RGS facilitated a planning session for the City Council and staff at a one-day meeting that was held Monday, February 25, 2019. The Study Session, which was open to the public, resulted in the development of a Mission Statement, a Vision Statement, a set of Core Values and eight Goals to guide the City's future operations.

The Goals

The City Council identified eight Goals at its Strategic Planning Workshop with equal priority. They are:

1. Ensure Financial Stability
2. Improve Public Safety
3. Improve the City's Historic Downtown
4. Improve Community Communication
5. Encourage Employee Development
6. Promote Economic Development through Manufacturing
7. Promote Sustainable Land Use Planning
8. Maintain a High Quality of Life



Implementation

The role of the City Council is to establish Goals based on community input and fiscal viability. The role of the City Manager is to develop Strategies to achieve those goals. City staff, under the direction of the City Manager, will develop specific tactics to implement the Council's plan.

The Strategic Plan is meant to serve as a living and working document, which will be updated by Council and staff on a regular basis.

Conclusion

The 2020-2025 Strategic Plan captures the Goals, suggested programs, projects and initiatives suggested by Council and staff over the course of its development. The Goals that are included represent **the highest priorities** for City Council. Should other sources of revenue be identified, the City may revisit this Plan and adapt it as needed. For now, by limiting the City's efforts to these key areas, the City of Riverbank will be better positioned to achieve its long-term vision and maintain its fiscal viability.

Mission, Vision and Core Values

The purpose of establishing the City’s Mission, Vision and Core Values is to clearly define why the City was incorporated; how the City Council envisions its future and what principles Council and Staff will adhere to as part of conducting its business.



Our Mission

The Mission of the City of Riverbank is to provide high quality, professional services and a safe family-oriented community for our diverse residents to thrive.

Our Vision

The City of Riverbank is a regional leader in sustainable development offering a unique, culturally diverse, safe, and welcoming community with a thriving downtown, recreational opportunities for all ages and sustainable economy that supports our growing population.

Our Core Values

Integrity

Respect

Collaboration

Customer Service

Transparency

Innovation

Diversity

Responsiveness

Goals

Each Goal is intended to focus the City's fiscal and human resources on areas of highest priority.

1. Ensure the City's Continued Financial Stability

The City Council, management team and community acknowledge and value the City's commitment to maintaining adequate reserves and working within a balanced budget. Strategies to support this Goal include:

- 1.1 Maintain sound, responsible fiscal policies regulating debt and establishing parameters for reserves.
 - 1.1.a. Maintain a minimum of 10% of the General Fund in reserves.
 - 1.1.b. Adhere to adopted policies and procedures.
 - 1.1.c. Continue to review and update Master Fee Schedules and Rate Schedules on regular basis.
- 1.2 Prioritize use of discretionary funds based on the 2020-2025 Strategic Plan Goals.
- 1.3 Continue to seek local, regional and federal grant opportunities to support City projects, programs and initiatives.
- 1.4 Explore options to reduce pension liabilities including retiring debt through bond(s) or other financial tools.
- 1.5 Provide transparency in all activities related to municipal finance and ensure that financial records are accurate, reliable and timely.
- 1.6 Explore options for service delivery mechanisms to reduce costs.
 - 1.6.a. Review contract options for Police Services.
 - 1.6.b. Review contract options for Fire/Emergency Services.
 - 1.6.c. Explore the use of renewable energy for City operations/vehicles.

2. Improve Public Safety



Public Safety continues to be a top priority for the City Council. In this context, Public Safety includes law enforcement, and the maintenance and improvement of infrastructure such as roadways and the water system. Strategies include the following:

- 2.1 Ensure adequate funding for appropriate levels of staffing for public safety personnel.
- 2.2 Support local and regional partnerships for mutual aid.
- 2.3 Continue to update emergency operations plan(s) and ensure appropriate staff training and engagement for implementation.
- 2.4 Support emergency preparedness throughout the community.
- 2.5 Maintain safe, well-lit streets and roads.
 - 2.5.a. Complete the City's Active Transportation Plan
 - 2.5.b. Continue to support enhancements for Safe Routes to Schools.
- 2.6 Monitor treatment, storage and delivery systems to ensure safe, reliable delivery of water.
- 2.7 Explore use of technology to including cameras.

3. Improve Historic Downtown

Increasing retail opportunities - especially in the Downtown area - is a top priority for the City Council. The City needs to focus its efforts in areas with the highest likelihood of success. As such, Strategies to support this Goal include the following:

- 3.1 Work with Community Development to solicit feedback from businesses and developers on the permit approval and other processes and provide recommended solutions for consideration by the City Manager and/or City Council.
- 3.2 Support efforts that promote beautification of the physical environment.



- 3.2.a. Support the efforts of Code Enforcement.
- 3.2.b. Explore opportunities for façade improvement programs.
- 3.3.c. Explore opportunities for lighting and landscaping enhancements.
- 3.3 Support sustainable programs to promote local businesses and/or improve the downtown area.
- 3.4 Coordinate efforts with the Chamber of Commerce and regional economic interests to identify opportunities for development.
- 3.5 Explore opportunities for incubator businesses.
- 3.6 Support community events produced by local non-profit agencies.
- 3.7 Consider structural amenities to enhance the downtown experience.
 - 3.7.a Consider charging stations for electric vehicles.
 - 3.7.b Promote connectivity/mobility for multiple modes of transportation including bike and pedestrian access, and ADA compliance.

4. Improve Internal and External Communication

The Council believes communication with residents and the business community is essential to the long-range viability of the City. Strategies include the following:

- 4.1 Proactively communicate news about the City to residents, businesses and surrounding communities.
 - 4.1.a Continue to deliver the City’s newsletter to residents.
 - 4.1.b Develop and use new electronic billboard to share information.
 - 4.1.c Ensure appropriate linguistic translation of materials to engage the City’s Hispanic population.
 - 4.1.d. Explore opportunities to “live stream” City Council and other important meetings via the internet.
- 4.2 Use social media to disseminate positive news, milestones and accomplishments throughout the community.

- 4.3 Promote regional interaction and coordination with surrounding communities and service providers including schools, economic development interests, transportation and non-profit agencies.
- 4.4 Coordinate efforts with the Chamber of Commerce.
- 4.5 Consider the appointment of a Youth Council.

5. Encourage Employee Development

City employees are fundamental to carrying out the Strategic Plan and ensuring that each Goal is achieved. The City reduced staffing over the past several years but continues to provide excellent customer service and fulfill the objectives of the Council's policy direction. The purpose of this Goal is to ensure that the City continues to provide a positive work environment and is able to retain and attract high quality employees. Strategies include the following:

- 5.1 Develop and implement organization wide staff succession planning.
- 5.2 Develop and implement specialized customer service training across all departments.
- 5.3 Support employee training, enrichment and recognition, including team building opportunities.
- 5.4 Establish clear performance standards for the workforce and provide annual employee reviews.
- 5.5 Conduct a review of the City's management tools, systems and resources including geographic information systems (GIS).
 - 5.5.a. Consider "shared" administration position(s) to support multiple departments.
 - 5.5.b. Review technological tools/software to ensure maximum efficiency.
- 5.6 Conduct a spatial analysis of staff work environments which considers workability, safety, ergonomics and potential expansion to accommodate future growth.

6. Promote Sustainable Development

The Goal of Promoting Sustainable Development reflects the City Council’s desire to plan for the long-term health of the City through thoughtful and careful planning. Strategies include the following:

- 6.1 Update the City’s General Plan and Zoning Code including:
 - 6.1.a. Housing Element Update
 - *Consider exploring dual-use housing for farmworkers during growing season and homeless off-season.*
 - 6.1.b. Inclusion of an Environmental Justice Element
 - 6.1.c. Work with LAFCO to update the City’s Sphere of Influence
- 6.2 Complete/implement High Value Specific Plans including:
 - 6.2.a. The Eastside Industrial Specific Plan
 - 6.2.b. The River Walk Specific Plan
 - 6.2.c. The Cannery Site
 - 6.2.d. Follow North County Corridor project impacts on Riverbank
- 6.3 Develop Regional Storm Water Plan.
- 6.4 Continue to Develop Regional Waste Resources/Treatment Plant.

7. Support Economic Development that Promotes Job-Housing Balance.

The Goal to Support Economic Development that Promotes Job-Housing Balance ensures that the City is committed to attracting new businesses to the community that will provide well-paying jobs for our residents. Strategies include the following:

- 6.1 Complete the Crossroads West Development.
- 6.2 Implement a permit streamlining to attract businesses to the City.
- 6.3 Focus efforts on manufacturing and development businesses.
- 6.4 Explore opportunities to hire an economic development manager.

- 6.5 Complete conveyance of Army property to the City.
- 6.6 Explore opportunities to expand the City's incorporated boundaries.

8. Enhance Quality of Life

Riverbank's unique character and exceptional quality of life were repeatedly mentioned during this process as a key strength of the community. Strategies to support the Goal this include the following:

- 8.1 Maintain and refresh the parks, trails and facilities to provide exceptional experiences.
 - 8.1.a. Explore opportunity for a dog park.
 - 8.1.b. Provide public restrooms, benches and other amenities in City parks.
 - 8.1.c. Develop recreational facilities such as an aquatic center.
 - 8.1.d. Support youth activities.
 - 8.1.e. Promote Stanislaus River opportunities and activities.
- 8.2 Promote Community Partnerships
 - 8.2.a. Support Love Riverbank and other volunteer groups.
 - 8.2.b. Support public art opportunities.
 - 8.3.c. Support community-driven multi-cultural events.
- 8.3 Support environmental enhancements.
 - 8.3.a. Consider a sound wall on east side of BNSF tracks.
 - 8.3.b. Support efforts to improve air quality.
 - 8.3.c. Explore new materials and technology for roadway improvements and lighting.
- 8.4 Promote a healthy community.
 - 8.4.a. Consider establishing a PAR course or other facilities to promote fitness.
 - 8.4.b. Explore opportunities for community gardens.

- 8.5 Install electric charging stations.
- 8.6 Consider establishment of a youth commission.
- 8.7 Engage the community and non-profit partners in the development of programs and/or solutions for homeless services.

Benchmarks

Over the next five years staff will provide progress reports to the City Council and the community on the implementation of the Strategic Plan citing specific examples of fulfillment. Agenda items and staff reports will be tied to the achievements of attaining individual Goals.

Summary and Recommendations

Following the adoption of the Strategic Plan, individual Departmental Implementation Plans will be developed and incorporated into this Plan as tactics to support each Goal and Strategy, including ongoing engagement and communications with the public. It is recommended that the City Council review the 2020-2025 Strategic Plan annually at minimum to gauge progress toward achieving its goals.

Development of the Plan

Research

RGS, as part of this process, conducted a substantial amount of research. This research included a thorough review of the following:

- The City's Annual Budget;
- The City's current Strategic Plan;
- The City's Capital Improvement Program;
- City Council Meetings (Agendas, Minutes and Broadcasts);
- News Articles, Prior Election Results and Other Materials;

- Demographic Data; and
- Economic Trends (Local and Regional).

City Council and Staff Interviews

Staff participation and input is critical to the implementation of a successful Strategic Plan. Individuals representing all departments were engaged in a series of interviews and were asked to identify the City's strengths and weaknesses. Interviews were held via conference calls with the management team and key staff members from all City departments. We also spoke individually with the Mayor and Council members to discuss their goals for the Strategic Plan and learn more about their priorities for the City.

Council Study Session

The Riverbank City Council and staff attended a one-day Study Session on February 25, 2019. The purpose of the session was to identify areas of concern and address appropriate priorities for the City moving forward. Discussion revolved around the following topics:

- What should the City's main priorities be now and in the future?
- How can the City best address its fiscal challenges?
- How can the City increase public safety services?
- What types of housing and business development does Riverbank need to remain viable?
- What steps should be taken to improve the Downtown area?