



# City Council Strategic Plan **2025** — **2030**



Adopted June 2025  
Prepared by DKS Associates

**Dear Riverbank Residents,**

It is my honor to present the *City of Riverbank 2025–2030 Strategic Plan*, a framework built through collaboration between the City Council, our dedicated staff, and your voices, our community. This plan represents our shared plan for Riverbank's next five years: one that balances a sense of belonging and thriving that makes our city special.

Strong leadership begins with thoughtful planning and responsible stewardship of our resources. This Strategic Plan brings together the goals and values that will guide our decisions, ensuring that every investment we make, every partnership we form, and every program we launch contributes to a stronger, more resilient Riverbank.

*Our mission is for you:* The City of Riverbank's Mission is to provide high quality, professional services and a safe, family-oriented community for our diverse residents to thrive.

*Our vision is for you:* 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 abilities, and sustainable economy – collaborating with local and regional partners.

Safety and communication are central to that vision. Safety touches our parks, our roads, our infrastructure, our housing, and the wellbeing of every department that serves our residents. Likewise, open and transparent communication strengthens trust, ensures accountability, and keeps residents connected to their government. These priorities, woven throughout this plan, reflect our commitment to lead holistically, recognizing that the health of our city depends on the coordination and collaboration of all its parts.

Long-term budgeting and strategic funding will be essential to turning these goals into reality. The City Council and I are deeply committed to responsible fiscal planning while being considerate of the needs of residents, investing wisely today while preparing for the needs of tomorrow. This plan calls on us to think beyond the present moment, to balance ambition with sustainability, and to ensure that every department has the support it needs to serve our residents with excellence.

Together, we are charting a path for Riverbank that honors our roots while embracing our future. I invite you to read this plan, stay engaged, and join us in shaping the next chapter of our city's story.

**With gratitude and optimism,**

***Rachel Hernandez***

**Mayor, City of Riverbank**

## **Queridos residentes de Riverbank:**

Es un honor para mí presentar el *Plan Estratégico de la Ciudad de Riverbank 2025–2030*, un marco construido mediante la colaboración entre el Concejo Municipal, nuestro dedicado personal y ustedes, nuestra comunidad. Este plan representa nuestra visión compartida para los próximos cinco años de Riverbank: una que equilibra el sentido de pertenencia y prosperidad que hacen que nuestra ciudad sea especial.

El liderazgo sólido comienza con una planificación cuidadosa y una administración responsable de nuestros recursos. Este Plan Estratégico reúne las metas y valores que guiarán nuestras decisiones, asegurando que cada inversión que realicemos, cada alianza que formemos y cada programa que lancemos contribuyan a un Riverbank más fuerte y más resiliente.

*Nuestra misión es para ustedes:* la misión de la Ciudad de Riverbank es ofrecer servicios profesionales de alta calidad y una comunidad segura y familiar donde nuestros diversos residentes puedan prosperar.

*Nuestra visión es para ustedes:* Riverbank es un líder regional en desarrollo sostenible, que ofrece una comunidad única, culturalmente diversa, segura y acogedora, con un centro urbano dinámico,



oportunidades recreativas para todas las edades y capacidades, y una economía sostenible en colaboración con socios locales y regionales.

La seguridad y la comunicación son fundamentales para esa visión. La seguridad abarca nuestros parques, nuestras carreteras, nuestra infraestructura, nuestras viviendas y el bienestar de cada departamento que sirve a nuestros residentes. Del mismo modo, una comunicación abierta y transparente fortalece la confianza, garantiza la rendición de cuentas y mantiene a los residentes conectados con su gobierno. Estas prioridades, presentes en todo este plan, reflejan nuestro compromiso de liderar de manera integral, reconociendo que la salud de nuestra ciudad depende de la coordinación y la colaboración de todas sus partes.

La planificación presupuestaria a largo plazo y el financiamiento estratégico serán esenciales para convertir estas metas en realidad. El Concejo Municipal y yo estamos profundamente comprometidos con una planificación fiscal responsable, considerando siempre las necesidades de los residentes, invirtiendo sabiamente hoy mientras nos preparamos para las necesidades del mañana. Este plan nos invita a pensar más allá del momento presente, a equilibrar la ambición con la sostenibilidad y a asegurar que cada departamento cuente con el apoyo necesario para servir a nuestros residentes con excelencia.



Juntos, estamos trazando un camino para Riverbank que honra nuestras raíces mientras abrazamos nuestro futuro. Les invito a leer este plan, mantenerse involucrados y unirse a nosotros para dar forma al próximo capítulo de la historia de nuestra ciudad.

**Con gratitud y optimismo,**

***Rachel Hernandez***

**Alcaldesa, Ciudad de Riverbank**



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# Executive Summary

The City of Riverbank's 2025 Strategic Plan sets forth a bold, community-driven roadmap for the City's continued growth and resilience. Guided by an inclusive planning process, this document represents the collective vision of the Riverbank City Council, staff, and residents—built on a foundation of shared values and collaborative leadership.

The planning effort was initiated in early 2025 with the objective of aligning the City's operational priorities with the aspirations of its leaders and constituents. The resulting Strategic Plan not only defines the City's Mission, Vision, and Core Values, but also outlines eight key Strategic Goals designed to ensure Riverbank remains a thriving, welcoming, and well-managed community.



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# Planning Process

To ensure the Strategic Plan was grounded in both data and community values, DKS implemented a structured, seven-task approach beginning in early 2025:



- **Leadership Engagement:** The project launched with a kickoff meeting between DKS, the City Manager, and the Mayor to confirm key objectives, scope, and schedule.
- **Background Review:** DKS conducted a comprehensive review of the city's existing plans, policies, and department materials. This included background research, a review of current strategic documents, and the development of staff surveys to gather input on internal priorities and perceptions.
- **Stakeholder Interviews:** Individual interviews were held with Council Members, the Mayor, and key staff to identify common themes, opportunities, and challenges, resulting in a detailed SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

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# Planning Process



- **Strategic Planning Sessions:** Two key workshops formed the heart of the planning process:

On April 28, 2025, DKS facilitated a team-building session with the newly formed City Council. The session was designed to strengthen communication, build trust, and align the Council around shared values and priorities.

On May 19, 2025, a full-day strategic planning session was held with the Council and staff. This session focused on identifying long-term goals, refining the city's mission and vision, and developing actionable strategies and tactics across core areas such as housing, infrastructure, public safety, communication, and economic development.



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# Planning Process



- **Draft Plan Development:** Following the workshop, the team compiled the results into a structured draft plan organized by Mission, Vision, Core Values, and Eight Strategic Goals. Each goal was paired with specific strategies and tactics for implementation, including measurable benchmarks and proposed timelines.
- **Public Engagement & Feedback:** Public comment was invited at multiple stages, including both planning sessions. Concerns raised included environmental stewardship, affordability, and transparency in project development—reflected in the final goals and strategies. Community voices also helped shape updates to the City's Core Values.
- **Final Adoption:** The final Strategic Plan was approved by the Riverbank City Council following public review and presentation. Moving forward, City staff reports and projects will be explicitly tied back to the Strategic Plan to demonstrate progress and ensure alignment with community goals



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# Planning Process

This plan is a framework. Its successful implementation is contingent on securing adequate funding, growing sustainable revenues, and strategically deploying City resources. Every initiative outlined within this plan requires financial support, staff capacity, and community collaboration to succeed. While the Plan offers a clear direction and ambitious set of priorities, its success will depend heavily on the City's financial capacity to act. Many of the plan's strategies—including capital projects, staff expansion, affordable housing programs, and infrastructure upgrades—are dependent on new revenue sources, grant funding, or long-term fiscal planning. As such, the City Council and staff will continue to evaluate financial feasibility and prioritize initiatives accordingly.

This Plan is intended to be a living document, revisited regularly and updated as needed. It empowers Riverbank's leaders to make informed, strategic decisions while remaining flexible and responsive to evolving conditions. Above all, the Riverbank 2025 Strategic Plan reflects a commitment to serve residents with excellence, integrity, and a vision for a brighter future.

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# Mission



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

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# Vision



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 abilities, and sustainable economy – collaborating with local and regional partners.

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# Core Values



**Integrity**

**Transparency**

**Collaboration**

**Diversity**

**Respect**

**Accessibility**

**Innovation**

**Responsiveness**

**Accountability**

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# Goals

## Enhance City Facilities/ Organization



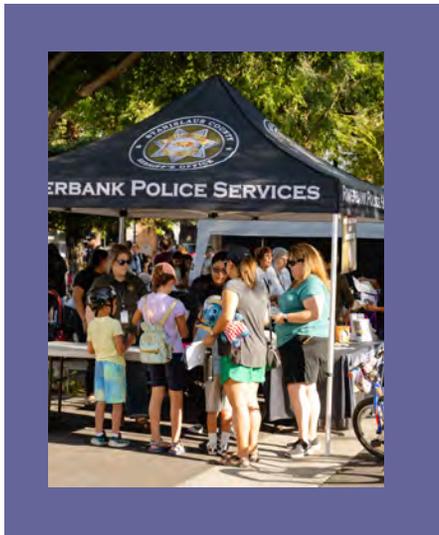
## Strategies

- Research available funding or issue an RFP for a new City Hall facility.  
*New offices for Development services, administrative department, and look at corporation yard to accommodate in-house engineering staff*
- Evaluate underutilized properties for new city/recreational facilities.
- Obtain costs to improve CNG Maintenance Building office.
- Establish hiring and staffing policies, including Classification and Compensation Study.
- Explore potential impact of adopting a Charter vs. General Law city status.

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# Goals

## Improve Public Communications



## Strategies

- Create a Public Information Officer position to improve public communication.
- Hire a Deputy Clerk, to help with boards/ committees' oversight and accessibility to City Council.
- Develop a formal communications plan to include social media policies, translation services and public access to information.
- Hold townhalls and public engagement events.
- Increase social media presence and outreach.
- Develop process to address for public comments and concerns.

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# Goals

## Support Public Safety



## Strategies

- Increase code enforcement and deputy staffing through grant funding.
- Implement code enforcement for vacant buildings.
- Widen roads and improve intersections for safety.
- Pursue Grant Funding for more Cameras.
- Install lighting and traffic control measures at key locations.
- Parks & Recreation Annual Maintenance Plan
- SCFPD Collaboration on North County Corridors Closures
- Develop a volunteer park ambassador program.

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# Goals

## Foster Attainable Housing



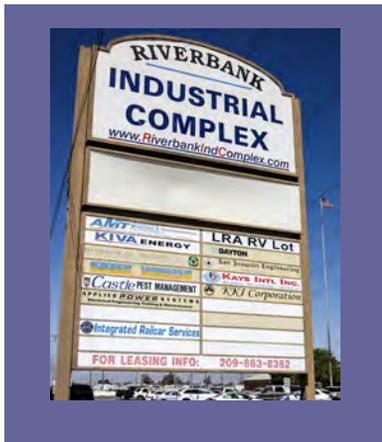
## Strategies

- Use tax sharing increases for city-wide inclusionary housing programs.
- Work with builders for attainable housing options.
- Advance Phase 2 of transitional housing at Sierra House.
- Update Nexus fee study for infill development incentives.
- Issue Request for Proposal for a General Plan Update and sphere of influence expansion.
- Allocate General Funds to subsidize Affordable Housing.
- Make our City Grants more accessible to our Residents.

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# Goals

## Support Downtown Revitalization & Economic Development



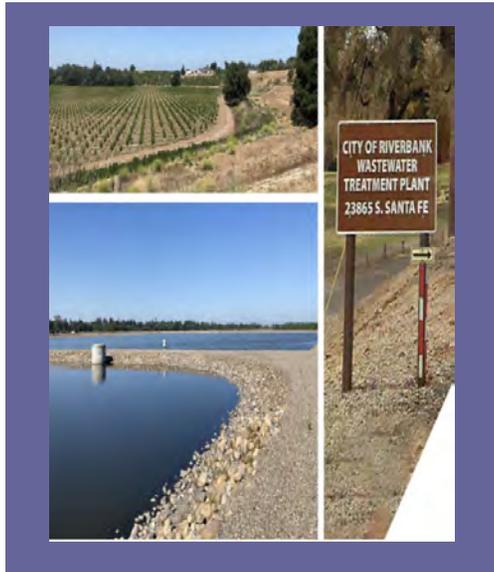
# Strategies

- Revitalize downtown and encourage small business growth.
- Update ordinance for vacant buildings and incentivize reuse.
- Advance East Riverbank commercial development and industrial parks.
- Establish strategic partnerships and staffing for economic development.
- Launch revitalization loan program with partner banks.
- Tax Agreement based on Business Size
- Host additional City Festivals and Events.
- Provide a Child Care Facilities Incentive

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# Goals

## Infrastructure



## Strategies

- Conduct feasibility study for the Wastewater Treatment Plant and water reuse options.
- Modernize recreation facilities and improve Americans with Disabilities Access.
- Expand non-motorized transportation options.
- Plan for Wi-Fi and charging station infrastructure.
- Fundraise for sports complex expansion and accessibility upgrades.
- Environmental Justice Plan.
- Evaluate aging infrastructure to rehabilitate and/or retire from use.

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# Goals

## Prioritize Community Education Partnerships



## Strategies

- Partner with school districts and trade groups for job training.
- Develop a facility for education and training programs.
- Establish internships and a Youth Council program.
- Scout opportunities for military education and recruitment.
- Provide community education on health, safety, and resources.

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# Goals

## Prioritize Financial Stability



## Strategies

- Hire a consulting firm or employee to pursue grant opportunities.
- Evaluate all contracts and partnerships for cost-effectiveness.
- Establish a Budget Advisory Committee with citizen involvement.
- Maintain General Fund Reserve policy and adjust for inflation.
- Review and update the City fee schedule and credit card transaction policies.