



**CITY OF RANCHO CORDOVA
STRATEGIC PLANNING RETREAT
Special Meeting
Sheriff's Department Rockingham Substation
10361 Rockingham Drive
September 26, 2003
8:00 A.M.**

Dave Roberts
Mayor

Linda Budge
Mayor Pro Tempore

Ken Cooley
Councilmember

Robert McGarvey
Councilmember

David Sander
Councilmember

8:00 Continental Breakfast

- 8:30**
- 1. Welcome, Purpose of the Retreat, Public Comment and Introduction of the Facilitator & Recorder – Dave Roberts, Mayor**
 - 2. Role of the Facilitator, Recorder, Group & Public; Strategic Planning Elements; Agenda Review – Marilyn Snider, Fac. – Snider and Associates**
 - 3. Introductions of the Group**
 - 4. City of Rancho Cordova:**
 - **Mission/Purpose Statement**
 - **One-Year Goals (March 2003 to March 15, 2004)**
 - 5. What has been accomplished since the March 21, 2003, retreat (esp. progress on the goals and objectives)?**
 - 6. What's not going as well as you would like with the City (e.g., its internal weaknesses/challenges)**
 - 7. Identify external factors/trends (e.g., economic, demographic, political, environmental, technological, social) that are having and might have an impact on the city in the coming year:**
 - **Positively**
 - **Negatively**
 - 8. Develop core values for the city (guiding principles)**
 - 9. Review and revise, if needed, the one-year goals**
 - 10. Identify six-month strategic objectives (how the goals will be addressed-by when, who will be accountable, for what specific, measurable outcomes/results) for each goal**
 - 11. Next steps/follow-up process (including a date in March 2004 to develop a long-range –three-year—strategic plan)**
 - 12. Summary of the retreat and closing remarks**

4:00 Adjourn

PLEASE BRING LATEST STRATEGIC PLAN UPDATE & YOUR CALENDAR

Rancho Cordova City Council-Elect Strategic Goals

Revised September 2, 2003
Curt Haven
Assistant to the City Manager

Mission Statement: *The City of Rancho Cordova serves a diverse, growing community and provides innovative, efficient customer-oriented city services to support and enhance civic involvement, livable neighborhoods and economic opportunities.*

Goal No.	Target Date	3-Month Objectives	Status	Comments
A. DEVELOP AND BEGIN TO IMPLEMENT A TWO-YEAR PLAN FOR PROVIDING MUNICIPAL SERVICES				
A-1	15-May-03	Interim City Manager Chuck Cate - lead, Transition Coordinator Curt Haven and Transition Consultant Mike Oliver will present to the City Council for its consideration options and recommendations for which city services should remain with the county, be provided by outside contract or by city employees for FY 2003-2004.	Completed	
A-2	15-Sep-03	City Manager, working with city staff, will develop and present to the City Council for its consideration options and recommendations for which city services should remain with the county, be provided by outside contract or by city employees for FY 2004-2005.	Completed	
I. ENSURE QUALITY DEVELOPMENT				
I-1	1-Aug-03	City Attorney will present to the City Council for discussion the pros and cons of serving as a Redevelopment Agency.	Move target date	Will re-establish target date after Sept. workshop
I-2	15-Aug-03	An urban planner and the City Attorney will conduct a study to examine the county's zoning code to determine what parts of the code are applicable in Rancho Cordova.	Move target date	The City hired its Planning Department on July 7, 2003 and staff is in the process of identifying items to be modified in order to convert the previous County Code into a City Zoning Code. This is intended to be an initial step in the overall conversion of the City's Zoning Code. Will re-establish target date after Sept. workshop.

B-3	15-Sep-03	An urban planner and the City Attorney will conduct a City Council workshop to discuss the level of development standards that are needed to ensure the quality of development for the future.	completed	
B-4	15-Sep-03	The Urban Planner will present to the City Council, as an initial step in the city's General Plan process, a conceptual Plan for Future Development, including options, based on a community analysis and a series of community visioning workshops and projects already in the pipeline.	Move target date	Planning staff is currently preparing a detailed work plan for the implementation of the City's first General Plan. Will re-establish target date after Sept. workshop
B-5	15-Sep-03	The Financial Planning consultant will develop and present to the City Council a financial model/template to evaluate new development and to identify service costs and available offsetting revenue sources (residential, commercial, retail).	Move target date	A police tax has been approved by the Council. Other developer fees are being considered using developer agreements. Re-establish target date after Sept. workshop.
C. ENSURE FINANCIAL STABILITY				
C-1	15-Apr-03	The Transition Consultant, Interim City Manager, City Attorney Steve Meyers and the Transition Coordinator will develop and recommend to the City Council for action strategies to ensure that Sunrise Douglas/Sunridge development financial planning is structured to pay its fair share for city services.	Move date	A police tax has been approved by the Council. Other developer fees are being considered using developer agreements. Will re-establish target date after Sept. workshop.
C-2	15-May-03	The Transition Consultant - lead, Interim City Manager and Transition Coordinator will develop a Comprehensive Fiscal Analysis including a 10-year revenue and expenditure model addressing revenue neutrality and actual costs and revenues.	Move date	Will re-establish target date after Sept. workshop.
C-3	15-May-03	The Interim City Manager will obtain from the county their plan of services and costs proposed to be provided to the City of Rancho Cordova for FY 2003-2004.	Completed	

C-4	1-Jun-03	The Transition Consultant - lead, City Attorney, Transition Coordinator and Interim City Manager will develop and present to the City Council new sources of revenue that include work with congressional delegations, grants, CDBG entitlement, licensing fees in all departments, franchise fees, etc.	Move target date	Work in progress: COPS funding was submitted, franchise fee on commercial waste, franchise fees on water companies, all pending Will re-establish target date after Sept. workshop
C-5	1-Jul-03	The Transition Coordinator - lead, Interim City Manager, Transition Consultant and City Attorney will analyze all opportunities and responsibilities to participate in the regional bodies which either provide targeted funding or require expenditures for membership (Regional Sanitation, STA, Sacramento Cable, etc.).	Completed	
C-6	15-Sep-03	A financial consultant will present to the City Council ways in which government is financed in California, how development is related to that, and a cost-of-services model.	Move target date	Will re-establish target date after Sept. workshop
D. ENHANCE CIVIC INVOLVEMENT				
D-1	15-Apr-03	The Interim City Manager will formally request the Sacramento Cable Commission to provide the cost, timing and necessary improvements to provide live broadcasts of City Council meetings.	Completed	
D-2	1-Jun-03	The Interim City Manager will present to the City Council for discussion the pros and cons of establishing a City Planning Commission.	Completed	
D-3	10-Jul-03	The Interim City Manager will issue an RFP to solicit proposals for issuing a citywide newsletter on both paper and online, with options for monthly and quarterly basis, for submission to the City by Sept. 1, 2003.	Completed	First issue due early October.
D-4	15-Aug-03	The Interim City Manager and the Transition Coordinator will develop and present to the City Council a catalogue of possible rules, commissions and committees for community participation.	Move Target date	Will re-establish target date at Sept workshop.
E. IMPROVE COMMUNITY IMAGE				

E-1	15-Jun-03	Interim City Manager - lead and Transitional Coordinator will open and staff a city hall at 3121 Gold Canal.	Completed	
E-2	1-Jul-03	The Transition Coordinator will develop postcards for sale having photos of Rancho Cordova.	Move target date	Staff is currently preparing draft post cards and other materials. Will re-establish target date after Sept. workshop.
E-3	1-Jul-03	The Interim City Manager, working with a consultant, will present to the City Council for consideration a city logo and color scheme for city street signs and vehicles, including police cars.	Completed	
E-4	1-Jul-03	The City Council will identify potential locations for four community signs promised by a local sign company.	Move target date	Meetings have been had with Orion Sign company and designs of signs and location to be decided by council soon. Re-establish a target date after Sept. workshop.
E-5	15-Sep-03	The City Manager, working with a consultant, will compile and analyze the Rancho Cordova Boundary 2000 census data set to support planning decisions and present to the City Council	Move target date	This assignment has been transferred to the Planning Staff and will be integrated into a Work Plan to be presented to the City Council October 1, 2003. Will re-establish a target date after Sept. workshop
E-6	1-Sep-03	The Interim City Manager will submit an application for a federal grant to replace existing street signs and to create street banners noting the City of Rancho Cordova.	Move target date	Communication has started between city and Dept. of Transportation for grant funding. Will re-establish target date after Sept. workshop.
E-7	15-Sep-03	The Interim City Manager will present to the City Council for consideration the criteria for siting a future City Hall and/or civic center giving consideration to concerns such as mass transit, the City's geographic center, etc.	Move target date	Will re-establish a target date after Sept. workshop.
STRATEGIC PLANNING RETREAT				
E-1	7-Apr-03	City Council and Management Team will Read the retreat record and present the updated Strategic Plan to the public at a City Council meeting.	Completed	
E-2	26-Sep-03	Hold Strategic Planning Retreat for a more thorough assessment of progress on the goals and objectives. Identify Core Values for the City. Set objectives for the next six months. The retreat will be held in Rancho Cordova and is open to the public.	on target	

**CITY OF RANCHO CORDOVA
STRATEGIC PLANNING RETREAT**

March 21, 2003 * Sheriff Dept. Rockingham Substation

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904 or (916) 483-9802

Gail Tsuboi, Recorder – Tsuboi Design (925) 376-9151

MISSION STATEMENT

**The City of Rancho Cordova serves a diverse, growing community
and provides innovative, efficient customer-oriented city services
to support and enhance civic involvement, livable neighborhoods
and economic opportunities.**

ONE YEAR GOALS

March 21, 2003 – March 15, 2004
not in priority order

- ▶ **Develop and begin to implement a Two-Year Plan
for providing municipal services**
 - ▶ **Ensure quality development**
 - ▶ **Ensure financial stability**
 - ▶ **Enhance civic involvement**
 - ▶ **Improve community image**

SIX-MONTH STRATEGIC OBJECTIVES

March 21, 2003 through September 15, 2003

ONE-YEAR GOAL: DEVELOP AND BEGIN TO IMPLEMENT A TWO-YEAR PLAN FOR PROVIDING MUNICIPAL SERVICES

SIX-MONTH STRATEGIC OBJECTIVES:

1. By May 15, 2003, Interim City Manager Chuck Cate – lead, Transition Coordinator Curt Haven and Transition Consultant Mike Oliver will present to the City Council for its consideration options and recommendations for which city services should remain with the county, be provided by outside contract or by city employees for FY 2003-2004.
2. By September 15, 2003, the City Manager, working with city staff, will develop and present to the City Council for its consideration options and recommendations for which city services should remain with the county, be provided by outside contract or by city employees for FY 2004-2005.

ONE-YEAR GOAL: ENSURE QUALITY DEVELOPMENT

SIX-MONTH STRATEGIC OBJECTIVES:

1. By August 1, 2003, the City Attorney will present to the City Council for discussion the pros and cons of serving as a Redevelopment Agency.
2. By August 15, 2003, an urban planner and the City Attorney will conduct a study to examine the county's zoning code to determine what parts of the code are applicable in Rancho Cordova.
3. By September 15, 2003, an urban planner and the City Attorney will conduct a City Council workshop to discuss the level of development standards that are needed to ensure the quality of development for the future.
4. By September 15, 2003, the Urban Planner will present to the City Council, as an initial step in the city's General Plan process, a conceptual Plan for Future Development, including options, based on a community analysis and a series of community visioning workshops and projects already in the pipeline.
5. By September 15, 2003, the Financial Planning consultant will develop and present to the City Council a financial model/template to evaluate new development and to identify service costs and available offsetting revenue sources (residential, commercial, retail).

ONE-YEAR GOAL: ENSURE FINANCIAL STABILITY

SIX-MONTH STRATEGIC OBJECTIVES:

1. By April 15, 2003, the Transition Consultant, Interim City Manager, City Attorney Steve Meyers and the Transition Coordinator will develop and recommend to the City Council for action strategies to ensure that Sunrise Douglas/Sunridge development financial planning is structured to pay its fair share for city services.
2. By May 15, 2003, the Transition Consultant - lead, Interim City Manager and Transition Coordinator will develop a Comprehensive Fiscal Analysis including a 10-year revenue and expenditure model addressing revenue neutrality and actual costs and revenues.
3. By May 15, 2003, the Interim City Manager will obtain from the county their plan of services and costs proposed to be provided to the City of Rancho Cordova for FY 2003-2004.
4. By June 1, 2003, the Transition Consultant - lead, City Attorney, Transition Coordinator and Interim City Manager will develop and present to the City Council new sources of revenue that include work with congressional delegations, grants, CDBG entitlement, licensing fees in all departments, franchise fees, etc.
5. By July 1, 2003, the Transition Coordinator - lead, Interim City Manager, Transition Consultant and City Attorney will analyze all opportunities and responsibilities to participate in the regional bodies which either provide targeted funding or require expenditures for membership (Regional Sanitation, STA, Sacramento Cable, etc.).
6. By September 15, 2003, a financial consultant will present to the City Council ways in which government is financed in California, how development is related to that, and a cost-of-services model.

ONE-YEAR GOAL: ENHANCE CIVIC INVOLVEMENT

SIX-MONTH STRATEGIC OBJECTIVES:

1. By April 15, 2003, the Interim City Manager will formally request the Sacramento Cable Commission to provide the cost, timing and necessary improvements to provide live broadcasts of City Council meetings.
2. By June 1, 2003, the Interim City Manager will present to the City Council for discussion the pros and cons of establishing a City Planning Commission.

3. By July 10, 2003, the Interim City Manager will issue an RFP to solicit proposals for issuing a citywide newsletter on both paper and online, with options for monthly and quarterly basis, for submission to the City by Sept. 1, 2003.
4. By August 15, 2003, the Interim City Manager and the Transition Coordinator will develop and present to the City Council a catalogue of possible rules, commissions and committees for community participation.

ONE-YEAR GOAL: IMPROVE COMMUNITY IMAGE

SIX-MONTH STRATEGIC OBJECTIVES:

1. By June 15, 2003, Interim City Manager - lead and Transitional Coordinator will open and staff a city hall at 3121 Gold Canal.
2. By July 1, 2003, the Transition Coordinator will develop postcards for sale having photos of Rancho Cordova.
3. By July 1, 2003, the Interim City Manager, working with a consultant, will present to the City Council for consideration a city logo and color scheme for city street signs and vehicles, including police cars.
4. By July 1, 2003, the City Council will identify potential locations for four community signs promised by a local sign company.
5. By September 15, 2003, the City Manager, working with a consultant, will compile and analyze the Rancho Cordova Boundary 2000 census data set to support planning decisions and present to the City Council
6. By September 1, 2003, the Interim City Manager will submit an application for a federal grant to replace existing street signs and to create street banners noting the City of Rancho Cordova.
7. By September 15, 2003, the Interim City Manager will present to the City Council for consideration the criteria for siting a future City Hall and/or civic center giving consideration to concerns such as mass transit, the City's geographic center, etc.

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
by March 25, 2003	City Council Management Team	Review the retreat record.
April 7 2003	City Council	Present the Strategic Plan to the public at a City Council meeting.
Monthly	City Council	Review progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Interim City Manager	Distribute the Strategic Plan Update.
Sept. 26, 2003 8:30 - 4:00	City Council Management Team	Strategic Planning Retreat for a more thorough assessment of progress on the goals and objectives. Identify Core Values for the City. Set objectives for the next six months.

WHAT'S GOING WELL WITH THE CITY OF RANCHO CORDOVA?

[Brainstormed List]

- New homes
- Great management team
- Redevelopment of Folsom Blvd.
- Support from the *Sacramento Bee*
- The five people on the city council have known and worked with each other for years
- We're out of the flood zone
- We have a heavy rail line
- Polite, focused and well-intentioned leadership
- We have the opportunity to create a different kind of city
- Highway 50
- We have a high tech infrastructure
- Kick off of the Street Beautification Project
- Focus on the community by new developers
- The city has a place for the council to meet and the city to exist
- We are welcomed as a participant jurisdiction by other jurisdictions in the region
- Strong Chamber of Commerce
- Citizens keep volunteering to do things
- The local newspaper, *The Grapevine*, is very supportive
- We have the American River Parkway and proximity to the river
- Strong church community
- Large retail base - we're valuable to the county
- The council has a very strong information base and a strong base of experience
- Large and growing job base
- Strong community organizations
- We have hotels, a place for people and businesses to come
- Everything is close - a good location
- Out of the earthquake zone
- Enthusiasm by the constituents and council for our city
- Community involvement
- County is being supportive of service delivery
- Good natural resources, e.g. American River
- Cohesive city council
- Light rail pushing well
- Economic and ethnic diversity
- Active service clubs
- July 4th celebration
- Proximity to Mather and its flight operations
- Diverse business base
- Redevelopment of Mather
- Focus on pieces of property that have been vacant a long time
- City has a vast amount of developable land
- People in the community were/are ready to be a city
- Support of the schools
- The City website
- Mather Regional Park

WHAT'S NOT GOING AS WELL AS YOU WOULD LIKE WITH THE CITY?

[Brainstormed List]

- Lack of adequate information from the county on pending planning projects
- Not enough citizen participation at council meetings
- Artificial boundaries, e.g. Gold River
- Citywide infrastructure is inadequate
- Negative consequences of new growth on traffic and infrastructure
- Drug treatment in residential housing
- Perception/image by outside communities
- Highway 50 divides the community
- Lack of move-up housing
- Delayed maintenance
- We're a linear city - no downtown
- Financial challenges - lack of a 10-Year Financial Plan
- Lack of water supply and water contamination
- Have not engaged people who have volunteered
- Rental housing is 50% of the housing stock
- Not enough information on services and related costs for the next 2 fiscal years
- No city center
- Low-end hotels
- Decaying homes in old neighborhoods
- Traffic congestion
- Revenue neutrality
- Negative perceptions of realtors
- Negative perception of retailers
- High percentage of multi-family, low rent housing
- County retains jurisdiction over Mather redevelopment
- Lack of a nexus between growth and the revenues of the city
- Irregular city boundaries built on fiscal decisions
- No General Plan
- No citywide sense of community identity
- Lack of participation by a lot of ethnic groups
- Too much low-end shopping
- No place to go, e.g. a restaurant hub
- Decayed retail strip
- Community was stagnant for 20 years - no retail or residential growth

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN THE COMING YEAR

[Brainstormed List]

- Construction in Northern California is on fire
- Improving real estate values
- Community support
- Possibility of tapping business support, e.g. insurance companies, realtors, Chamber
- Regional connections that we didn't have before when we weren't a city
- Growth of Mather Airport
- Growing network of cities in the county that could provide us with support

- Federal and state grants
- Mather is the national model regarding clean-up and reuse
- Transportation and development problems in neighboring communities provides us an opportunity to differentiate ourselves
- Low interest rates means increasing home owners
- Aerojet will be busy during the war in Iraq
- Land costs in almost all other urban areas of California are significantly higher
- Potential settlement of Aerojet water lawsuits
- Our business parks employ a lot of 40-and-unders which brings in a social/emotional attitude
- National support for remodeling dollars related to transportation projects
- Increasing home ownership and decreasing rentals
- National support for transportation projects that increase public transportation opportunities
- *Sacramento Bee* writing positive articles about Rancho Cordova
- Good federal and state representation
- A reaching out to us by other jurisdictions in the region to help us
- Proximity to the State Capitol
- We're known as a good location for technology
- Other jurisdictions have more costly business parks

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN THE COMING YEAR

[Brainstormed List]

- The county retains jurisdiction over Mather
- State legislation related to revenue sharing
- Other airports taking business away from Mather
- Growth of the Highway 80 corridor
- Star 9 testing in the schools
- Immigration
- Increasing emphasis/regulations on affordable housing
- Shift in services from state and county to the city without accompanying dollars
- Revenue neutrality
- Growth of Natomas Business Park
- Lack of communication with/from sister cities
- Lack of cooperation from LAFCO regarding future annexation
- Environmental focus on our new growth areas
- Iraq campaign
- Regional perception of what Rancho Cordova is
- Downturn in the economy
- Four different school districts
- Real estate market bubble burst
- State budget meltdown
- Lack of water
- Economic down cycle that closes businesses
- Regional transportation failures
- Uncertainty regarding Vehicle Licensing Fees
- State moving into local planning

- LAFCO and SACOG moving into local planning
- Environmental focus on Sunrise-Douglas
- Living wage proposals
- Perception of the airport as a nighttime neighbor
- Slowdown/stoppage in new housing starts
- Rising gas costs
- Enhanced current public employee (e.g. law enforcement, public safety) retirement costs
- Proposed reduction in county services due to a reduced budget
- Division of the community outside city boundaries
- Multiple water purveyors

BRAINSTORMED ONE-YEAR GOALS:

[Brainstormed master list from which the One-Year Goals were developed]

- Enhance civic involvement
- Attract higher quality retailers
- Finalize a Two-Year Plan for providing municipal services
- Initiate a Ten-Year Financial Plan
- Create a vital downtown
- Initiate a process for preparing the state-mandated General Plan
- Develop a plan for a future city center
- Enhance the community's regional image
- Ensure quality development
- Develop a Capital Improvement Plan (CIP)
- Lessen traffic congestion
- Ensure financial stability
- Increase ethnic participation
- Annex Sunrise-Douglas into a local school district
- Improve residents' perception of Rancho Cordova
- Annex the Sunrise carve-out
- Increase our sphere of influence
- Promote business expansion and retention
- Capture the revenue opportunities in all new development