



**CITY OF RANCHO CORDOVA
CITY COUNCIL STUDY SESSION AGENDA**

**Special Meeting
City Council Chambers
3121 Gold Canal Drive, Rancho Cordova**

**Tuesday, April 26, 2005
5:30 P.M.**

Call to Order

Roll Call: Council Members Budge, McGarvey, Sander, Skoglund, and Mayor Cooley

Study Session

At a study session, citizens are invited and encouraged to participate in discussion during the time the matter is discussed.

1. **Subject:** 2005-07 Strategic Planning
Recommendation: Conduct study session.

Oral Communications

2. Public Comment

At a Special Meeting, citizens may address the Council on any matter listed on the agenda.

Please keep your comments to three minutes or less. Under the provisions of the California Government Code, the City Council is prohibited by law from discussing or taking action on any unagendized item unless it can be demonstrated to be of an emergency nature and the need to take action arose after the posting of the agenda.

Adjournment

“Actively Managing Our Future”

...influencing change & attaining our vision

**April 26, 2005
5:30 p.m., City Hall**

Study Session Agenda

We welcome and encourage public comment at any time during Council Study Sessions. Please raise your hand and, when called on by the Mayor, state your name and feel free to make a statement or ask a question.

Meeting Objectives

- **For the Council and staff to finish building the City of Rancho Cordova’s “Model for Actively Managing Our Future”**
- **For the Council and staff to finish polishing the components/elements that they have previously drafted**
- **For the Council and staff to develop a system for prioritizing and managing council/community priorities with all of our community partners to build the future of our dreams**
- **To have fun doing important work**

Estimated Timeline

5:30—5:45	Review tonight’s Meeting Objectives and Estimated Timeline
5:45—6:30	Introduction by City Manager to “Actively Managing Our Future” ... influencing change and attaining our vision Discussion of the Draft “City of Rancho Cordova Model for Actively Managing Our Future. This discussion will include a review of sources of information used for the model, the interconnectivity between the elements, how it will be integrated with partner agencies, and how it will be rolled out to and engaged in by the public
6:30—7:00	Review of the sources of information contributing to the model and to the contents of this workbook Discuss how the model’s component pieces to address continual feedback, measurement, and mid year correction as well as end of year progress reporting will be accomplished this coming fiscal year
7:00—7:15	BREAK
7:15—9:00	Exercises focusing on Goals, Prioritizations, and testing our thinking with real-life examples

Work Session

4-26-05

Attachments 1-10

Attachment 1: Model: Managing Our Future

Attachment 2:: Possible Criteria for Evaluating our Model

Attachment 3: What Other People Call Model Components –“Buckets”

Attachment 4: Rancho Cordova’s tentative draft Vocabulary/Glossary

Attachment 5: 6 Goals

(from Marilyn Snider Retreats in 2003/04)

Attachment 6: 9 Council Priorities

(from November 4-5, 2004, Retreat)

Attachment 7: 6 High Level Goals

(developed by staff using the 6 Marilyn Snider Goals, 9 Council Priorities, and new information. This list of Goals, Core Beliefs behind them, and the priorities that correspond to each one were included in the 1/3/05 Council Agenda packet)

Attachment 8: FY 2005-07 Goal Selection Criteria

(from November 4-5, 2004, Retreat)

Attachment 9: Vivid Descriptions

Examples from other agencies of vivid descriptions, core values and beliefs

Attachment 10: Quality of Life Indicators

Quality of Life is the ultimate measure of success. Attached are some indicators that sophisticated communities are now measuring.

The City of Rancho Cordova Model
for
"Actively Managing Our Future"
Influencing Change and Attaining our Vision



Attachment 2

POSSIBLE CRITERIA FOR EVALUATING OUR MODEL FOR ACTIVELY MANAGING OUR FUTURE

CRITERIA

- Clarifying--Instantly adds to understanding
- Provides a rock solid foundation of understanding what we are all about
- Identifies all known elements/components of our efforts to manage our future and the inter-relationships between them
- Provides an easily understood "skeleton" upon which to connect all the elements
- Instantly fosters understanding of how the piece I'm working on "fits" and contributes to the whole
- Sets boundaries for our role(s) in our community
 - What businesses are we in?
 - What businesses are we not in?
- Focusing—aligns all our energies and initiatives
- Suggests our organizational structure since form follows function

GOAL

Our goal is simple. It is to develop a system for prioritizing and managing council/community priorities with all of our community partners to build the future of our dreams. Our hope is that the model, once fully built, integrated, and approved will be "the tool," and its component pieces will not change much. The actual goals and tasks, of course, will change as progress toward our dreams is made.

WHAT OTHER PEOPLE CALL MODEL COMPONENTS

"BUCKETS"

Vision	Fundamental Challenges
Desired Outcomes	Trend Analysis
Community Values Statement	Quality of Life Indicators
Sustainable Growth Principles	Measures of Success
Mission/Purpose	Mid-Course Corrections
Council Priorities	Citizens Preamble
Goals	Our Organization
Staff Action	Core Values & Beliefs
Success Measures	Core Ideology
Annual Budget	Values in Action
General Plan	Organizational Values Statement
Public Opinion Survey & CRM	Long Range/Future Goals
	Current Goals

Elements & Goals

Focus Areas

Strategic Goals/Initiatives

Roles

Tactical Tasks

Our Focus

Community Priorities

Vivid Descriptions

Key Issues & Strategies

Bench Marks

Strategies/Action Plans

Performance Targets

Potential Targets

Objectives

Our People & Our
Accomplishments

Organization Excellence

Organizational Structure

Customer Loyalty
Our Principles

Guiding Principles

Service Improvements

Policy Agenda

Attachment 4

VOCABULARY/GLOSSARY

DEFINITION

The **COMMUNITY VISION** captures the dream of what the community wants the City to be in 15 to 20 years. It identifies the uniqueness of the community — what makes it special to those who live, work and play there. The Vision acts as a beacon and magnet to guide decisions, policies, projects and day-to-day activities. It defines the community's value-based preferences and provides an overall framework for a city's future. A vision is a clear statement of where the community wants to be in the future.

Vision (Our Dream for Our Future)

The **Vision** provides an overall framework for the City's future. It captures the dream of what you want your city to be 20 years in the future. The vision is presented in a set of **guiding principles** which outline the key values of your dream.

An effective **Vision** must:

- Define the value-based preferences for your community
- Reflect your community as unique—what will make your City special and give you a competitive edge
- Be limited in number (5-7) that can be remembered
- Be shared by your Community, your Staff, your Leaders

The **Vision** should be integrated into the key elements of the strategic plan; into policies, projects and plans; into decisions and actions; and into the daily operations.

DEFINITION

The **DESIRED COMMUNITY OUTCOMES** are the end results produced through collaborative efforts between the City Council, City staff, community groups, partner agencies, local businesses, and individual residents. Day-to-day production of products and services (outputs) contribute to outcomes; but the outcomes themselves are the actual community "judgments" that are consciously or unconsciously used as a measurement of our success.

DEFINITION

QUALITY OF LIFE INDICATORS (QOL): a community's resources, the way it is governed and laid out, its demographics, culture, and other attributes strongly affect the quality of life of its inhabitants. QOL indicators capture dimensions of our physical, spiritual, financial, cultural, and emotional existence that are not captured by more commonly used health status indicators. The indicators reflect the impact of the institutions, infrastructure, and actions integral to the every day function of the community.

DEFINITION

The **COMMUNITY VALUES** (Framework for Daily Operations)

The **Values** provide an overall framework to guide the daily operations of the City. The values should reflect the standards and expectations of the community on how the City should be managed and how services should be provided.

An effective **Value Statement** must:

- establish acceptable behaviors for City employees
- define performance standards that can be utilized in evaluations
- go from being on the wall to actions
- provide expectations of "customer service"

The **Values** are the foundation for the City's organizational culture. A shift in values confronts current practices and requires organization changes.

DEFINITION

SUSTAINABLE GROWTH PRINCIPLES

DEFINITION

The **MISSION** defines the roles of the City government within the larger community. Mission defines the reason why **CITYHOOD** was created, the **PURPOSE** for the city government's existence, and its expected contribution to the quality of life of our citizens. The mission defines the core businesses of City government and identifies the basic businesses of each department. Different cities have some common businesses and some businesses that are unique to their City.

An effective **Mission** must have:

- City Contribution to Community—defines the City government's role and contributes to a better quality of life for our citizens/stakeholders, and to the betterment of our community as a whole.
- Meaning to Citizens and Employees—describes to a citizen the services and programs that they can expect from the City and how their daily life might be impacted; describes to the employee what their "job" is.
- Basic Business Elements—establishes the basic businesses of the City government—our core services, programs and products.
- Performance Measures—defines what business success means—criteria for judging success, evaluating impact of our services, programs and products, and for determining value to our citizens. (Value=Quality/Costs)
- Continuous Improvement Process—is an ongoing process for evaluating performance and organizational processes and exploring new, innovative and more cost effective ways for providing services and implementing programs.

DEFINITION

COUNCIL PRIORITIES

DEFINITION

GOALS reflect the purpose, values and vision; goals are the Council's *initiatives that the organization will take over a period of time to realize the purpose, values and vision.**

Goals (Outcomes for Our Community)

The **Goals** define five-year outcomes for the City community—the destination point and direction for the City. The goals become a guidepost for policy development, policy decisions, management decisions and management/organization action. An effective Goal must have:

- Specific Objectives—guidelines that define the goal to the community and to the organization and become a test for the organization and management. Are our actions (services and programs) helping to achieve this goal?
- Meaning for Citizens—to a citizen in simple, understandable and concise terms that are relevant to their daily life—three or four basic messages.
- Analysis of Gaps—a process for evaluating where the City is today in respect to a goal and objectives and what needs to be done to achieve this goal—identifying challenges and opportunities.
- Benchmarks—criteria for measuring success in the community, focusing on the question—Are we (the City) achieving our desired outcomes?
- Annual Performance Report—identifies major steps taken by the City Council and the City organization to achieve the goals and the impacts in the community—a report to our stakeholders.

DEFINITION

STAFF ACTION

DEFINITION

SUCCESS MEASURES

DEFINITION

ANNUAL BUDGET

DEFINITION

GENERAL PLAN

DEFINITION

PUBLIC OPINION SURVEY & CRM

DEFINITION

STRATEGIC PLANNING; a strategic foundation is composed of vision, values and purpose; it forms the basis for all strategic decisions* A rolling three to five year Strategic Plan is updated annually and maintains a constant vision for the future. These plans are a fully integrated, top-down and bottom-up process that aligns the entire organization to achieve a common long-range mission. A Strategic Plan moves the entire city government to action in the same direction. In addition, a by-product of the process is to create a city- government-wide environment where work and decisions are made on a non-urgent but important basis as opposed to a constant firefight where everything is urgent and important. High performing companies continuously operate in the non-urgent/important zone.

DEFINITION

The **GUIDING PRINCIPLES:** to describe our future

DEFINITION

The **STAFF VALUES** reflect the way we perform our work -- both individually and collectively. *They are the things that the organization considers most important;** on which we will not compromise;
the anchors that will sustain us through challenges of everyday life
and enable us to create our shared dreams while still maintaining our sense of connectedness to each other and to our community.

DEFINITION

OBJECTIVES contain both performance metrics and targets so that success can be measured;
objectives are *measurable milestones on the way to achieving the goals.*

DEFINITION

ACTIONS/ACTIVITIES

DEFINITION

STRATEGIES/ACTION PLANS; *Plans for allocating scarce resources to accomplish the goals and objectives.**

DEFINITION

The POLICY AGENDA

Policy Agenda (Targets for Council Action)

The **Policy Agenda** establishes a one-year work program for the City Council of the most important policy issues that need to be addressed short-term. The focus is on “How” the City organization conducts business, manages programs and services, and implements projects.

An effective **Policy Target** must have:

- Policy Questions—key questions where the City Council must determine overall direction, define the City’s role, set policy framework for programs, services, projects and processes—issues for study, analysis and policy deliberation.
- Action Outlines—set forth the expectations of the City Council members and translate them into specific action steps that need to be taken during the next year by the Council to address the issues.
- Policy Calendar—develop a realistic policy calendar for actions by the City Council and committees during the next year—helps Council focus energy on key policy issues shaping the City’s future.
- Responsible Party(ies)—begins with who needs to be involved in addressing the target issued and who has “ultimate” responsibilities for following through to completion.
- Progress Report—a process for monitoring activities to complete a target summarizing recent actions, completed steps and upcoming activities—monthly or quarterly reports to the City Council.

DEFINITION

The MANAGEMENT AGENDA

Management Agenda (Actions for Managers)

The **Management Agenda** establishes a one-year work program for the City Management Team of the administrative and internal organization issues that need to be addressed short-term.

An effective **Management Target** must have:

- Administrative Questions—key organizational and managerial questions that Managers/Management Team determine the overall direction; define the roles and responsibilities of managers, supervisors and employees; set administrative policies.

- Parameters/Guidelines—set forth basic, internal parameters for addressing the administrative question and might include resource level, expected outcomes for the organization, or underlying assumption (e.g., the scope of the issue, the size of the “ballpark”).
- Process Plan—outlines the organizational process on how the target will be addressed within the organization, including a timeframe for closure or completion, who needs to be involved and how to appropriately involve managers and employees.
- Responsible Teams/Manager—identifies interdepartmental teams or manager responsibilities, distinguishing support staff who complete research and analysis from the team or manager, who are responsible for making recommendations, finalizing proposal or making the decision.
- Status Report—a process for reporting to Managers on progress and for getting further direction and guidelines.

DEFINITION

The STRENGTHS AND CHALLENGES

- Strengths/Assets
(List)
- Weaknesses/Liabilities/Challenges
(List)

DEFINITION

SERVICE IMPROVEMENTS

Balanced Scorecard

Baldrige Award

Six Sigma

**1999-2002, Leading Resources, Inc.*

6 Goals

(from Marilyn Snider Retreats)

1. IDENTIFY AND IMPLEMENT A PLAN FOR ENSURING THAT EXCELLENT SERVICES ARE AVAILABLE TO OUR COMMUNITY
2. ENSURE QUALITY DEVELOPMENT
3. ENSURE FINANCIAL STABILITY
4. ENHANCE CIVIC INVOLVEMENT & COMMUNITY COMPASSION
5. IMPROVE COMMUNITY IMAGE
6. INCREASE OUR INFLUENCE IN THE REGION ON OUR COMMUNITY'S BEHALF

9 *FY 2004-05 Council Priorities*
(from November 4-5, 2004)

1. FINANCIAL SECURITY
2. COMPREHENSIVE PLANNING PROCESS FOR ACHIEVING QUALITY GROWTH
3. COMPLETE 5-YR ROADS IMPROVEMENT PLAN & IMPLEMENT 1ST YR PLAN OF REPAIRS AND RESURFACING
4. LOGICAL CITY BOUNDARIES
5. PUBLIC SAFETY SERVICES DELIVERY PLAN
6. PARKS AND OPEN SPACE PRIORITIES PLAN
7. REDEVELOPMENT AGENCY FORMATION
8. FOLSOM BOULEVARD BEAUTIFICATION PLAN
9. GENERAL PLAN CIRCULATION ELEMENT

6 High Level Goals, Core Beliefs, and Corresponding Council Priorities

(These following was included in the 1/3/05 Council Agenda Packet)

High Level Goals, Core Beliefs, and Corresponding Council Priorities

The following list includes the High Level Goals identified by Senior Staff at their December 28 meeting. Each goal is accompanied by an Associated Core Belief and the Council Priorities that Senior Staff identified as corresponding to each High Level Goal. The number preceding each Council Priority is the priority assigned to it at the November 4 – 5, 2004, Strategic Planning Workshop. Council Priorities may appear more than once if Senior Staff thought they could correspond to more than one High Level Goal.

-Goal – PROVIDE EXCEPTIONAL CUSTOMER SERVICE

-Associated Core Belief – The City must provide all essential services necessary for meeting the basic needs of the community. In delivering these, as well as all non-essential services, contacts between City Staff and the community must portray our customer-driven focus and desire for excellence. These contacts include staff behaviors and streamlined efficient processes.

-Corresponding Council Priorities – TBD

-Goal – CREATE FINANCIAL STABILITY

-Associated Core Belief – Financial stability is mandatory if the City is to remain a viable sustainable entity. Financial security shall be attained through comprehensive fees proposals, effective Economic Development, revenue generation, annexations, and other key activities.

- Corresponding Council Priorities

1. Financial Security
4. Logical City Boundaries
7. Redevelopment Agency Formation

-Goal – ENHANCE RANCHO CORDOVA'S COMMUNITY IMAGE

-Associated Core Belief – Rancho Cordova must enhance its community image in order to attract new residents, visitors, businesses, and satisfy the needs of existing community members. An enhanced image can be attained through effectively executed Code Enforcement and Public Safety programs and timely and accurate dissemination of public information and strategic communications.

- Corresponding Council Priorities

5. Public Safety Services Delivery Plan

-Goal – DEVELOP AND SUSTAIN A LIVABLE COMMUNITY

-Associated Core Belief – The community must feel safe, be supported by adequate circulation / traffic patterns, and be assisted in achieving quality growth.

- Corresponding Council Priorities

2. Comprehensive Planning Process for Achieving Quality Growth
3. Complete 5-Yr Roads Improvement Plan & Implement 1st Yr Plan of repairs & resurfacing
4. Logical City Boundaries
5. Public Safety Services Delivery Plan
6. Parks and Open Space Priorities Plan
8. Folsom Boulevard Beautification Plan
9. Circulation Element General Plan

-Goal – BE KNOWN FOR OUR REGIONAL LEADERSHIP

-Associated Core Belief – The community wishes to be known locally as well as nationally for its regional leadership.

- Corresponding Council Priorities – TBD

-Goal – FOLLOW-THROUGH ON INITIAL PROMISES

-Associated Core Belief – The City must follow-through on all LAFCO requirements, contract agreements with supporting agencies, and promises made to the community when first becoming a City. Staff will ensure follow-through on these promises by incorporating them into their work plans for 2005-2007 and revisiting their progress on a regular basis.

- Corresponding Council Priorities – TBD

FY 2005-07 Goal Selection Criteria

REALISTIC—CAN BE DONE IN NEXT 3 YEARS

FISCALLY POSSIBLE

RESPONDS TO PROMISES MADE

QUICK—HIGH IMPACT—WOW FACTOR

BENEFITS EVERYONE

LONG-TERM VALUE

MEETS LONG-TERM NEEDS

LAYS THE FINANCIAL FOUNDATION FOR THE FUTURE

LEVERAGES RESOURCES

FILLS LEADERSHIP VACUUM

TIME URGENCY—WINDOWS OF OPPORTUNITY MAY CLOSE

IMPROVES PUBLIC SAFETY

PROVIDES “LIFT OFF”

Attachment 9

VIVID DESCRIPTIONS

Over the next 30 years our **people practices** will be recognized as being as progressive and influential as Hewlett Packard's were over the last 50 years.

When it comes to **quality and innovation**, we will do for the local government industry what Toyota did for the auto industry.

We will have created a **brand image** that is as positive and consistent as Disney's.

We will be as **integral and indispensable** to the community in which we operate as are The Boys and Girls Clubs and the Red Cross.

We will consistently produce truly **great results and financial returns** comparable to the most admired companies.

DPR Construction

Core Values and Beliefs

Rancho Cordova's fundamental, inviolable values and beliefs are these:

- **INTEGRITY.** We conduct all business with the highest standards of honesty and fairness; we can be trusted.
- **ENJOYMENT.** We believe work should be fun and intrinsically satisfying; if we are not enjoying ourselves, we are doing something wrong.
- **UNIQUENESS.** We must be different from and more progressive than all other local governments; we stand for something.
- **EVER FORWARD.** We believe in continual self-initiated change, improvement, learning, and the advancement of standards for their own sake.

DPR Construction

Attachment 10

QUALITY OF LIFE INDICATORS

1. Environment
 - Air Quality
 - Water Conservation
 - Efficient Energy Use
 - Recycling & Solid Waste
 - Community Education on the Environment
2. Health
 - Early Prenatal Care
 - Healthy Babies
 - Births to Teens
 - Childhood Immunizations
 - Medically Insured Children & Adults
 - HIV Disease/AIDS
 - Other Health Indicators
3. Alcohol, Tobacco & Other Drugs
 - Use Among Youth
 - Impact on Health
 - Police Incidents
 - Treatment and Recovery Services
 - Alcohol & Tobacco Policies
 - Alcohol Availability
4. Education/Schools/Life-Long Learning
 - College & Job Readiness
 - High School Graduation
 - Standardized Achievement Test Performance
 - Local Support of Folsom/Cordova Unified School District
 - Literacy
 - Library Holdings & Use

5. The Economy & Employment

Poverty
Employment
Job Readiness
Affordable Child Care
Economic Growth
Opportunities of Rancho Cordova

6. Housing

Housing Supply
Affordable Housing
Transitional Housing
Homeless Assistance

7. Arts & Culture

Enriching Children
Public Art
Attendance at Arts Events
Resources for Local Artists & Arts Organizations
Cultural Heritage

8. Recreation & Open Spaces

Accessible Park & Recreation Facilities
Utilization of Public Recreational Facilities
Variety of Recreational Options
Public Support for Parks & Recreation

9. Transportation

Public Transportation
Traffic Congestion & Mobility
Ride Sharing & Other Transportation Alternatives
Traffic Safety
Mobility for Seniors & the Disabled

10. Community Safety

Education & Prevention for Youth
Citizen Involvement
Crime Response Capacity
Homicide & Suicide
Abuse Against Women & Children
Emergency Preparedness

11. Community Participation

12. Family & Individual Support Services