



**CITY OF RANCHO CORDOVA
CITY COUNCIL AGENDA
Special Meeting
Mills Station
2900 Mather Field Road
Rancho Cordova, CA 95670**

**Thursday, April 1, 2004
8:30 a.m.**

Call to Order

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

Oral Communications

1. 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.** Please state your name and community of residence. 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.

Strategic Planning Retreat Session

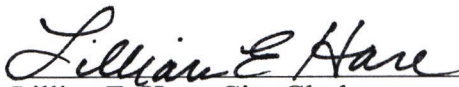
2. Strategic Planning Discussion

Adjournment

In compliance with the Americans with Disabilities Act, if you are a disabled person and you need a disability-related modification or accommodation to participate in this meeting, please contact the City Clerk's Office at (916) 942-0255 or www.cityofranchocordova.org. Requests must be made as early as possible and at least one full business day before the start of the meeting.

I, Lillian Hare, the City Clerk, for the City of Rancho Cordova, declare under penalty of perjury that the foregoing agenda for the April 1, 2004 special meeting of the Rancho Cordova City Council was posted on March 25, 2004 at the office of the City of Rancho Cordova, 3121 Gold Canal Drive, Rancho Cordova, California, 95670 and was available for public review at that location. The agenda is also available on the city web site at www.cityofranchocordova.org.

Signed this 25th day of March, 2004 at Rancho Cordova, California.


Lillian E. Hare, City Clerk

CITY OF RANCHO CORDOVA STRATEGIC PLANNING RETREAT

April 1, 2004—Mills Station, Rancho Cordova

8:00 Continental Breakfast

8:30 Welcome, Purpose of the Retreat, Public Comment and Introduction of the Facilitator and Recorder—Linda Budge, Mayor

Role of the Facilitator, Recorder, Group & Public; Strategic Planning Elements; Agenda Review—Marilyn Snider, Facilitator—Snider and Associates

Introductions of the Group

City of Rancho Cordova:

- **Mission/Purpose Statement**
- **Core Values**
- **One-Year Goals (March 2003-March 15, 2004)**

What Has Been Accomplished in the Past Year?

What Has Not Gone as Well as You Would Like in the Past Six Months?

What Are the External Factors/Trends (e.g., economic, political, demographic, environmental, technological) That Will/Might Have an Impact on the City in 2004:

- **Positively (opportunities)?**
- **Negatively (threats)?**

Review and Revise, if Needed, the One-Year Goals and Extend the Goals to December 1, 2004

Identify Strategic Objectives (from 4/1/04 to 12/01/04—how the goals will be addressed—by when, who will be accountable, for what specific, measurable results/outcomes) for the Goals

Discuss/Achieve Consensus and/or Identify Next Steps for the Following:

- **“Cityhood” Celebration July 1, 2004**
- **Process for the General Plan**
- **Services the City Should Provide Directly**
- **Space Planning**

Next Steps, Including Reviewing and Revising, if Needed, the Process to Monitor Progress on the Goals and Objectives and Setting a December Date for a Strategic Planning Retreat

Summary of the Retreat and Closing Remarks

4:00 Adjourn

There will be morning and afternoon breaks with a group lunch at 12:00. Please bring latest update of short-term strategic plan and your calendar.

**CITY OF RANCHO CORDOVA
STRATEGIC PLANNING RETREAT
April 1, 2004 * Mills Station, Rancho Cordova**

Marilyn Snider, Facilitator - Snider and Associates (510) 531-2904 or (916) 483-9802
Michelle Snider Luna, Recorder - Snider Education and Communication (510) 967-9169

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.

CORE VALUES

(Not in priority order)

The City of Rancho Cordova values . . .

- ♦ *Honesty, integrity and accountability*
 - ♦ *Commitment to excellence*
 - ♦ *Mutual respect and civility*
- ♦ *Focus on customer/constituent service*
 - ♦ *Dedication and passion*
- ♦ *Innovation and openness to new ideas*
 - ♦ *Building financial strength*
- ♦ *Growing a premier community*

ONE YEAR GOALS

(2003 through 2004 * Not in priority order)

Identify and implement a plan for ensuring that excellent services are available to our community

Ensure quality development

Ensure financial stability

Enhance civic involvement and community compassion

Improve community image

Increase our influence in the region on our community's behalf

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
by April 7, 2004	City Council & Management Team	Read the retreat record.
by April 30, 2004	City Manager & Management Team	Review the "What's Not Going Well?" list for possible action items.
Monthly	City Council and City Manager	Review progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Clerk	Distribute the Strategic Plan Update.
December 13 & 14, 2004 8:30 - 4:00	City Council, City Manager & Management Team	Teambuilding/Strategic Planning Retreat for a more thorough assessment of progress on the goals and objectives. Develop Three-Year Goals. Set objectives for the next six months.

WHAT HAS BEEN ACCOMPLISHED IN THE PAST YEAR IN THE CITY?

Brainstormed List

- no complaints for what the City has been doing
- established a Planning Commission
- the City is being cleaned up
- hired the City Manager
- improved reputation within Sacramento County
- we've been able to keep an open mind to new ideas – everyone is willing to work with them
- seeking out and providing innovative ideas for the decision makers
- hired a new Finance Director
- upgraded the City's website
- created an Economic Development Department
- significant earmarked funding support
- \$175,000 grant funding per year for weed and seed
- established a park improvement fee
- paid back the County loan on time
- well represented on regional bodies
- hired a federal lobbyist
- successfully working with other agencies in the region
- we've expedited the review of development projects to half the time or less
- created a repository of information at City Hall
- accepted some leadership on the American River Parkway problem
- hired a City Clerk
- have been very active in public outreach – City Council members are being invited to community meetings
- the community has been very non-apathetic, rather they have been positively engaged
- submitting community design grant for \$2.6 million
- hired a consultant for neighborhood traffic management
- hired a Public Works Director
- Gene found enough money to pay the County \$3.5 million last night
- the garbage RFP went out the door
- have begun an urban design program
- \$8 million for Folsom Boulevard in the draft bill
- public is so pleased with what the City is doing
- improved recognition by residents of the City boundaries
- first City newsletter
- hired a Police Chief
- there are 10 City staff now
- towed 420 cars
- beginning to establish an identity
- established a Traffic Safety Committee
- established a design review process
- started work on a Civic Center
- Streetscape Master Plan for Folsom Blvd.
- had an employee appreciation day
- raised the bar of knowledge and interest in planning and design
- complied with LAFCO's requirement
- changed the election date
- RFP is being prepared for a new interchange on Highway 50

- taken in over 1800 code enforcement requests and have cleared 80% of them
- renovated an old building – got new furniture, technology, phone system and moved July 7, 2003
- established a police tax
- we're well on our way to get a contract with the County Sheriff for police services
- had a positive editorial in the Sacramento Bee
- more proactive planning, especially on special projects
- contracted out for engineering, building inspection and planning services
- started a 2x2 with Folsom Cordova School District
- considering partnerships with other jurisdictions on common issues
- active outreach with Sacramento City Schools
- established a system to track and respond to resident concerns

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

Brainstormed List

- City Hall phone and email systems not sufficient for our needs
- lack of staff for the number of tasks
- lack of high end retail specialty in vacated buildings
- City Hall space problems – City Council Chambers too small and lack of office space
- poor quality of furniture
- so much to do, so little time
- lack of hours in the day
- frustrating, and hard to get a handle on financial future
- lack of colors on the wall in City Hall
- lack of IT muscle (information management)
- inadequate number of computers and printers
- failed to demonstrate the advantages of city hood to the average citizen
- don't have an adequate strategy for Sacramento City Schools
- public not engaged in public process
- Kilgore Cemetery issue not resolved
- appearance of a failure to institutionalize strategic planning
- lack of real English in communications
- no Public Information Officer
- lack of parking at City Hall
- not enough time spent on time management skills
- lack of identification/signage in City Hall
- not focused on established Rancho Cordova
- cash flow challenges/tight budget
- not enough focus on financial stability
- lack of electronic document management system
- not branding Rancho Cordova in a positive way
- don't have information on crime rates in neighborhoods
- lack of code enforcement for commercial properties
- lack of participation by absentee landlords
- not prioritizing
- lack of support staff
- slow progress on unraveling revenue neutrally
- not realistic, so we need to change deadlines

- lack of upscale restaurants
- lack of participation from Rancho Cordova ethnic groups
- too many lengthy meetings
- unclear context for where City is going and how it impacts approval or disapproval of specific projects

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

Brainstormed List

- **Improvements on Folsom Boulevard**
 - state economic recovery
 - favorable press
 - strong housing demand
 - bad code enforcement in the county
 - change in the elected officials who represent this area
 - the growing traffic problems in the region
 - other new cities doing well
 - other communities reviewing incorporation
 - partnerships with other communities
 - vacant buildings in the business park as an opportunity to relocate City Hall
 - good local media -- positive relations
 - community diversity
 - specific retail interests (e.g., bookstore, bowling alley)
 - other agencies budget woes are causing them to look for other partners
 - have an airport right on our doorstep
 - success of Mather Commerce Center
 - success of Mather Community Campus
 - low interest rates
 - Washington lobbyist
 - better Board of Supervisors
 - regional apprehensions about flood risk in other parts of the county
 - completion of interceptor and RT projects
 - political interest in our community
 - active citizenry
 - being viewed as a cohesive City Council and Management Team
 - we're in a good geographical location
 - SMUD is beginning to think about undergrounding lines
 - strong community service groups
 - strong community network
 - business community seems willing to invest in our community, especially in information technology
 - money from Washington DC
 - emerging Mather noise mechanism
 - university to be built in the area

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

Brainstormed List

- Legal Services of Northern California
- ECOS
- base closure
- developers' bar/standards not raised high enough yet
- national budget deficit
- our renown "apathy"
- areas of serious poverty
- federal election
- stifling bureaucracy we have to deal with
- deferred maintenance on roads we inherited
- lack of water delivery
- incorporation of El Dorado Hills
- possible school district threat
- cherry picking of Rancho Cordova community by neighboring schools and municipal governments
- changing Congressional representation (3rd District)
- Eastern and development on county land
- mining outside the City limits
- noise impacts/complaints resulting from Mather
- changes in elected officials who represent the City
- State budget
- development frenzy
- traffic going through our city
- City of Folsom's growth control measure
- permitting process with Corps of Engineers and Fish and Wildlife
- local transportation improvements isolate parts of Rancho Cordova
- property owners who are not engaged
- territory poaching by Folsom and City of Sacramento (e.g., Rosemont)
- service providers, both public and private, that attract transients
- too many establishments that sell alcohol
- entrenched gang activity
- new federal and State mandates
- ADA compliance issues
- American River Parkway maintenance funding crisis
- Folsom's sphere of influence
- Friends of Folsom
- contaminated groundwater

CITY OF RANCHO CORDOVA STRATEGIC OBJECTIVES

April 1, 2004 – December 1, 2004

THREE-YEAR GOAL: IDENTIFY AND IMPLEMENT A PLAN FOR ENSURING THAT EXCELLENT SERVICES ARE AVAILABLE TO OUR COMMUNITY

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Every day	all Department Heads	will define and positively use only the necessary features of bureaucracy.				
2. By May 1, 2004	the Finance Director (lead) and Department Heads	will quantify and distribute to the City Council and City Manager the cost of providing those municipal services the City is responsible for providing.				
3. By June 1, 2004	the Public Works Director and Economic Development Director	will determine the full range of public works types of services that our community needs and determine how to best ensure their availability.				
4. By June 1, 2004	Councilmembers Cooley and Sander, Planning Intern, Police Chief, Building Official and Code Compliance Manager (lead)	will develop and present to the City Council for action a code enforcement strategy to make visible what the City is accomplishing in code enforcement (e.g., cleaning up vacant lots, business sign enforcement, landscaping, illegal dumping).				

5. By June 30, 2004	the Interim Finance Director and Economic Development Director	will recommend to the City Council for action a solid waste franchisee.					
6. By July 1, 2004	the Police Chief (lead), City Manager and City Council	will establish a community-oriented policing law enforcement agency.					
7. By July 1, 2004	the Finance Director	will develop and present to the City Council for action a plan to issue and manage business licenses for Rancho Cordova.					
8. By August 1, 2004	the City Manager (lead), working with Department Heads and City Council, working with the community	will deductively determine what services the City will provide.					
9. By August 1, 2004	the City Manager (lead), Economic Development Director and Planning Director	will determine the feasibility of separating from SHRA and make a recommendation to the City Council for action.					
10. By October 1, 2004	the Public Works Director (lead), Economic Development Director and Planning Director	will conduct a survey of municipal infrastructure services (e.g., curbs, sidewalks, roads, ADA compliance, trees, street furniture, bike paths) and facilities within the public right of way in the established community and present the needs assessment to the City Council.					

11. By October 31, 2004	the Economic Development Director	will develop a plan to assist Rancho Cordova's current and potential neighborhood organizational structure.					
12. By December 1, 2004	the Public Works Director (lead), Finance Director, Planning Director and Economic Development Director	will develop and present to the City Council for action a set of capital improvement project (CIP) criteria, standards and policies for staff to use when evaluating and developing proposed CIPs that promote growing as a premier community.					
13. By December 1, 2004	the Department Heads, working with the City Clerk	will establish an integrated, interactive webpage for each department.					
14. Beginning December 1, 2004 and quarterly thereafter	the Police Chief (lead), Public Works Director and Code Compliance Manager	will hold community meetings to prioritize the community's safety needs.					

THREE-YEAR GOAL: ENSURE QUALITY DEVELOPMENT

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. On April 19, 2004	the Planning Director	will present to the Council for direction a choice of processes and costs for preparing residential and commercial guidelines for architecture and site design.				
2. By May 17, 2004, and updated regularly thereafter	the Planning Director, with input from the Council and Planning Commission	will list new principles of residential and commercial development to be incorporated into new development proposals.				
3. By June 21, 2004	the Planning Director, working with the City Attorney and Mayor	will conduct a first workshop on zoning code amendments for the City Council.				
4. On June 21, 2004	the Planning Director and Economic Development Director, working with a consultant	will complete, analyze and present to the Council the Rancho Cordova Boundary 2000 census data and other data to support planning decisions.				
5. By July 1, 2004	the Planning Director and Economic Development Director	will bring to Council an evaluation of the costs and benefits of becoming a Redevelopment Agency.				

6. By September 1, 2004	the Planning Director and Economic Development Director	will assess infill and redevelopment opportunities within one-quarter mile of the light rail line and develop a plan to market those opportunities.				
7. By September 1, 2004	the Planning Director	will assess infill opportunities citywide.				
8. By September 15, 2004	the Planning Director	will present to the City Council for action zoning amendments .				
9. By December 1, 2004	the Economic Development Director	will develop a plan to market additional infill opportunities.				

THREE-YEAR GOAL: **ENSURE FINANCIAL STABILITY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By July 1, 2004	the Finance Director, with input from Lobbyist Len Simon	will identify additional sources of revenue, including federal resources.				

2. By July 1, 2004	the Finance Director, City Attorney and Public Works Director (lead)	will explore the feasibility and recommend to the City Council whether or not to form a Landscaping and Lighting Maintenance District.					
3. By July 1, 2004	the Public Works Director	will present to the City Council for action a service agreement with the County to continue to provide County Service Area (CSA) -1 and CSA-10 services.					
4. By October 1, 2004	the City Attorney and Finance Director	will develop and implement strategies to gain control of County funds that should be within control of Rancho Cordova (e.g., CSA-1 and CSA-10).					
5. By November 1, 2004	the Public Works Director and Councilmember Cooley	will educate the community regarding the need for a Measure A.					
6. By December 1, 2004	the Finance Director and Economic Development Director	will conduct a retail inventory and develop and market retail opportunities to increase the sales tax base.					

THREE-YEAR GOAL: ENHANCE CIVIC INVOLVEMENT AND COMMUNITY COMPASSION

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By August 1, 2004	the Economic Development Director	will develop and present to the Council for action a plan for the community to utilize State and Federal grant resources for first-time home buyers.				
2. By September 1, 2004	the Economic Development Director	will identify neighborhood associations and identify designated City liaisons to participate in their meetings and activities.				
3. By September 1, 2004	the City Manager	will develop, distribute, analyze and present the results to the City Council of a public opinion poll regarding general community services.				
4. By December 1, 2004	the City Manager, working with City Staff	will develop and present to the City Council for action a community involvement handbook of possible roles, commissions and committees for community participation (e.g., a Youth Commission, an Historical Society, an Arts Commission, a Recreation Commission, a School Partnerships Committee, a Seniors Commission).				
5. By December 1, 2004	Councilmember McGarvey, working with the Finance Director, City Clerk and community groups	will establish and publicize the role of the Rancho Cordova Neighborhood Center (RCNC) as an outlet for services to citizens (e.g., WIC, Sac Works, community group meetings, voluntary support for law enforcement services, cultural gatherings) and make a recommendation to the Council regarding purchase of the RCNC.				

THREE-YEAR GOAL: IMPROVE COMMUNITY IMAGE

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By June 1, 2004	the Economic Development Director	will develop an approximately 60-second introduction of city locations, web address and phone numbers for cable TV broadcast prior to City Council meetings.				
2. By August 1, 2004	the City Manager	will present to the Council for action a plan to achieve more public information results.				
3. By October 1, 2004	the City Clerk	will develop in multiple languages a handout to distribute to the public at City Hall for Council meetings procedure.				
4. By December 1, 2004	the City Clerk and Economic Development Director	will improve and enhance the City website, including online permit processing and links.				
5. By December 1, 2004	the Economic Development Director, working with the Community Council	will develop postcards, T-shirts, coffee mugs, Christmas ornaments and other memorabilia of photos of city locations and/or that have the City seal.				

6. By December 1, 2004	the Economic Development Director, working with the Rancho Cordova Chamber	will gather sufficient signatures and initiate the process for a Business Improvement District for Folsom Boulevard.				
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THREE-YEAR GOAL: INCREASE OUR INFLUENCE IN THE REGION ON OUR COMMUNITY'S BEHALF

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Ongoing as needed	the City Manager	will provide legislative updates to the City Council.				
2. By May 1, 2004	the City Manager	will develop a priority list of regional representation options for the City Council and Staff (e.g., seats on Boards).				
3. By May 1, 2004	the City Manager and Planning Intern	will develop a proactive plan for City involvement and interaction with LAFCO.				
4. By May 1, 2004	the City Manager, Mayor Budge, Planning Director and Planning Intern	will compile a list of all external agencies that affect City functions (e.g., a City "Rolodex").				

5. By May 15, 2004	the Planning Director	will present a proposed planning area to the City Council for action.					
6. By May 15, 2004 and monthly thereafter	City Staff	will prepare and present updates on regional activities for discussion at City Council meetings.					
7. By June 1, 2004	the City Manager	will establish an inter-governmental relationship with neighboring governments and districts (2x2s).					
8. By September 1, 2004	the City Manager	will develop a policy framework for lobbying efforts (State and Federal) and a rapid response mechanism.					
9. By September 15, 2004	the City Manager and City Council	will identify and market a regional issue upon which Rancho Cordova can establish itself in a leadership role.					