



NOTICE AND CALL OF A  
CITY OF RIVERBANK  
**SPECIAL CITY COUNCIL MEETING**  
Riverbank Industrial Complex (front door entrance)  
Conference Room  
5300 Claus Road • Modesto • CA 95357

## **AGENDA**

**MONDAY, MARCH 3, 2014; 8:30 A.M.**

(The agenda packet is posted at the City Clerk's office and at [www.riverbank.org](http://www.riverbank.org))

**CALL TO ORDER:** Mayor Richard D. O'Brien

**ROLL CALL:** Mayor Richard D. O'Brien  
Vice Mayor Cal Campbell  
Councilmember Darlene Barber-Martinez  
Councilmember Leanne Jones Cruz  
Councilmember Jeanine Tucker

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### **CONFLICT OF INTEREST**

Council Members and Staff who would have a direct Conflict of Interest on any scheduled agenda item to be considered are to declare their conflict.

### **1. PUBLIC BUSINESS FROM THE FLOOR (No Action Can Be Taken)**

Pursuant to Government Code 54954.3, in reference to a special meeting, the public has the opportunity to address the City Council only on items appearing on this special meeting notice. Individual comments are limited to a **maximum of 5 minutes** per person and each person may speak once during this time. Time cannot be yielded to another person.

### **2. BUSINESS**

**Item 2.1:** **Discussion and Update of the City's Strategic Plan** – It is recommended that the City Council consider the City's Strategic Plan and provide direction and/or comments to guide Management Staff on the implementation and accomplishment of the Plan's goals.

### **ADJOURNMENT**

Any documents that are not privileged or part of a Closed Session provided to a majority of the City Council/LRA Board after distribution of the agenda packet, regarding any item on this agenda, will be made available for public inspection at North City Hall, 6707 Third Street, Riverbank, CA, during normal business hours.

### AFFIDAVIT OF POSTING

*I hereby certify under penalty of perjury, under the laws of the State of California that the foregoing agenda was posted on the City Hall bulletin board and the front entrance of the Riverbank Industrial Complex, LRA Offices, 24-hours prior to the meeting.*

*Dated this 26<sup>th</sup> day of February, 2014.*

*Annabelle Aguilar, CMC, City Clerk*

**Notice Regarding Americans with Disabilities Act:** In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk's Office at (209) 863-7122. Notification 48-hours before the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting [28 CFR 35.102-35.104 ADA Title II].

**Notice Regarding Non-English Speakers:** Pursuant to California Constitution Article III, Section IV, establishing English as the official language for the State of California, and in accordance with California Code of Civil Procedures Section 185, which requires proceedings before any State Court to be in English, notice is hereby given that all proceedings before the City of Riverbank City Council/LRA Board shall be in English and anyone wishing to address the Council is required to have a translator present who will take an oath to make an accurate translation from any language not English into the English language.

**General Information:** The City Council Members also serve as the LRA Board Members. The Riverbank City Council/LRA Board meets in the City Hall North Council Chambers. Regular City Council meetings are held on the 2nd and 4th Mondays of each month at 6:00 p.m. The Local Redevelopment Authority Board meets on an "as needed" basis. Meetings are held as indicated, unless otherwise noticed.

**Council/LRA Agenda:** The City Council/LRA Board agenda is posted pursuant to the California Brown Act, which only requires these agenda title pages to be posted near the entrance of the location where the meeting is to be held and, if available, on the City's website. Additional documents may be provided by the City in its efforts of transparency to keep the public well informed. **The agenda packet (agenda plus supporting documents) are posted for public review at the City Clerk's Office, 6707 Third Street, Riverbank, CA and at [www.riverbank.org](http://www.riverbank.org).** A subscription to receive the agenda can be purchased for a nominal fee through the City Clerk's Office.

**Public Hearings:** In general, a public hearing is an open consideration within a regular meeting of the City Council or a meeting of the LRA, for which special notice has been given and may be required. During a specified portion of the hearing, any resident or concerned individual is invited to present protests or offer support for the subject under consideration.

**Questions:** Contact the City Clerk at (209) 863-7122 or [aaguilar@riverbank.org](mailto:aaguilar@riverbank.org)

## **SPECIAL RIVERBANK CITY COUNCIL AGENDA ITEM NO. 2.1**

### **SECTION 2: BUSINESS**

|                      |                                                    |
|----------------------|----------------------------------------------------|
| <b>Meeting Date:</b> | March 3, 2014                                      |
| <b>Subject:</b>      | Discussion and Update of the City's Strategic Plan |
| <b>From:</b>         | Jill Anderson, City Manager                        |
| <b>Submitted by:</b> | Annabelle Aguilar, CMC, City Clerk                 |

#### **RECOMMENDATION**

It is recommended that the City Council consider the City's Strategic Plan and provide direction and/or comments to guide Management Staff on the implementation and accomplishment of the Plan's goals.

#### **SUMMARY**

A special public meeting was held by the City Council on February 27, 2013, to strategize with Management Staff and public participants, on the development of the City's mission statement, specific three-year goals, and an overall strategic plan document containing measurable objectives and anticipated timelines of accomplishment. The strategic plan serves as a useful tool to guide the City, during prosperous or economically challenging times, on where to best allocate the City's available human and financial resources, in the interest of providing the best municipal services to the citizens and businesses of Riverbank.

The City Council established a six-month planning review period to assess the progression of the strategic plan objectives and to adjust the plan as needed in response to a changing environment. The Special City Council meeting scheduled on Monday, March 3, 2014, is a strategic planning session to follow up with the last review held on September 9, 2013. The strategic plan's progression will be assessed in order to determine if any fundamental decisions and changes are necessary to adjust the City's plan of actions to meet the City's goals.

#### **BACKGROUND**

At City Council's request in response to economic challenges and the growing needs and demands placed upon the City, a public strategic planning session was held with Management Staff on February 27, 2013. As a result, the City developed the following:

### ***Mission Statement***

*The City of Riverbank is committed to providing exceptional municipal services in a fiscally sound and professionally responsible manner for our community.*

### ***Three-Year Goals*** ***(Not in priority order)***

- Enhance Public Safety
- Improve and maintain infrastructure and facilities
- Enhance professionalism and customer service
- Achieve and maintain financial stability and sustainability
- Retain and attract businesses

### ***City Strategic Plan***

The City's strategic Plan is a matrix of goals, objectives, and target dates overseen by the City Manager who coordinates the implementation of the plan with the City's departments and divisions. The strategic plan is a working document that will continuously be modified in careful consideration of the changing factors affecting the City's services, operations, and resources.

### **FINANCIAL IMPACT**

In accordance with the approved City budget, there are various financial allocations. Adjustments of funds may be necessary as the objectives of the strategic plan are modified and upon the direction provided by the City Council.

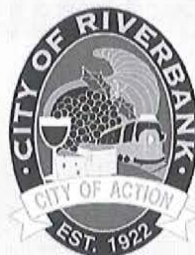
### **ATTACHMENTS**

1. Copy of the 01/13/2014 Strategic Plan presentation

# City of Riverbank Strategic Plan Update



## Mission Statement



***The City of Riverbank is  
committed to providing  
exceptional municipal services in  
a fiscally sound and  
professionally responsible  
manner for our community.***

## **Three-Year Goals**

- **Enhance Public Safety**
- **Improve and Maintain Infrastructure and Facilities**
- **Enhance Professionalism and Customer Service**
- **Achieve and Maintain Financial Stability and Sustainability**
- **Retain and Attract Businesses**

## **Core Values**

- **Professionalism**
- **Transparency**
- **Teamwork**
- **Respectful behavior**
- **Fiscal Responsibility**
- **Integrity and Ethical Behavior**

## Goal: Enhance Public Safety

| Objective                                                                                                                                                                                          | Target Date   | Comment     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------|
| 1. Develop a schedule and protocol for the speed trailer and begin use of the trailer on city streets to reduce speeding and increase traffic safety.                                              | Nov. 1, 2013  | Completed   |
| 2. Meet with three Riverbank care homes to communicate city/community concerns and begin to identify potential solutions with a report of the results to the City Council.                         | Nov.15, 2013  | In Progress |
| 3. Identify how to improve safety and the quality of life issues for tenants and residents and report the results to the City Council.<br><u>•Meetings are being scheduled with the care homes</u> | Feb. 15, 2014 | In Progress |

## Goal: Enhance Public Safety

| Objective                                                                                                                                                                                                                                          | Target Date                                    | Comment                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------------------------------------------------------------|
| 4. Develop an interim update and distribute to all staff the City of Riverbank Emergency Response Plan.<br>• <u>Current plan available to staff via the Intranet</u><br>• <u>Currently working with the County and State to update entire plan</u> | March 1, 2014<br>Target Date to be rescheduled | In Progress                                                       |
| 5. Present to the City Council for consideration graffiti abatement measures.<br>• <u>Meeting with BNSF has prompted faster clean up of graffiti</u>                                                                                               | March 1, 2014                                  | In Progress                                                       |
| 6. Conduct a staff scenario-based tabletop exercise for emergency preparedness utilizing ICS (Incident Command System)/NIMS (National Incident Management System).                                                                                 | March 1, 2014                                  | Suggested to postpone until updated ER Response Plan is completed |

## Goal: Improve and Maintain Infrastructure and Facilities

| Objective                                                                                                                                                                                                                                                                                                                                           | Target Date                                                    | Comment                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------|
| 1. Present to the City Council the results of a Request for Qualifications (RFQ) for an architect to prepare a conceptual design for Community Center renovations, pool locker rooms and City Hall façade and the cost estimates.<br>• <u>RFQ currently in progress</u><br>• <u>Walk through with Architects scheduled for week of January 27th</u> | <del>Jan. 15, 2014</del><br>Feb. 2014                          | In Progress                        |
| 2. Update the ADA Transition Plan and present to the City Council for action.<br>• <u>To be reviewed at Mid Year Budget</u>                                                                                                                                                                                                                         | <del>Jan. 15, 2014</del>                                       | Postpone due to Budget Constraints |
| 3. Recommend to the City Manager and Finance Director for inclusion in the FY 2013-2014 mid-year review a Sewer and Water Rate Study, including cost estimates.                                                                                                                                                                                     | <del>Feb. 10, 2014</del><br>March 2014<br>City Council Meeting | In Progress                        |

## Goal: Improve and Maintain Infrastructure and Facilities

| Objective                                                                                                                                                             | Target Date   | Comment     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------|
| 4. Bring forth a draft "Complete Street Policy and Standards" to the City Council for its review and direction.                                                       | March 1, 2014 | In Progress |
| 5. Recommend to the City Manager and Finance Director for inclusion in the FY 2014-2015 budget the cost estimates for the Sewer, Street and Park Master Plan updates. | March 1, 2014 | On Schedule |
| 6. Complete and present to the City Council for action the Nexus Study Update of SDF (System Development Fees).<br>• <u>Working with Consult to finalize draft</u>    | March 1, 2014 | In Progress |
| 7. Evaluate the need for HVAC and pool boiler replacement, including costs, and present to the City Manager and Finance Director.<br>• <u>Evaluation Completed</u>    | March 1, 2014 | In Progress |

## Goal: Enhance Professionalism and Customer Service

| Objective                                                                                                                                                                                                                                                 | Target Date   | Comment     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------|
| 1. Develop and propose to the Management Team for approval an Incentive Program for staff that participate in professional development and customer service training.                                                                                     | Oct. 1, 2013  | Completed   |
| 2. Develop and present at an all-staff meeting a list of 20 online courses in professional development and customer service and the incentive program for those who participate in the training.                                                          | Nov. 1, 2013  | In Progress |
| 3. Ensure that all Department Heads attend at least one professional training provided by the League of California Cities and/or professional organizations and provide feedback to the City Council.<br><u>•All Department Heads have been scheduled</u> | March 1, 2014 | In Progress |

## Goal: Enhance Professionalism and Customer Service

| Objective                                                                                                                                                                                                            | Target Date   | Comment     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------|
| 4. Prepare a list of trainings offered by ERMA (Employee Relations Management Assn.) and present to the Management Team.<br><u>•Waiting for 2014 Regional meeting scheduled to take place in Modesto this Spring</u> | March 1, 2014 | In Progress |
| 5. Develop, distribute, and analyze an Employee Job Satisfaction Survey and present the results to the Management Team and employees.<br><u>•Survey scheduled for February 2014</u>                                  | March 1, 2014 | In Progress |

## Goal: Achieve and Maintain Financial Stability and Sustainability

| Objective                                                                                                                                                                          | Target Date  | Comment   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|
| 1. Present to the City Council for consideration Memorandums of Understanding for the two city labor bargaining units for implementation in 2013-2014.                             | Nov. 1, 2013 | Completed |
| 2. Implement the new employee time tracking software to comply with granting policies and ensure accurate salary allocations for employees split between different funding sources | Nov. 1, 2013 | Completed |

## Goal: Retain and Attract Business

| Objective                                                                                                                                                                                                                 | Target Date                           | Comment     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------|
| 1. Recommend a mixed-use chapter of the zoning code for Riverbank and present to the City Council for its consideration.<br>• <u>Vision presented to Planning Commission November 2013 it is currently being reviewed</u> | Jan. 13, 2014<br>City Council meeting | In Progress |
| 2. Present the former Riverbank Army Ammunition Plant Specific Plan and EIR to the City Council for consideration.<br>• <u>Scheduled for January 27, 2014</u>                                                             | March 1, 2014                         | In Progress |
| 3. Present the Downtown Specific Plan to the City Council for its consideration.<br>• <u>This project will extend into the next Strategic Planning Period</u>                                                             | March 1, 2014                         | Extended    |

## Goal: Retain and Attract Business

| Objective                                                                                                                                                                                                                                                                                                                             | Target Date   | Comment                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------|
| <b>4. Hold at least three Mayor's Breakfasts with community businesses.</b><br><b><u>•Focus Moved to Non-Profit/ Faith based discussions</u></b><br><b><u>•Possible Gang Awareness Summit Spring</u></b>                                                                                                                              | March 1, 2014 | In Progress<br>Meetings held November 7, 2013 January 29, 2014 |
| <b>5. Evaluate the qualifications of the Master Developer proposals and report the results to the City Council.</b>                                                                                                                                                                                                                   | March 1, 2014 | In Progress                                                    |
| <b>6. Modify General Plan annexation policies to define smaller areas for potential annexation and development and present to the City Council for consideration.</b><br><b><u>•Special Joint Planning commission &amp; City Council meeting Nov. 4, 2013</u></b><br><b><u>•Scheduled to go to Planning Commission January 21</u></b> | March 1, 2014 | In Progress                                                    |

## Additional Issues

### Regional

- Regional Water matters
- Planning for North County Corridor
- Discussions regarding possible Countywide sales tax measure for transportation.
- Lower Stanislaus River Working Group

### Local

- Special Events
- District Elections

# **Next Strategic Plan Meeting**

**Monday, March 3, 2014**

## **City of Riverbank Strategic Plan Update**

