

DRAFT

1. CREATE A STRONG, SUSTAINABLE ECONOMIC BASE

Strategic Objectives	Performance Measures	Responsible Dept(s)	Target Completion Date
IMPLEMENT DOWNTOWN ECONOMIC DEVELOPMENT INITIATIVES	Engage stakeholders and form a public/private partnership to design Phase I Hinton & Exchange Avenues and identify funding sources	EDH/TPW/CD	DEC 2015
	Promote recent zoning changes to attract craft breweries and wineries	EDH/TPW/CD	ON-GOING
	Partner with SMART to complete access to the RRSQ platform, assist their formation of a development program for their property, and identify elements to create a positive visitor experience	EDH/TPW/CD	NOV 2016
	Promote the opening of the California Wine Museum	EDH	JUN 2016
IMPLEMENT PARKING DISTRICT ECONOMIC DEVELOPMENT INITIATIVES	Complete structural assessment and install solar panels on parking garage roofs if feasible	EDH	JUN 2016
	Install single space meter technology in Railroad Square		SEP 2015
	Develop a RRSQ area parking management plan in preparation for SMART arrival.		MAR 2016
	Seek market development opportunities for surface parking lots and/or Third Street Garage		JUN 2016
	Present progressive parking policy options to City Council		JUN 2016
IMPLEMENT KEY COMPONENTS OF THE ECONOMIC DEVELOPMENT STRATEGIC PLAN	Promote Santa Rosa's <i>OutThereSR</i> destination campaign assets to encourage overnight stays	EDH	ON-GOING
	Business Retention: recognize and promote Santa Rosa's industrial, advanced manufacturing, and food processing sectors	CD/EDH	ON-GOING
EVALUATE HOUSING INITIATIVES	Evaluate the development review process to recommend areas to streamline design review and reduce local regulatory barriers	CD	JUN 2016
	Decide if the General Fund will provide additional on-going resources for affordable housing local match financing	EDH	AUG 2015
DETERMINE GUIDELINES FOR EVALUATING REQUESTS FOR COMMUNITY IMPACT REPORTS	Prepare workplan and cost estimate for Council consideration	CD	OCT 2015
EXPLORE PROJECT LABOR AGREEMENTS	Conduct Study Session for Council consideration	CA	JUN 2015

REVIEW LOCAL PREFERENCE ORDINANCE	Conduct study session for Council review	FIN	APR 2015
IMPLEMENT OPEN DOOR INITIATIVE	Map the development process to identify areas of improvement Evaluate development review process to recommend areas to streamline design review and reduce regulatory barriers Create Service Hub	CMO/R&P/ FIN/IT	OCT 2015 APR 2016

2A. PROMOTE CITY ORGANIZATION THAT IS SERVICE-SUSTAINABLE AND MAINTAINS EMPLOYEE MORALE

Strategic Objectives	Performance Measures		
INVESTIGATE NEW OPPORTUNITIES TO ENHANCE EMPLOYEE MORALE	<i>Measures forthcoming</i>	HR	ON-GOING
		HR	ON-GOING
		HR	ON-GOING
REVIEW COUNCIL, BOARD AND COMMISSION ROLES, DUTIES AND RESPONSIBILITIES	Report to City Manager identifying current roles and responsibilities	CA	APR 2016

2B. FINANCIAL SUSTAINABILITY

Strategic Objectives	Performance Measures		
DEVELOP FUNDING PLAN FOR LONG-TERM UNFUNDED LIABILITIES, INCLUDING LABOR AND INFRASTRUCTURE, TO ACHIEVE FISCAL SUSTAINABILITY	Complete long-term financial plan	FIN	JUN 2015
	Create a framework for a comprehensive CIP that considers all City assets	TPW	DEC 2015
	Evaluate priorities to recommend General Fund appropriations to implement plan	FIN	APR 2016
EXPLORE TWO-YEAR FINANCIAL PLAN	Conduct study session for Council	FIN	JAN 2016
INVESTIGATE LOCAL PREFERENCE ORDINANCE	Conduct study session for Council review	FIN	APR 2015
EXPLORE ADDITIONAL FUNDING OPTIONS	Review the impacts and options of sunset of Measure P	FIN	NOV 2015
	Review Measure O	FIN	NOV 2015
	Consider ballot measure for vehicle use fee dedicated to trails and/or bikeways	CA/TPW/R&P	DEC 2015

3. PROVIDE LEADERSHIP FOR ENVIRONMENTAL INITIATIVES

Strategic Objectives	Performance Measures		
IMPROVE TRANSPORTATION NETWORK TO REDUCE VEHICLE MILES TRAVELED AND PROMOTE MULTI-MODAL TRANSPORTATION	<i>Measures forthcoming</i>	TPW	JUL 2016
	Visioning process for reimagining CityBus		DEC 2015
ESTABLISH SANTA ROSA AS A LEADER IN RESOURCE RECOVERY	Part of a coordinated Citywide approach to climate action planning with team formed in August 2014 to provide input and support	Water	JUN 2016
DEVELOP A TARGET FOR ENERGY INDEPENDENCE AND GHG REDUCTION	Part of a coordinated Citywide approach to climate action planning with team formed in August 2014 to provide input and support	Water	JUN 2016
REVIEW URBAN OPEN SPACE PLANS AND IMPROVE CREEKS AND OTHER WATERSHEDS	Finalizing conservation easement with SC Agricultural Preservation and Open Space District for Lower Colgan Creek Restoration Project	Water	JUN 2015
SUPPORT GREEN WASTE COLLECTION FOR MULTI-FAMILY DWELLINGS	Review franchise agreement and seek Council direction for amendment as needed	CA	SEPT 2015

4. MAINTAIN AND ENHANCE OUR CITY'S CULTURAL, HISTORICAL AND RECREATIONAL ASSETS

Strategic Objectives	Performance Measures		
SUPPORT EFFORTS OF SOUTHEAST GREENWAY CAMPAIGN	Complete Opportunities and Constraints assessment and present to Council	CD	JUL 2015
	Work with Greenway Campaign and other partners to acquire 52 acre Cal Trans right-of-way	CD	JUL 2017
	Engage public, prepare a general plan amendment to identify land uses, including a Greewy, and conduct environmental review	CD	DEC 2017
PROMOTE SANTA ROSA'S HISTORY	Determine the City's role in the 150th Anniversary celebration	R&P	MAR 2016
IMPLEMENT PUBLIC ARTS MASTER PLAN	Amend Public Art Policy	R&P	FEB 2016

5. IMPROVE PARTNERSHIPS BETWEEN NEIGHBORHOODS, COMMUNITY ORGANIZATIONS, SCHOOLS AND THE CITY TO SUPPORT AND PROMOTE THRIVING, INCLUSIVE AND DIVERSE NEIGHBORHOODS

Strategic Objectives	Performance Measures		
DEVELOP NEW FIVE YEAR VIOLENCE PREVENTION PARTNERSHIP STRATEGIC PLAN	Create plan and present to Council for adoption	CMO	DEC 2016
IMPLEMENT OPEN GOVERNMENT TASK FORCE RECOMMENDATIONS	Create Mission Statement, Vision and Values	CMO	Mar 2016
	Hire Director of Community Engagement	CMO	SEP 2015
	Adopt Sunshine ordinance	CA/CMO	MAR 2016
	Update website	IT	JUN 2016
ESTABLISH LEGISLATIVE AGENDA	Get direction from Council	CMO	JUL 2015
COMPLETE THE SPECIFIC PLAN FOR ROSELAND ANNEXATION AND CONSIDER ANNEXATION OF OTHER COUNTY AREAS IN SW AND SE SANTA ROSA	Adopt the Roseland Annexation Agreement with County	CD	APR 2016
	Adopt a specific plan/EIR for Southwest Santa Rosa	CD	SEP 2016
	Start annexation processes for Roseland Annexation	CD	OCT 2016
	Develop workplan for other County areas, evaluate costs, and bring to Council	CD	BEYOND 18 MO.

6. COMMIT TO MAKING SANTA ROSA A HEALTHY COMMUNITY WHERE PEOPLE FEEL SAFE TO LIVE, WORK AND PLAY

Strategic Objectives	Performance Measures		
EXPAND SMOKING ORDINANCE FOR PUBLIC/PRIVATE PLACES	Adopt ordinance (90% complete)	CD	MAY 2015
REVIEW AND ADJUST REDUCTIONS TO STREETLIGHT PROGRAM AND ASSESS NEW TECHNOLOGY	All streetlights that were intentionally turned off, will be turned on.	TPW	JUN 2016
SUPPORT EMERGENCY PREPAREDNESS OF RESIDENTS AND CITY STAFF	Reassessment of COPE program	FIRE	JUN 2016
CONTINUE DESIGN AND ENVIRONMENTAL REVIEW TO STUDY POSSIBLE IMPLEMENTATION OF BICYCLE AND PEDESTRIAN BRIDGE AT HIGHWAY 101 CROSSING NEAR VICINTY OF JENNINGS TO SRJC	Develop funding strategy to finalize Project Initiation Document (PID)	TPW	OCT 2016
	Develop funding strategy and implement environmental document	TPW	JUN 2017
CITY'S ROLE IN HOMELESSNESS	Review existing City services and responses to homelessness, including ordinance for sleeping in cars and parks	EDH	MAY 2015
	Conduct study session	EDH	MAY 2015
	Seek policy direction	EDH	JUN 2015
CONDUCT STUDY SESSION TO DISCUSS IMPACTS TO THE CITY OF ADOPTING A LIVING WAGE ORDINANCE		CA/FIN	JUN 2016

CONDUCT STUDY SESSION ON MOBILEHOME PARK RENT CONTROL AND ORDINANCE	Review the MBH ordinance. Study session with Council	EDH/CA	OCT 2015
EVALUATE POTENTIAL SERVICE AGREEMENT WITH RINCON VALLEY FIRE		FIRE	MAY 2016
CONDUCT STUDY SESSION TO DEVELOP VISION AND STRATEGY FOR CODE ENFORCEMENT		CD	OCT 2015
EVALUATE POTENTIAL FOR CITY ORDINANCE TO REGULATE USE OF REPLICA FIREARMS	Conduct study session	POLICE	SEP 2015