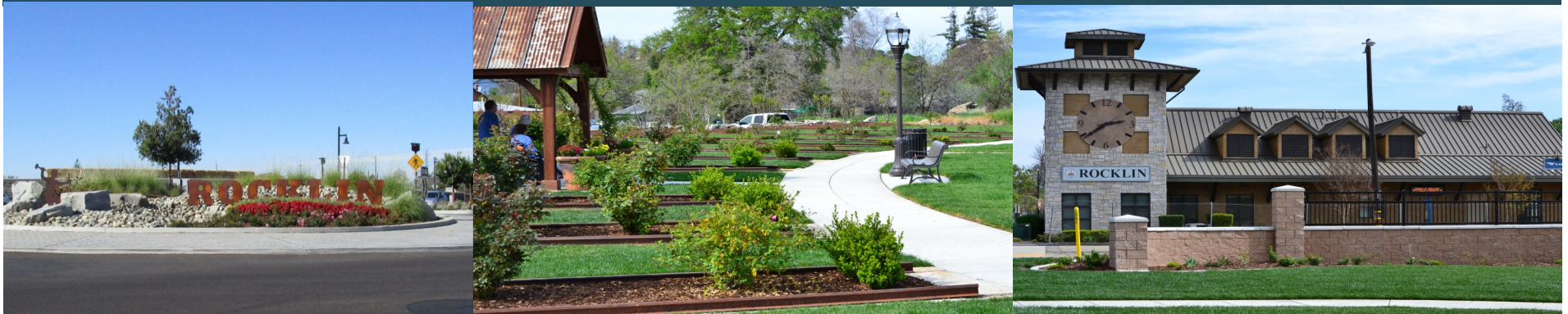


ROCKLIN STRATEGIC PLAN (2015-2020)

OFFICE OF THE CITY MANAGER



CITY COUNCIL

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Greg Janda, Vice Mayor

Scott Yuill, Councilmember

Diana Ruslin, Councilmember

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2015-2020

Rocklin's Guiding Principals



A Strategic Framework for the City of Rocklin and the Community to ensure our vision to provide its citizens with exceptional quality of life, while maintaining its small town sense of community.

The City of Rocklin's Strategic Areas of Emphasis:

- Maintain and Enhance the Physical Environment
- Promote a Safe and Secure Community
- Promote Economic Vitality
- Promote a Sustainable Community
- Promote Effective Government



City of Rocklin's Vision Statement:

- To become a city that provides its citizens with exceptional quality of life while maintaining its small town sense of community.

City of Rocklin Vision Principles:

- Rocklin views the safety of its citizens as vital and places a priority on public safety and emergency response
- Rocklin values education and its benefits to the community and is an active partner and supporter of community schools
- Rocklin is a community of neighborhoods; each unique and essential in preserving and promoting a diverse and welcoming community
- Rocklin emphasizes citizen engagement and views it as the cornerstone for community decision making
- Rocklin strives to be a sustainable community, both economically and environmentally
- Rocklin celebrates and builds on its rich history by protecting natural and cultural resources
- Rocklin values community recreation programs and a park system serving all residents

Executive Summary



The City of Rocklin Strategic Plan gives us – elected officials, employees, citizens, the business community and all who are interested in ensuring its future success the tools to align resources and decision making so that we do not run from uncertainty but embrace it and plan for it.

The Community Vision, which is the foundation of any long-range plan, is aspirational in nature and articulates the desired future state of the Community. It is intended to inspire stakeholders to a common goal and to guide policy and resource allocation decisions. Used properly it can outlast philosophical shifts or priority changes to ensure the City's progress continues along a path consistent with its resident's shared values.

An integral piece of the strategic planning process is to ensure that Rocklin operations and processes provide the appropriate environment for the City, its residents and businesses to succeed. Simply producing a strategic planning document does not ensure success. That requires effective leadership and an implementation plan that takes the current City practices to the next level by incorporating the concepts of the strategic plan into the City's day-to-day activities.



The Rocklin Strategic Plan is a five-year document intended to provide a higher level of strategic direction that will give the community a better sense of where the City is heading. Departmental Action Plans are designed to take the Strategic Plan and break it down into shorter, more actionable units. Action plans are developed and revised annually with no more than a two-year implementation schedule. The Departmental Action Plan is to be a working document that provides each department with tactical guidance on the specific “how” and “what” for achieving desired outcomes.

The Strategic Plan is one of the key tools for implementing the City's General Plan. The General Plan provides an overarching vision and sets policies for guiding the physical, economic, social and cultural development of the City over the next twenty years including a series of action plans. In contrast, the Strategic Plan looks more specifically at the next five years and outlines the strategies, projects and programs that will support a phased implementation of the General Plan. The City's Capital Improvement Plan (CIP), Annual Budget and Departmental Action Plans then prioritize these projects and programs on an annual basis.

Executive Summary



City of Rocklin 2015 - 2020 Population and Housing Projections		
Year	Population	Housing Units
2015	60,252 ¹	22,862 ¹
2016	61,393	23,295
2017	62,534	23,728
2018	63,675	24,161
2019	64,816	24,594
2020	65,957	25,027
Total Increase 2015 - 2020	5,705 persons	2,165 units

1 - Department of Finance January 2015 Estimate (released in Spring 2015)

Population projections assume 2.6 average persons per household

Assumptions equate to annual average of 433 new dwelling units per year (Single Family and MF combined)

Executive Summary



City of Rocklin Commercial Development	
2005-2015	
Year	Square Footage
2005	920,046
2006	730,644
2007	276,477
2008	62,768
2009	12,695
2010	6,656
2011	5,800
2012	321,768
2013	349,048
2014	126,172
2015	77,676
11 Years	2,889,750
Annual Average	262,705
Five Year Projection	1,313,523
City of Rocklin Commercial Development Forecast	
2016-2020	
Year	Square Footage
2016	262,705
2017	262,705
2018	262,705
2019	262,705
2020	262,705
5 Years	1,313,525

Please Note:

Based on the previous 11 years of commercial development, the Economic & Community Development Department is projecting an annual average of 262,705 square footage of commercial development for the next 5 years. In staff's opinion, the five-year forecast is **conservative** given that the annual average number includes limited activity during the recession; the depth and breadth of which is not likely to repeat in the next five years. Also, it's staff's opinion that **commercial activity will increase given the growing market and the City's increased focus on economic development.**

Executive Summary



5-Year Parks and Open Space Forecast (per 1,000 residents):

Update In Progress

5-Year Street Lane Miles Forecast:

Year	Lane Miles
2015	503.5
2016	509.5
2017	512.5
2018	516.0
2019	519.0
2020	521.0
Total Increase 2015-2020	17.5

Staff is projecting to add another 17.5 lane miles over the next 5 years and the projected grand total is 521 lane miles.

Executive Summary



Strategic Goals

During the past 122 years, Rocklin has developed a rich heritage and has made a significant imprint within Placer County and the Greater Sacramento area. The City of Rocklin is at an important juncture in its growth and development. Having recently updated our General Plan, and with the continuing economic recovery, Rocklin is experiencing substantial development demand for both residential and commercial uses. However, the remaining undeveloped land supply in the City is limited and build-out of major portions of the remaining neighborhoods and commercial districts is within the foreseeable future. Therefore, this Strategic Plan is critical to ensuring we retain a fiscally sustainable community while maintaining a Quality of Life that our citizens have come to expect.

The City organization seeks to deliver high-quality services to the community in a way that upholds the vision and values that make Rocklin one of the premier communities in Northern California.

The Five-Year Strategic Plan is a blueprint to help guide the City's day-to-day operations and its capital improvement and revitalization programs. The Strategic Plan is formulated into five distinct areas of emphasis. These goals are based on the understanding that investment of financial, physical and staff resources made today ensure that the City's quality of life is enhanced and preserved for its future residents.

The City Council, Boards and Commissions and Staff embrace the following five distinct Strategic Areas of Emphasis:

1. Maintain and Enhance the Physical Environment
2. Promote a Safe and Secure Community
3. Promote Economic Vitality
4. Promote a Sustainable Community
5. Promote Effective Government

Strategic Areas of Emphasis



1. Maintain and Enhance the Physical Environment

A Strategic Area of Emphasis of the City of Rocklin is to provide a clean and well-maintained environment for individuals who live, work and play within its boundaries. Rocklin's public facilities and infrastructure play an essential role in the fabric of the community, and the City seeks to develop and maintain infrastructure that is community-serving, resilient, high-performing, cost-effective, resource-efficient and environmentally friendly.

Public infrastructure consists of a range of facilities including streets and transportation systems, sewer, storm drainage, flood control and solid waste disposal facilities; water, gas and electric utilities, recreation and landscape facilities; and other local government facilities. Rocklin public facilities play a critical role in providing social services to residents, which enhance neighborhood stability, supplement housing and economic opportunities for community members and otherwise affect day-to-day life in the City.

The City of Rocklin seeks to integrate both the traditional and emerging best practices in urban planning, public policy and participatory community efforts. The extensive building and construction activity over the years have had a significant impact on the environment and the use of resources (materials, energy, water and land). Understanding the relationship between the physical infrastructure and the environment will help Rocklin plan effectively for future land uses, transportation, housing and civic facilities that shape the quality of life for residents.

1.1 Ensure High Quality Design in SF Residential

Description of Objective

To collaborate with decision makers, stakeholders and the public resulting in clear guidance regarding design expectations to be incorporated in Small Lot Single Family Residential Projects and considered in other Single Family Residential proposals.



Single-family home

SUPPORTING ACTIONS FOR OBJECTIVE 1.1

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.1a	Enhance the City's existing Design Criteria and Guidelines applicable to Small Lot Single Family Residential projects and for consideration in other single family residential proposals.	Adoption of updated Criteria and Guidelines Staff and developer use and reliance on updated documents for purposes of streamlining project processing	LU-13 Review proposals for new residential development for compatibility with the character and scale of nearby neighborhoods, while providing a variety of densities and housing types as reflected by the zoning and land use designation of the infill property.	Economic & Community Development	Q3

1.2 Develop Oak Woodland Preservation Strategy

Description of Objective

Identify potential property for purpose of oak woodland preservation and develop a strategy to create public spaces within preserved properties for the public to enjoy.



Oak Tree

SUPPORTING ACTIONS FOR OBJECTIVE 1.2

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.2a	Create inventory of possible oak woodland preservation sites and determine the financial feasibility of obtaining them.	Inventory of possible oak woodland preservation sites. Completion of site purchases.	LU-51 Enhance and preserve the special natural features of the Central Rocklin, Downtown Rocklin Plan and Civic Center area to the extent feasible, including oak trees, quarries and rock outcrops. OCR-57 Encourage urban design and form that conserves land and other resources.	Public Services with support from ECD	Q1
1.2b	Design public access and educational information that encourages use of oak woodland preservation sites by the public.	Complete designs for signage and plans for typical amenities to be included within oak woodland preservation sites.	GOAL FOR THE PRESERVATION OF OPEN SPACE LAND FOR NATURAL RESOURCES: To designate, protect, and conserve open space land in a manner that protects natural resources and balances needs for the economic, physical and social development of the City.	Public Services with support from ECD	Q2

Chapter 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

1.3 Implement ADA Transition Plan

Description of Objective

Incorporate repairs outlined in the ADA assessment and continue to incorporate ADA guidelines on new projects for the facilities, streets, and parks as outlined in the transition plan.



SUPPORTING ACTIONS FOR OBJECTIVE 1.3

Generic ADA Transition Plan Logo

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.3a	Create a prioritization list of identified barriers from the ADA assessment.	Identifying barrier removal in conjunction with upcoming projects and identifying potential funding sources for repairs.	C-56 Improve bicyclist and pedestrian safety through such methods as signage, lighting, traffic controls, and crosswalks.	Public Services	Q2
1.3b	Work with developers to ensure ADA compliance is a part of their projects.	Have all new construction meet current minimum ADA requirements.	C-56 Improve bicyclist and pedestrian safety through such methods as signage, lighting, traffic controls, and crosswalks. PF-14 Require that projects be designed with adequate access for emergency services and general circulation. Such design should typically include the provision of multiple points of access.	Public Services	Q1

SUPPORTING ACTIONS FOR OBJECTIVE 1.3 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.3c	Seek alternative funding sources for identified ADA compliance projects. e.g. Safe Routes to Schools grant	Receive project approval for the proposed Safe Routes to Schools projects.	C-56 Improve bicyclist and pedestrian safety through such methods as signage, lighting, traffic controls, and crosswalks. PF-14 Require that projects be designed with adequate access for emergency services and general circulation. Such design should typically include the provision of multiple points of access.	Public Services	Q3

Chapter 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

1.4 Develop & Implement City Infrastructure Plan

Description of Objective

Create and implement a city-wide infrastructure maintenance plan



Sidewalk Repair on Rocklin Rd.

SUPPORTING ACTIONS FOR OBJECTIVE 1.4

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.4a	Create and implement the five-year pavement management plan. Prioritize pavement areas while taking into account available fund dollars vs. roadway impacts and identify new road resurfacing materials.	Having the next 5 years of resurfacing projects identified including what preventative product to use. Projects will be prioritized on Pavement Condition Index (PCI) and will identify budget shortfalls to maintain all roadways.	C-27 Design and phase construction improvements to minimize disruption to local residents and traffic, to the extent feasible. C-31 Design road improvements and new road alignments to avoid or minimize disturbance to identified cultural resources, where feasible. PF-38 Coordinate roadway maintenance and construction projects with utility companies and private developers to minimize pavement cuts in new or resurfaced streets.	Public Services	Q3

SUPPORTING ACTIONS FOR OBJECTIVE 1.4 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.4b	Evaluate PCI of all roadways to determine which roadways can be treated with a preventative treatment vs. having to perform a roadway reconstruction.	Inventory and monitor the PCI for all roadways. Establishment of a priority scale for roads to receive preventative maintenance vs. roads that are needing a full reconstruction.	C-27 Design and phase construction improvements to minimize disruption to local residents and traffic, to the extent feasible. PF-38 Coordinate roadway maintenance and construction projects with utility companies and private developers to minimize pavement cuts in new or resurfaced streets.	Public Services Q2

Chapter 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

1.5 Review all City Owned Parks & Landscaping for Beautification and Sustainability Opportunities

Description of Objective

To improve, enhance and restore the City's street medians, roadways, and parkland, while creating an environmentally friendly and welcoming atmosphere for our residents and visitors.



Updated Landscaping along Sunset Blvd.

SUPPORTING ACTIONS FOR OBJECTIVE 1.5

Supporting Actions		Success Indicators	General Plan Relationship	Lead Dept.	Date
1.5a	Replace turf with drought tolerant plants and drip irrigation in specific park and street median areas.	Decrease water usage by the percentage mandated by Placer County Water Agency (PCWA).	OCR-60 Work with Placer County Water Agency to ensure that available methods and techniques to conserve potable water supplies are applied in Rocklin.	Public Services	Q6
1.5b	Convert irrigation management system from Maxicom to IQ as current irrigation clocks reach end of life.	Replacement of irrigation clocks approved in the operation budget for the fiscal year 2015/2016 with IQ clocks that are 20% less expensive than Maxicom clocks.	OCR-26 Maintain a Park Repair and Development Fund that receives revenues from a variety of sources.	Public Services	Q4

SUPPORTING ACTIONS FOR OBJECTIVE 1.5 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.5c	Re-stain existing sun faded median brick patterns on Sunset Blvd. from Pacific St. to Hwy 65	Uniform appearance of all City medians from old town area to the newer developed areas.	LU-31 Promote and renew as needed, the Pacific Street, Rocklin Road, Sunset Blvd., Granite Drive, Lone Tree, Blue Oaks, and the Highway 65 corridor business districts in order to provide diversified business opportunities and greater pedestrian orientation. C-24 Require landscaping and tree planting along major new streets, properties abutting highways/freeways and along existing streets as appropriate.	Public Services Q7
1.5d	Replace chain link fencing with wrought iron fence at the Sunset Train Overpass and remaining 50% at Rocklin Road/I-80	Replacement of the dated chain link fence with tubular steel fence to match the safety fencing installed on Front Street adjacent to the railroad tracks.	C-33 Seek improvement to existing railroad crossings and construction of new grade separated crossings or undercrossings where appropriate and feasible.	Public Services Q8
1.5e	Update street landscape specifications	Creation of new city standard specifications that are consistent with current practices and regulations for water conservation.	C-24 Require landscaping and tree planting along major new streets, properties abutting highways/freeways and along existing streets as appropriate.	Public Services Q2

SUPPORTING ACTIONS FOR OBJECTIVE 1.5 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.5f	Finalize the B Street Pedestrian Corridor Design	Support of final design by B Street Residents Creation of Project Construction Plans and Specifications including an Engineer's Estimate	OCR-44 Support continued development of an urban forest within the City by incorporating appropriate tree species and implementing proper planting and maintenance practices within public rights-of-way and public and private development projects.	Public Services	Q8
1.5g	Replace existing outdated play structure at Twin Oaks Community Park. The current structure has exceeded its useful life and no longer meets the Consumer Product Safety Commission (CPSC) safety guidelines.	Installation of a new play structure that meets all current regulations including ADA (Americans with Disabilities Act).	OCR-33 Provide active recreation facilities and related infrastructure within community parks, such as lighted athletic fields, soccer fields, softball diamonds, and parking areas. OCR-12 Provide for park and other outdoor recreational needs, both active and passive, through methods including but not limited to: collection of park user fees, dedication of parkland, or a combination of both; rehabilitation of existing park and recreation facilities; requiring the installation of park improvements; and requiring that financial mechanisms be created for long-term park and/or open space operation and maintenance.	Public Services	Q8

SUPPORTING ACTIONS FOR OBJECTIVE 1.5 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.5h	Neighborhood Park renovations to include: updating aging irrigation systems, inspecting/repairing concrete trip hazards, updating security lighting, etc.	Mitigation of identified park liabilities and risk.	<p>OCR-12 Provide for park and other outdoor recreational needs, both active and passive, through methods including but not limited to: collection of park user fees, dedication of parkland, or a combination of both; rehabilitation of existing park and recreation facilities; requiring the installation of park improvements; and requiring that financial mechanisms be created for long-term park and/or open space operation and maintenance.</p> <p>OCR-34 Provide recreation facilities for neighborhood residential areas in neighborhood parks that include informal turf areas, playgrounds, and passive recreation activities.</p>	Public Services	Q12

SUPPORTING ACTIONS FOR OBJECTIVE 1.5 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.5i	Create and implement a tree removal policy defining hazardous vs. nuisance trees that are City owned.	Identification and removal of hazardous or nuisance trees that are maintained by the city.	OCR-44 Support continued development of an urban forest within the City by incorporating appropriate tree species and implementing proper planting and maintenance practices within public rights-of-way and public and private development projects.	Public Services	Q1
1.5j	Implementation of Parks and Trails Master Plan recommendations	<p>Review and establishment of priorities based on highest community need and available budget.</p> <p>Identification of potential funding sources such as grants to fund upgrades.</p>	<p>OCR-33 Provide active recreation facilities and related infrastructure within community parks, such as lighted athletic fields, soccer fields, softball diamonds, and parking areas.</p> <p>OCR-35 Seek funding sources for a variety of recreational programs and facilities, including program fees, lease agreements and concessions, State and Federal funds, and the City Americans with Disabilities Act Superfund.</p>	Public Services	Q4

Chapter 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

1.6 Public Art Program Implementation

Description of Objective

Implement the goals and objectives of the Public Arts Master Plan through coordination with City Departments, Public-Private Partnerships, and creation of new policy.



Public Art Master Plan Cover

SUPPORTING ACTIONS FOR OBJECTIVE 1.6

Supporting Actions		Success Indicators	General Plan Relationship	Lead Dept.	Date
1.6a	Implement the goals and objectives from the Public Art Master Plan	<p>Creation of a policy that requires all C.I.P. construction projects to include 1% of construction costs as an art component.</p> <p>Creation of a voluntary Public Art program for developers to participate in.</p> <p>Increased art elements and additional art offerings as part of the Special Events.</p> <p>Partnering with Rocklin Fine Arts as a Non-Profit Organization to enhance the arts within</p>	<p>OCR-30 Provide recreation programs that meet resident needs.</p> <p>OCR-32 Support and cooperate with Rocklin-based volunteer groups and organizations that provide recreation activities to all citizens, particularly young people and senior citizens.</p> <p>PF-10 Encourage public/private partnerships such as joint use of offices, recreational facilities, open space, and the delivery of public services by private sector suppliers.</p>	Public Services	Q4

Chapter 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

1.7 Keep Open Space Areas Free of Trash and Debris

Description of Objective

Provide education on the importance of open space areas and encourage citizen participation in keeping open space areas free of trash and debris.



City of Rocklin Open Space Map

SUPPORTING ACTIONS FOR OBJECTIVE 1.7

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.7a	Engage the community in the abatement and/or recycling of trash and debris from the open space	Hold quarterly community service days to perform litter and debris abatement in the open space areas within Rocklin.	OCR-29 Encourage participation by community volunteers in park development, repair and maintenance.	Public Services	Q4
1.7b	Educate the community on the importance of open space areas and on the benefits of reducing, reusing, and recycling solid waste and other materials such as oil, paint, and antifreeze.	Attend at least 3 public events with our Environmental Services Outreach booth to educate the community on the benefits of reducing, reusing, and recycling solid waste and other materials such as oil, paint, and antifreeze.	OCR-52 Consult with other agencies to develop public education programs that will encourage residents to minimize pollutant and sediments reaching receiving waters. PF-30 Support public education programs in order to reduce. Recycle, and reuse solid waste and other materials such as oil, paint, and antifreeze in order to reduce landfill disposal.	Public Services	Q4

SUPPORTING ACTIONS FOR OBJECTIVE 1.7 (continued)

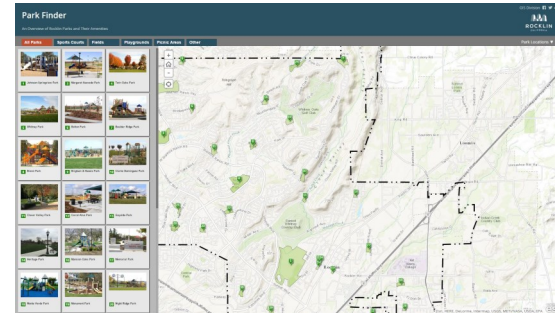
Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.7c	Continue to expand education and outreach programs at local schools to encourage minimization of pollutant and sediments reaching the creeks and streams	<p>Partner with Rocklin Unified School District and charter schools in Rocklin to educate the youth of Rocklin on how to minimize pollutants and sediments from reaching the water ways.</p> <p>OCR-29 Encourage participation by community volunteers in park development, repair and maintenance.</p> <p>OCR-52 Consult with other agencies to develop public education programs that will encourage residents to minimize pollutant and sediments reaching receiving waters.</p> <p>OCR-53 Encourage measures promoting proper disposal of pollutants to the sanitary sewer or hazardous waste facilities rather than to the storm drainage system.</p>	Public Services	Q5

Chapter 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

1.8 Public Services Technology Enhancements

Description of Objective

Implement improved technology for providing dependable customer service to the community and staff.



GIS Park Finder Landing Page

SUPPORTING ACTIONS FOR OBJECTIVE 1.8

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.8a	Develop and deploy a smartphone app for citizens to report maintenance issues, i.e., broken landscape/park sprinklers, light pole/traffic light issues, etc.	Faster response time to the needs of the community and the ability to generate multiple report types on the requests received.	OCR-29 Encourage participation by community volunteers in park development, repair and maintenance. PF-9 Provide for the ongoing operation and maintenance of City services through the use of existing or new Community Facilities Districts, Lighting and Landscaping Districts, Park Development and Maintenance Districts, special taxes and other similar financing mechanisms.	Public Services	Q2

SUPPORTING ACTIONS FOR OBJECTIVE 1.8 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.8b	Integrate fuel transaction data seamlessly into the Fleet software system to automate preventive maintenance work order generation and identify any diagnostic codes stored in the vehicle computer.	<p>Improved fleet management based upon current and accurate meter readings and auto-notification of any diagnostic trouble codes. The data can be used for tracking:</p> <ul style="list-style-type: none"> • Preventive Maintenance • Future Capital Replacement Estimation • Fuel Consumption • Vehicle Performance 	PF-7 Maintain and update a plan for public facilities that includes projected staff needs and building space requirements.	Public Services	Q2
1.8c	Introduce “All Electric” vehicles into the City.	Increase energy security, improve fuel economy, lower fuel costs, and reduce emissions.	OCR-59 Continue to consult with the Placer County Air Pollution Control District in the development of stationary and mobile source control measures affecting the City of Rocklin.	Public Services	Q1
1.8d	Provide a public facing GIS mapping service.	<p>Successfully deploy various maps for public access that may include:</p> <ul style="list-style-type: none"> • Park Amenities • Historical Sites or other Points of interest 	PF-7 Maintain and update a plan for public facilities that includes projected staff needs and building space requirements.	Public Services	Q4

SUPPORTING ACTIONS FOR OBJECTIVE 1.8 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.8e	Utilize various photo/video to inventory city assets during regular inspection.	Implement use of drone video inspection as supported by the Police and Fire departments.	PF-7 Maintain and update a plan for public facilities that includes projected staff needs and building space requirements.	Public Services	Q1
1.8f	Review and analyze the Wi-Fi usage from Public Wi-Fi systems in the community parks	Creation of usage report identifying the number of times the system was used by the public. This data can be used for possible program expansion and for marketing advertisement space to Rocklin businesses.	PF-10 Encourage public/private partnerships, such as joint use of offices, recreational facilities, open space, and the delivery of public services by private sector suppliers. PF-36 Encourage the development of wireless communication systems and facilities and direct cellular antennas to commercial, industrial, and publically owned sites.	Public Services	Q3

Chapter 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

1.9 City-Wide Open Space Management

Description of Objective

Create, adopt, and implement a city-wide open space management plan.



City Open Space Areas

SUPPORTING ACTIONS FOR OBJECTIVE 1.9

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.9a	Create a draft city-wide open space management plan	Approval of the plan by U.S. Army Corps of Engineers allowing for one document to provide guidance on the maintenance and operations of all open space within the City of Rocklin	S-18 Incorporate fuel modification/fire hazard planning (e.g. weed abatement, open space management plans, firebreaks, planting restrictions) on lands (both public and private) that contain terrain and vegetative features such as grass, woodlands, and severe slopes.	Public Services	Q1
1.9b	Adopt approved draft city-wide open space management plan	Adoption of plan by City Council allowing for one document to provide guidance on the maintenance and operations of all open space within the City of Rocklin	S-18 Incorporate fuel modification/fire hazard planning (e.g. weed abatement, open space management plans, firebreaks, planting restrictions) on lands (both public and private) that contain terrain and vegetative features such as grass, woodlands, and severe slopes.	Public Services	Q2

SUPPORTING ACTIONS FOR OBJECTIVE 1.9 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.9c	Implement adopted city-wide open space management plan by following the maintenance and operations procedures.	<ul style="list-style-type: none"> • Produce a new Request for Proposal to retain the services of an environmental consulting firm to adhere to all of the new procedures and document the monitoring and reporting of the open space areas. • Identify and fund new fencing projects. • Remove illegal access points to the open space. • Adopt new open space areas into the plan. 	S-18 Incorporate fuel modification/fire hazard planning (e.g. weed abatement, open space management plans, firebreaks, planting restrictions) on lands (both public and private) that contain terrain and vegetative features such as grass, woodlands, and severe slopes.	Public Services	Q2
1.9d	Update the status of the weed abatement and grazing programs on the website	Provide regular updates on the program to include information about grazing and other weed abatement work that is occurring within the City. Maintain accurate contact information and schedules to provide transparency to the residents.	S-18 Incorporate fuel modification/fire hazard planning (e.g. weed abatement, open space management plans, firebreaks, planting restrictions) on lands (both public and private) that contain terrain and vegetative features such as grass, woodlands, and severe slopes.	Public Services	Q4

SUPPORTING ACTIONS FOR OBJECTIVE 1.9 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.9e	Create and implement a fuel loads reduction plan	Adoption of the fuel loads reduction plan by City Council and the implementation of this plan throughout the City on both private and public areas. Utilization of partnerships with CalFire and other agencies that are interested in fuel load reduction.	S-18 Incorporate fuel modification/fire hazard planning (e.g. weed abatement, open space management plans, firebreaks, planting restrictions) on lands (both public and private) that contain terrain and vegetative features such as grass, woodlands, and severe slopes.	Public Services Q3

CHAPTER 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

1.10 Storm Water Management Plan

Description of Objective

Update the storm water management plan by expanding existing programs and implementing additional inspections of streams, outfalls, and inlets.



*Drainage Channel at
Kathy Lund Park*

SUPPORTING ACTIONS FOR OBJECTIVE 1.10

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.10a	Expansion of the Adopt-a-Creek program	Benchmark against other agencies to maintain an effective program and to “adopt” additional creeks as part of the program.	OCR-29 Encourage participation by community volunteers in park development, repair and maintenance. OCR-52 Consult with other agencies to develop public education programs that will encourage residents to minimize pollutants and sediments reaching receiving waters	Public Services	Q4

SUPPORTING ACTIONS FOR OBJECTIVE 1.10 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.10b	Conduct stream and outfall inspections to determine operational efficiencies and potential maintenance issues and/or system failures.	Creation of maintenance best practices, inspection of streams and outfalls, and establishment of potential funding sources for capital replacements.	OCR-49 Minimize the degradation of water quality through use of erosion control plans and BMPs. OCR-53 Encourage measures promoting proper disposal of pollutants to the sanitary sewer or hazardous waste facilities rather than to the storm drainage system.	Public Services	Q1
1.10c	Partner with regional groups for MS4 Permit requirements	New and continued partnerships for conservancy and cost sharing.	OCR-52 Consult with other agencies to develop public education programs that will encourage residents to minimize pollutants and sediments reaching receiving waters	Public Services	Q4
1.10d	Create a Storm Water System Master Plan	Creation of Storm Water System Master Plan based on the information contained in the Storm Water System assessment. The plan should include: <ul style="list-style-type: none"> • Maintenance Best Practices • Preventative Maintenance Schedules • Capital Replacement/ Upgrade Projects • Identification of Operation and Capital funding requirements 	OCR-54 Establish and coordinate operations and maintenance procedures for all City departments to assure that water quality objectives are not threatened by City operations and to serve as an example for the community.	Public Services	Q3

SUPPORTING ACTIONS FOR OBJECTIVE 1.10 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.10e Establishment of funding sources for the Storm Water System Master Plan Implementation	Working with finance to determine different funding sources such as: <ul style="list-style-type: none"> • Additional CFD's • Establishment of fees or tax opportunities 	OCR-54 Establish and coordinate operations and maintenance procedures for all City departments to assure that water quality objectives are not threatened by City operations and to serve as an example for the community.	Public Services	Q5

CHAPTER 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

1.11 Traffic Enhancements and Upgrades

Description of Objective

Maintain and enhance street aesthetics while sustaining a steady flow of traffic in a safe and secure manner.



Residential Traffic Calming

SUPPORTING ACTIONS FOR OBJECTIVE 1.11

Supporting Actions		Success Indicators	General Plan Relationship	Lead Dept.	Date
1.11a	Installation of new decorative signs, poles, and light fixtures city wide.	Replacement of damaged and/or aging signs throughout the city. Installation of decorative fixtures in designated areas such as the Quarry District.	C-20 Maintain street design standards for arterials, collectors and local streets. C-56 Improve bicyclist and pedestrian safety through such methods as signage, lighting, traffic controls, and crosswalks.	Public Services	Q7
1.11b	Perform adjustments to traffic signal timing to maintain an acceptable level of service as traffic patterns change.	Having all of intersections within the city limits function at an acceptable level of service.	C-7 Monitor traffic on City streets to determine improvements needed to maintain an acceptable Level of Service. C-19 Maintain existing streets in a safe condition. CONTINUED ON NEXT PAGE...	Public Services	Q4

SUPPORTING ACTIONS FOR OBJECTIVE 1.11 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.11c	Retrofit incandescent and outdated street lighting to LED lighting.	<p>Installation of additional LED street lighting to provide additional lighting on city roadways while reducing energy consumption and lowering electricity costs.</p>	<p>C-22 Interconnect traffic signals and/or consider the use of roundabouts where financially feasible and warranted to provide flexibility in controlling traffic movements at intersections.</p> <p>C-56 Improve bicyclist and pedestrian safety through such methods as signage, lighting, traffic controls, and crosswalks.</p> <p>C-56 Improve bicyclist and pedestrian safety through such methods as signage, lighting, traffic controls, and crosswalks.</p> <p>PF-9 Provide for the ongoing operation and maintenance of City services through the use of existing or new Community Facilities Districts, Lighting and Landscaping Districts, Park Development and Maintenance Districts, special taxes and other similar financing mechanisms.</p>	Public Services Q8
1.11d	Replace aging street signage to meet retro-reflectivity requirements	<p>Installation of new retro-reflective signs that provide citizens and emergency vehicles direction during all hours.</p>	<p>C-23 Require street designs where appropriate to connect neighborhoods. These connections allow for vehicular and pedestrian use and for the efficient movement of service and emergency vehicles.</p> <p>C-56 Improve bicyclist and pedestrian safety through such methods as signage, lighting, traffic controls, and crosswalks.</p>	Public Services Q3

SUPPORTING ACTIONS FOR OBJECTIVE 1.11 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.11e	Install and maintain redundant power sources at all signalized intersections	Replacement of the batteries and/or battery backup system to power all intersections in case of power failure.	<p>C-56 Improve bicyclist and pedestrian safety through such methods as signage, lighting, traffic controls, and crosswalks.</p> <p>PF-9 Provide for the ongoing operation and maintenance of City services through the use of existing or new Community Facilities Districts, Lighting and Landscaping Districts, Park Development and Maintenance Districts, special taxes and other similar financing mechanisms.</p>	Public Services	Q8
1.11f	Creation of a Roundabouts 1st Policy Document	Adoption and implementation of the Roundabout 1st Policy.	<p>C-7 Monitor traffic on City streets to determine improvements needed to maintain an acceptable Level of Service.</p> <p>C-15 Reduce the potential for the use of local residential streets as shortcuts for through traffic on streets that are not improved to full City standards.</p> <p>C-22 Interconnect traffic signals and/or consider the use of roundabouts where financially feasible and warranted to provide flexibility in controlling traffic movements at intersections.</p> <p>C-56 Improve bicyclist and pedestrian safety through such methods as signage, lighting, traffic controls, and crosswalks.</p>	Public Services	Q2

SUPPORTING ACTIONS FOR OBJECTIVE 1.11 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.11g	<p>Evaluate Traffic Calming and Speed Reduction best practices and establish policies and procedures.</p>	<p>Creation of a traffic calming and speed reduction policy and implementation plan focusing on all residential roadways especially Whitney Blvd., Argonaut Ave., and Midas Avenue.</p> <p>Resident participation in traffic calming programs and strategies.</p> <p>A measurable decrease in vehicle speeds and cut-through traffic on roadways which traffic calming strategies are approved and implemented.</p>	<p>C-7 Monitor traffic on City streets to determine improvements needed to maintain an acceptable Level of Service.</p> <p>C-15 Reduce the potential for the use of local residential streets as shortcuts for through traffic on streets that are not improved to full City standards.</p> <p>C-56 Improve bicyclist and pedestrian safety through such methods as signage, lighting, traffic controls, and crosswalks.</p>	<p>Public Services</p> <p>Q3</p>

Chapter 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

1.12 Quarry Park Development

Description of Objective

Create a Special Events destination to help revitalize the downtown area.



Quarry Park Conceptual Drawing

SUPPORTING ACTIONS FOR OBJECTIVE 1.12

Supporting Success Indicators General Plan Relationship Lead Dept. Date					
Actions					
1.12a	Construct Phase I of Quarry Park to include new restrooms, an amphitheater, walking trail.	Completion of the Phase I construction and hosting special events in the new amphitheater.	<p>LU-10 Encourage preservation and adaptive reuse of significant historic structures and sites.</p> <p>LU-51 Enhance and preserve the special natural features of the Central Rocklin, Downtown Rocklin Plan, and Civic Center area to the extent feasible, including oak trees, quarries, and rock outcrops.</p> <p>OCR-14 Provide developed as well as undeveloped parkland, recognizing that certain unique open space attributes may be best preserved by retaining them in a natural condition.</p> <p>OCR-42 Encourage projects to be designed in a manner that protects heritage oak trees and other botanically unique vegetation designated to be retained.</p>	Public Services	Q2

SUPPORTING ACTIONS FOR OBJECTIVE 1.12 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.12b	Finalize Kesti Property Acquisition adding approximately 7 acres to the existing land designated for Quarry Park while preserving one of Rocklin's Oak Groves	<p>Acquiring the Kesti Property and incorporating the newly acquired land into the Quarry Park concept while preserving one of Rocklin's Oak Groves.</p> <p>OCR-62 Encourage preservation and incorporation of existing rock quarries, major rock out croppings, and geologically unique areas in future development.</p> <p>OCR-42 Encourage projects to be designed in a manner that protects heritage oak trees and other botanically unique vegetation designated to be retained.</p>	Public Services	Q6

CHAPTER 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

1.13 Special Events Enhancements

Description of Objective

Enhance city-wide Special Events through incorporation of arts and cultural experiences for all residents.



Rocklin Ramble Starting Line

SUPPORTING ACTIONS FOR OBJECTIVE 1.13

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.13a	Explore additional locations for new and existing special events within the City.	<p>Creation of new or modification of existing events to have them take place in various locations throughout the city, e.g. Food Truck Mania rotating between the community parks</p> <p>Encourage visitors to our community to include overnight stays to promote the local economy</p>	OCR-30 Provide recreation programs that meet resident needs.	Office of the City Manager	Q4

SUPPORTING ACTIONS FOR OBJECTIVE 1.13 (continued)

Supporting Actions		Success Indicators	General Plan Relationship	Lead Dept.	Date
1.13b	Increase private business sponsorship of city-wide Special Events	Retention of Special Event Sponsors from last year and addition of new Special Event Sponsors.	OCR-35 Seek funding sources for a variety of recreational programs and facilities, including program fees, lease agreements and concessions, State and Federal funds, and the City Americans with Disabilities Act Superfund. PF-10 Encourage public/private partnerships such as joint use of offices, recreational facilities, open space, and the delivery of public services by private sector suppliers.	Office of the City Manager	Q4

Chapter 1: MAINTAIN AND ENHANCE THE PHYSICAL ENVIRONMENT

1.14 Update the City's Park Impact Fees

Description of Objective

Align the City's future park development needs and park impact fees through an update and consolidation of the City's park impact fees.



Johnson-Springview Park

SUPPORTING ACTIONS FOR OBJECTIVE 1.14

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
1.14a	Conduct a study to update the City's park impact fees based on future park needs and revised land use assumptions. Present revised park impact fee to City Council.	Development of a consolidated park impact fee that aligns future development impacts with the City's park development needs.	OCR 12— "Provide for park and other outdoor recreational needs, both active and passive, through methods including... collection of park user fees...rehabilitation of existing park and recreation facilities; requiring the installation of park improvements...."	Administrative Services	Q4

Strategic Areas of Emphasis



2. Promote a Safe and Secure Community

The Strategic Area of Emphasis to maintain a safe and secure community is fundamental to the health, quality of life and economic vitality of the City of Rocklin. There are three departments with primary responsibility for maintaining safety and security of the Rocklin community: Police Department, Fire Department and Office of Code Compliance.

Chapter 2: PROMOTE A SAFE AND SECURE COMMUNITY

2.1 Increase Safety of Community by Exploring New or Expanded Services

Description of Objective

Maintain or increase as needed, fire service levels through strategic allocations of operations, staffing, equipment and mutual aid.



*Vehicle Extrication
Demonstration*

SUPPORTING ACTIONS FOR OBJECTIVE 2.1

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
2.1a	Develop a business inspection plan as a means to provide enhanced benefits and safety protection as a part of our business license requirements.	<ul style="list-style-type: none">• Identification of occupancies to be inspected• Provide training to personnel• Implementation of program	PF-21 Provide progressive fire protection resources as necessary to meet community needs.	Fire Department	Q6

SUPPORTING ACTIONS FOR OBJECTIVE 2.1 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
2.1b	Conduct a Standards of Coverage analysis to evaluate fire department service levels, and offer strategic recommendations to ensure a safe and effective emergency response	<ul style="list-style-type: none"> • Research, Study & Evaluate communities demographics, risk, resource deployment, concentration of personnel and response reliability. • Develop a Standards of Coverage report • Develop Short and Long Term Strategic Plan 	PF-21 Provide progressive fire protection resources as necessary to meet community needs.		
2.1c	Explore the possibility of additional staffing and equipment purchases through grant funding.	<ul style="list-style-type: none"> • Identification of possible grant sources. • Research and complete available grants applications. 	PF-13 Analyze the cost of fire protection, police services and emergency medical response for annexations and major project developments and require a funding mechanism to offset any shortfall.	Fire Department	Q6
2.1d	Collaborate with other public safety agencies to increase purchasing power and decrease cost.	<ul style="list-style-type: none"> • Identify potential agencies • Determine equipment purchase needs 	PF-21 Provide progressive fire protection resources as necessary to meet community needs.	Fire Department	Q6

Chapter 2: PROMOTE A SAFE AND SECURE COMMUNITY

2.2 Explore Options to Eradicate Blighted Properties

Description of Objective

Conduct a detailed evaluation of blighted properties and determine what options are available to redevelop or otherwise improve the appearance and use of the properties.



Blighted Property

SUPPORTING ACTIONS FOR OBJECTIVE 2.2

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
2.2a	Complete an inventory of current blighted sites to be addressed; assess health and safety issues; options and costs associated with relocation of uses as applicable; and prepare RFP's soliciting development and/or redevelopment proposals.	Elimination of blight over time and reuse/redevelopment of identified sites Implementation of a Good Landlord Program	HE Goal 1 Maintain and improve the quality of existing housing and residential neighborhoods in Rocklin. Policy 1.1 Promote increased awareness of the importance of property maintenance to long-term housing quality and engage the community to preserve neighborhoods. CONTINUED ON NEXT PAGE...	Economic & Community Development and Code Compliance	Q1-4

SUPPORTING ACTIONS FOR OBJECTIVE 2.2 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
		<p>Policy 1.2 Seek, through code enforcement, the private rehabilitation of substandard dwelling units and provide financial assistance, when available, to owners of dwelling units occupied by lower-income households. In applying this policy, the City shall seek to avoid the displacement of lower-income households.</p> <p>Policy 1.3 Provide assistance to inspect and identify code violations in residential structures.</p> <p>Policy 1.4 Require the abatement or demolition of substandard housing that is not economically feasible to repair.</p> <p>LU-8 Continue programs for the prevention of blight, utilizing public and private resources such as code enforcement, neighborhood rehabilitation programs, and Redevelopment Agency actions.</p>		

Strategic Areas of Emphasis



3. Promote Economic Vitality

The City of Rocklin Economic Development Strategy emphasizes the continued development of a diverse economic base pursuing business sectors with the best potential to grow and prosper. Rocklin's diverse economic base will be a stabilizing force through periods of economic downturn and serve as a fiscal foundation once our community hits build out. Local economic development policies constitute the primary activity that local governments can undertake to enhance economic growth in the community. A City of Rocklin's size and attributes must be selective in how it competes for economic growth; limited economic resources must be deployed in a manner that builds on the city's underlying strengths. Rocklin must support and sustain a business environment that contributes to economic prosperity and improves the economic well-being and quality of life for our citizens.

3.1 Multijurisdictional Shared Services

Description of Objective

Work with regional partners to enhance efficiencies and effectiveness (or capabilities) while reducing cost and/or enhancing revenue streams.



Mutual Aid for Commercial Structure Fire

SUPPORTING ACTIONS FOR OBJECTIVE 3.1

Supporting Actions		Success Indicators	General Plan Relationship	Lead Dept.	Date
3.1a	Initiate discussions with area partners for Fire Protection Services.	<ul style="list-style-type: none">Develop a Informational Memorandum regarding the potential for regional cooperative fire protection services.Evaluate Short Term initiatives for shared services such as; Administration, Prevention, & Training. <p>CONTINUED ON NEXT</p>	<p>S-19 Maintain inter-jurisdictional cooperation and coordination, including automatic aid agreements with fire protection/suppression agencies in Placer County.</p> <p>PF– Provide progressive fire protection resources as necessary to meet community needs.</p>	Fire Department	Q6

SUPPORTING ACTIONS FOR OBJECTIVE 3.1 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
3.1b	<p>Short Term Strategy for developing a revenue stream for ALS services.</p>	<ul style="list-style-type: none"> Engage focus groups with representatives from all three organization, including labor and management, to discuss opportunities. Pursue implementation of a Long Term Strategy including involvement of other city department Utilize political influences (Local Government Officials & Western Placer County Fire Chiefs Assoc.) to determine the need for reimbursement of ALS services provided by fire agencies. Conduct cost analysis of ALS services Discuss appropriate reimbursement of ALS services with LESMA (SSVEMS), which will be incorporated within the new Placer County EMS Transport Contract. 	<p>PF-13 Analyze the cost of fire protection, police services and emergency medical response for annexations and major project developments and require a funding mechanism to offset any shortfall.</p>	<p>Fire Department</p> <p>Q6</p>

SUPPORTING ACTIONS FOR OBJECTIVE 3.1 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
3.1c	Long Term Strategy of establishing a EMS Transport Model by Fire Departments.	<ul style="list-style-type: none"> Evaluate multi-jurisdictional EMS Transport Models Pursue a multi-jurisdictional EMS Transport Model (JPA , Public/Private) 	S-19 Maintain inter-jurisdictional cooperation and coordination, including automatic aid agreements with fire protection/suppression agencies in Placer County.	Fire Department	Q6
3.1d	Develop a partnership with Sierra College to explore the possibility of a Regional Training Facility.	<ul style="list-style-type: none"> Develop a Political Review Committee with key stakeholders. Develop Financial Strategies to secure alternative methods of funding Create working groups for the design/development of the facility. 	S-19 Maintain inter-jurisdictional cooperation and coordination, including automatic aid agreements with fire protection/suppression agencies in Placer County.	Fire Department	Q6

Chapter 3: PROMOTE ECONOMIC VITALITY

3.2 Arts Incubator

Description of Objective

To create a self-sustaining arts community dedicated to providing new and emerging artists with rental spaces to create art, to have access to shared resources and to be exposed to ongoing support and training opportunities.



Art Show at Finn Hall

SUPPORTING ACTIONS FOR OBJECTIVE 3.2

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
3.2a	<p>Establish partnerships with community groups, agencies, and non-profits and generate support for the arts</p> <ul style="list-style-type: none">• Development of viable businesses and the promotion of economic development in the historic Quarry District.• Assisting individuals and groups who wish to launch new arts ventures in the City and expanding the scope of those organizations already in place.	PF-10 Encourage public/private partnerships such as joint use of offices, recreational facilities, open space, and the delivery of public services by private sector suppliers.	Office of the City Manager	Q1-4

SUPPORTING ACTIONS FOR OBJECTIVE 3.2 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
3.2b	Identify City assets to support the arts and potential site for an Arts Incubator	Utilization of facilities and services in the Quarry District for artists to exhibit or perform within the community and to engage through outreach activities. Facilities include Finn Hall, Rocklin train Station and Quarry Park.	OCR-38 Provide additional active recreational opportunities such as community centers, a performing arts center, swimming pools and gymnasiums.	Office of the City Manager	Q1-4
3.2c	Adopt a flexible approach to support artists	Creation of a customized menu of facilities, services and programs that respond to each artist individually.			

3.3 Streamline Entitlement & Permit Processes

Description of Objective

Streamline entitlement and building permit processes creating a clear, easily navigable process that results in timely delivery of services and information needed by customers, Planning Commission, City Council and staff.



Development Plans

SUPPORTING ACTIONS FOR OBJECTIVE 3.3

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
3.3a	Ensure adequate and flexible staffing to match areas of current and future needs.	Improved entitlement and permit issuance timeframes. Increased customer satisfaction.	GENERAL LAND USE GOAL: To promote orderly and well-planned development that enhances the City of Rocklin.	Economic & Community Development	Q1
3.3b	Invest in technology needed to support a streamlined entitlement process.	Full utilization of TrackIt. Implementation of GIS in Planning & Economic Development	Same as above	Economic & Community Development	Q1-4

SUPPORTING ACTIONS FOR OBJECTIVE 3.3 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
3.3c	Analyze all aspects of entitlement and building permit process including forms and applications, internal processing, etc. and reduce or eliminate unnecessary or repetitive steps	Reduce backlog and wait list for public hearing and plan checks.	GENERAL LAND USE GOAL: To promote orderly and well-planned development that enhances the City of Rocklin.	Economic & Community Development	Q1-4
3.3d	Utilize the website to provide clear information and forms or tools to assist the development and business community in their interactions with the City.	Easier access and reference for members of the public. Less time and effort spent on paperwork.	Same as above	Economic & Community Development	Q1-4
3.3e	Adopt expedited permit review alternatives and coordinate with regional efforts.	Shorter review and process periods.	Same as above	Economic & Community Development	Q1-4

SUPPORTING ACTIONS FOR OBJECTIVE 3.3 (continued)

Supporting Actions		Success Indicators	General Plan Relationship	Lead Dept.	Date
3.3f	Create easy public access to information, procedures and processes; conduct city-sponsored training for architects, developers, planners, engineers, contractors, builders, etc. on said procedures and	More informed applicants and more complete applications and submittals.	GENERAL LAND USE GOAL: To promote orderly and well-planned development that enhances the City of Rocklin.	Economic & Community Development	Q1-4
3.3g	Further review and transition defined development approvals to an administrative process.	Reduced wait times for public and reduced staff time	Same as above	Economic & Community Development	Q1-4
3.3h	Solicit public feedback to improve development processes	Development processes reflective of public’s needs.	Same as above	Economic & Community Development	Q1-4
3.3i	Collaborate with key partners including outside review agencies and utilities to facilitate expedited review and plan check of higher priority projects.	Improved coordination and faster review of priority projects by outside agencies	Same as above	Economic & Community Development	Q1-2

3.4 Higher Education Partnerships

Description of Objective

Continue to strengthen relationships with higher education partners and pursue partnerships that further the community's economic and fiscal goals.



William Jessup University

SUPPORTING ACTIONS FOR OBJECTIVE 3.4

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
3.4a	Continue partnership with Sierra College and Hacker Lab Rocklin to support and encourage entrepreneurs and start-up businesses.	Participation in Hacker Lab Rocklin and creation of new businesses in Rocklin.	LU-43 Attract job generating land uses that will provide a variety of employment opportunities for those who live or are likely to live in the community or South Placer sub-region.	Economic & Community Development	Q1-4

SUPPORTING ACTIONS FOR OBJECTIVE 3.4 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
3.4b	Determine needs of current and future industries in Rocklin and work with Sierra College and William Jessup University to develop programs to meet those needs.	Regular communication with Sierra College and William Jessup University on workforce needs and promotion of Sierra College and WJU programs to businesses and regional ED agencies.	LU-43 Attract job generating land uses that will provide a variety of employment opportunities for those who live or are likely to live in the community or South Placer sub-region.	Economic & Community Development	Q1-4
3.4c	Work cooperatively with Sierra College and William Jessup University to advance their Campus Master Plans.	Successful implementation of master plans by Sierra College and William Jessup University.	GENERAL LAND USE GOAL: To promote orderly and well-planned development that enhances the City of Rocklin.	Economic & Community Development	Q1-4
3.4d	Work cooperatively with William Jessup University in support of the Small Business Development Center.	Successful referral of businesses to SBDC.	LU-43 Attract job generating land uses that will provide a variety of employment opportunities for those who live or are likely to live in the community or South Placer sub-region.	Economic & Community Development	Q1-4

3.5 GIS Integration

Description of Objective

Implement GIS into Economic & Community Development Department operations as well as assist in developing an integrated and coordinated system citywide.



SUPPORTING ACTIONS FOR OBJECTIVE 3.5

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
3.5a	Develop GIS Strategy for ECD and facilitate integration with citywide GIS Strategy.	Successful integration of GIS Technology in ECD.	GENERAL LAND USE GOAL: To promote orderly and well-planned development that enhances the City of Rocklin.	Economic & Community Development	Q1-Q2
3.5b	Upgrade technology as needed to utilize GIS in Economic & Community Development Dept.	Successful integration of GIS Technology in ECD.	GENERAL LAND USE GOAL: To promote orderly and well-planned development that enhances the City of Rocklin.	Economic & Community Development	Q1-Q2

3.6 Create an Economic Development Strategy

Description of Objective

Create an Economic Development Strategy that will serve as Rocklin's guide for economic vitality both short and long-term. The ED Strategy should identify partners, priorities and resources and specific action steps to achieve stated goals and objectives. The ED Strategy will not only serve as an internal guide, but will be used to align goals and resources with other Economic Development and business groups.



PG&E Ribbon Cutting

SUPPORTING ACTIONS FOR OBJECTIVE 3.6

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
3.6a	Develop outline of ED Strategy structure.	Economic Development Strategy Framework.	<p>LU-42 Encourage the development of regional shopping facilities within the City of Rocklin.</p> <p>LU-43 Attract job generating land uses that will provide a variety of employment opportunities for those who live, or are likely to live, in the community or South Placer sub-region.</p> <p>LU-44 Continue programs that promote commercial and professional office uses to locate in Rocklin in areas designated for those purposes.</p>	Economic & Community Development	Included—see ED Strategy Document

SUPPORTING ACTIONS FOR OBJECTIVE 3.6 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
3.6b	Implement plan to fully develop ED Strategy	Completion of Economic Development Strategy.	Same as above	Economic & Community Development	Q1-4
3.6c	<p>Specific objectives and actions within the ED Strategy to be achieved in the next fiscal year.</p> <ul style="list-style-type: none"> • Develop District Concept • Zoning District Updates • Impediment Study • Rocklin Road Gateway Enhancements • Economic Development • Economic Development Branding & Marketing 	<i>See ED Strategy for details</i>	Same as above	Economic & Community Development	Q1-4

City of Rocklin Economic Development Strategy Framework

Over the course of the next year, staff will develop an Economic Development Strategy in conjunction with partners and the community at large. The Economic Development Strategy will serve as a guide for the Rocklin's short- and long-term goals and objectives related to the city's economic prosperity. Although the strategy will include broad goals and objectives, it will also include specific actions in support of those goals and objectives.

The Economic Development Strategy will be a special section within to the City's Strategic Plan, but focused specifically on economic development. As such, the Economic Development Strategy, like the Strategic Plan, will be updated at least annually and adopted as part of the budget.

The Economic Development Strategy included in the FY 15/16 budget is not a fully developed strategy. Instead it is the framework for a strategy with specific actions that will be taken to create a full strategy. Staff anticipates that creating an economic development strategy will take all of FY 15/16 and that the full plan would be adopted as part of FY 16/17.

This Economic Development Strategy framework proposed for FY 15/16 does, however, include some specific action items for various projects and programs. These projects and programs represent items already in progress, items that support other Strategic Plan objectives, current opportunities or priorities that Council has previously expressed.

A key aspect of the Economic Development Strategy will be partnerships. Staff will rely on partnerships for input into the strategy development process, but also to help implement the actions necessary to achieve goals and objectives. Specifically, staff plans to create ad-hoc committees comprised of community stakeholders that have an interest in Rocklin's economic vitality to provide input as the strategy is developed. Staff will also rely on the professional input of consultants where internal resources are not available or specific expertise is needed.

Following is a list of steps that will be taken to develop an Economic Development Strategy followed by the list of specific Economic Development objectives and actions for FY 15/16.

Economic Development Strategy Framework

Each phase of the framework notes the actions to be taken, success indicators, partners and timeframe. Please note that some phases may overlap or occur simultaneously and are simply intended to provide structure to the process.



Phase 1: Existing Conditions

Objective: Staff will examine existing studies, reports and data sources related to City demographics, business sectors, current and anticipated development and City regulations and processes. This information will be benchmarked against peer communities.

Supporting Actions	Success Indicators	Resources/Partners	Date
<ul style="list-style-type: none">• Extract key data from Land Use Study, Branding Surveys, brokerage firm reports, Census and other sources.• Conduct surveys and interviews with business and development community where other data is not available.	<ul style="list-style-type: none">• Summary report of key data	<ul style="list-style-type: none">• Finance (Business License)• Brokerage firms• Greater Sacramento• Business & Development Community	Q1

Phase 2: Challenges



Objective: Staff will focus on specific obstacles and challenges to economic growth and develop solutions to eliminate or reduce the impact of those challenges, thereby increasing economic opportunities and encouraging private sector investment.

Supporting Actions	Success Indicators	Resources/Partners	Date
<ul style="list-style-type: none">Conduct an Economic Opportunity Study	<ul style="list-style-type: none">Completion of study	<ul style="list-style-type: none">ConsultantBusiness & Development Community	Q2
<ul style="list-style-type: none">Permit and land entitlement improvements	<ul style="list-style-type: none">Increased efficiency for permit and land entitlement processes	<ul style="list-style-type: none">Development community	Q1-4



*Hacker Lab
Ribbon Cutting*

Phase 3: Targeted Industries

Staff will utilize statistical and comparative analysis as well as information gathered in Phases 1 and 2 to determine where there are opportunities to attract new or expand existing industry sectors and clusters. Staff will also analyze the return on investment (ROI) of potential targeted industries to determine the benefits to the City and region.

Supporting Actions	Success Indicators	Resources/Partners	Date
<ul style="list-style-type: none">Location quotient analysisUtilization of select software applicationsAnalyze ROI of potential targeted industries in terms of direct and indirect economic impacts including taxes, employment and wages, exports and other factors.	<ul style="list-style-type: none">List of targeted industries	<ul style="list-style-type: none">Greater SacramentoFinanceLand Use Study	Q3

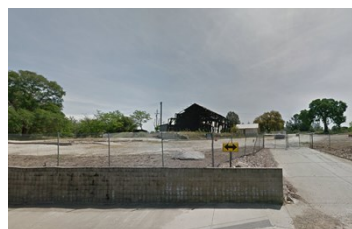


**Whitney Ranch Interchange
Groundbreaking**

Phase 4: Targeted Areas

Staff will evaluate areas which represent best and or unique development opportunities that will likely stimulate additional private sector investment and job creation. Targeted areas are larger sites that could accommodate multiple buildings or projects and includes new development or redevelopment.

Supporting Actions	Success Indicators	Resources/Partners	Date
<ul style="list-style-type: none"> Review sites in Rocklin with greatest development potential and meet with property owners to determine how the City can facilitate and encourage high quality development in support of the ED Strategy. 	<ul style="list-style-type: none"> Identification of viable targeted areas. 	<ul style="list-style-type: none"> Private development community 	Q4



Big Gun Catalyst Site

Phase 5: Catalyst Sites

Staff will explore potential key sites and corridors that if developed or redeveloped will likely stimulate additional private sector investment and job creation. Catalyst sites are typically single parcels or assembly of multiple small parcels for a single development in key areas with the potential to spur additional private investment.

Supporting Actions	Success Indicators	Resources/Partners	Date
<ul style="list-style-type: none"> Identify catalyst sites (i.e., Sierra Pine) and meet with property owners to determine how the City can facilitate and encourage high quality development in support of the ED Strategy. 	<ul style="list-style-type: none"> Identification of viable catalyst sites. 	<ul style="list-style-type: none"> Private development community 	Q4
<ul style="list-style-type: none"> Leverage city owned sites (i.e., Quarry Park) to encourage private investment and development. 	<ul style="list-style-type: none"> Private sector investment 	<ul style="list-style-type: none"> Private development community 	Q4



Phase 6: Tools

Staff will develop recommendations for the creation of tools necessary to implement strategies and achieve stated goals and objectives.

Supporting Actions	Success Indicators	Resources/Partners	Date
<ul style="list-style-type: none">Determine tools that further ED Strategy objectives including tools related to entitlement and permit processing, cost-savings and financial measures, programs and resources, partner organizations	<ul style="list-style-type: none">ED Strategy will identify existing and/or needed tools for each objective	<ul style="list-style-type: none">ED & Business organizationsPrivate development communityChamber of Commerce	Q4

3.7. Develop District Concepts (Economic Development Strategy)

Description of Objective

Consider creating “Districts” where concentrations of existing assets are leveraged to support investment in the district and further the growth of businesses and industries.



*Window sign for
Hacker Lab Rocklin*

SUPPORTING ACTIONS FOR OBJECTIVE 3.7

Supporting Actions		Success Indicators	Resources/Partners	Date
3.7a	Identify potential district areas including an Innovation District (includes Sierra College & Hacker Lab) and Tech Ed District (WJU, Atherton)	Description of district areas and list of assets	n/a	Q1
3.7b	Determine District Boundaries and develop plan for developing or bringing in identified elements.	Maps defining district boundaries	n/a	Q1

Supporting Actions		Success Indicators	Resources/Partners	Date
3.7c	Identify district “champions”, those businesses or individuals in a district that will help further District concept goals and objectives.	List of business and individuals who will help promote district	<ul style="list-style-type: none"> • Private business • Universities • Hacker Lab 	Q2
3.7d	Consider specialized assistance or incentives unique to the district that will encourage investment by the private sector.	Approved list of assistance or incentives	<ul style="list-style-type: none"> • Funding Sources • Private sector • Chamber of Commerce • ED/Business organizations • Greater Sacramento 	Q3
3.7e	<p>Consider reuse of city owned assets or leverage city controlled processes to support the district goals and objectives.</p> <ul style="list-style-type: none"> • Ex: Portion of Dominguez Overcrossing parcel as automotive sign and/or display area to lease to automotive uses 	Strategy detailing reuse of city building or asset	<ul style="list-style-type: none"> • City owned buildings & assets • Public Services • Private sector 	Q3
3.7f	Partner with education, business and economic development organizations to provide programs and services supporting entrepreneurs and start-up businesses.	Agreements or partnerships with organizations providing services	<ul style="list-style-type: none"> • Sierra College • William Jessup University • Chamber of Commerce • Greater Sacramento • SBDC 	Q4

Chapter 3: PROMOTE ECONOMIC VITALITY

3.8 Expand Quarry District Concept (Economic Development Strategy)

Description of Objective

Expand the Quarry District concept and consider a focus on arts, music and food that complements and leverages existing assets including public building and spaces. The Quarry District should be positioned as a unique, regional asset to attract private investment and tourism and expand community events.



SUPPORTING ACTIONS FOR OBJECTIVE 3.8

Supporting Actions	Success Indicators	Resources/Partners	Date
3.8a Explore expanding the Quarry District concept to include an Art/Music/Food focus. Review best practices and example in other cities.	Concept plan and list of assets	n/a	Q1
3.8b Identify district “champions”, those businesses or individuals in a district that will help further District concept goals and objectives.	List of business and individuals who will help promote district	<ul style="list-style-type: none">Private businessUniversitiesHacker Lab	Q2

SUPPORTING ACTIONS FOR OBJECTIVE 3.8 (continued)

	Supporting Actions	Success Indicators	Resources/Partners	Date
3.8c	Consider specialized assistance or incentives unique to the district that will encourage investment by the private sector.	Approved list of assistance or incentives	<ul style="list-style-type: none"> • Funding Sources • Private sector • Chamber of Commerce • ED/Business organizations • Greater Sacramento 	Q3
3.8d	<p>Consider reuse of city owned assets or leverage city controlled processes to support the district goals and objectives.</p> <ul style="list-style-type: none"> • Fire Station #1 as public market, restaurant, culinary arts, co-op kitchen • Train station as arts incubator • Underutilized space in Historic City Hall 	Strategy detailing reuse of city building or asset	<ul style="list-style-type: none"> • City owned buildings & assets • Public Services • Private sector 	Q3

Chapter 3: PROMOTE ECONOMIC VITALITY

3.9 Zoning District Updates (Economic Development Strategy)

Description of Objective

Review current zoning to ensure zoning designations descriptions and permitted uses are reflective of current desired business types and flexible enough to accommodate evolving technology and business types.



SUPPORTING ACTIONS FOR OBJECTIVE 3.9

Supporting Actions		Success Indicators	Resources/Partners	Date
3.9a	Review industrial zoning designations and determine if updates are necessary to reflect desired business types.	Complete evaluation of industrial zoning designation description.	<ul style="list-style-type: none">Greater Sacramento (Analytics & report)Commercial Brokers	Q1
3.9b	Complete update of Mixed Use zoning designation.	Adopted Mixed Use zoning designation description.		Q1

Chapter 3: PROMOTE ECONOMIC VITALITY

3.10 Economic Opportunity Study (Economic Development Strategy)

Description of Objective

This study will identify our community strengths and assets in support of economic growth measured against our weaknesses and recognized barriers to economic growth. The City can then design and implement an economic strategy that best suits our assets, our capabilities and our interests.



SUPPORTING ACTIONS FOR OBJECTIVE 3.10

Supporting Actions		Success Indicators	Resources/Partners	Date
3.10a	Retain a consultant to assist with preparing the Economic Opportunity Study.	Completed Economic Opportunity Study with recommendations.	<ul style="list-style-type: none">Consultant	Q1
3.10b	Use recommendations of the Economic Opportunity Study to inform the Economic Development Strategy	Integration of Economic Opportunity Study recommendations into the Economic Development Strategy.	n/a	Q3

Chapter 3: PROMOTE ECONOMIC VITALITY

3.11 Downtown Commercial Revitalization

(Economic Development Strategy)

Description of Objective

Work with private property owners to develop strategies to reinvest in properties and improve the aesthetics of the area on Rocklin Road and Granite Drive near I-80.



Rocklin Road Gateway

SUPPORTING ACTIONS FOR OBJECTIVE 3.11

Supporting Actions		Success Indicators	Resources/Partners	Date
3.11a	Meet with property owners in affected area to gauge interest in reinvestment or sale of properties.	Discussion with all affected property owners.	<ul style="list-style-type: none">Property owners	Q1
3.11b	Conduct analysis of costs & revenue of existing sites and potential ROI if redeveloped	Analysis of costs, revenues and ROI	<ul style="list-style-type: none">Multiple city departments	Q1

SUPPORTING ACTIONS FOR OBJECTIVE 3.11 (continued)

Supporting Actions		Success Indicators	Resources/Partners	Date
3.11c	Develop strategies to improve aesthetics of Rocklin Rd & Granite Dr. and coordinate with planned roundabout at Rocklin Rd./Granite Dr. intersection.	Report listing specific strategies with timeline.	<ul style="list-style-type: none">• Public Services• Property Owners	Q2
3.11d	Consider purchase of key properties to encourage assembly of sites suitable for larger development or to achieve aesthetic	Analysis of sites including ROI	<ul style="list-style-type: none">• Property owners	Q3

Chapter 3: PROMOTE ECONOMIC VITALITY

3.12 Economic Development Funding

(Economic Development Strategy)

Description of Objective

Consider alternative sources of funding for Economic Development projects and objectives.



Ribbon Cutting

SUPPORTING ACTIONS FOR OBJECTIVE 3.12

Supporting Actions		Success Indicators	Resources/Partners	Date
3.12a	Consider using equivalent of former TIF as set aside for ED objectives.	Analysis of “TIF” set aside	<ul style="list-style-type: none">• Finance	Q1
3.12b	Explore Business Improvement Districts (BIDs) for targeted areas.	Analysis of BID concept; buy-in from affected property owners	<ul style="list-style-type: none">• Private property owners• Consultant	Q2
3.12c	Consider creation of a demolition fund to remove blighted buildings	Creation of Demo Fund	<ul style="list-style-type: none">• Finance	Q3

3.13 Economic Development Branding & Marketing

(Economic Development Strategy)

Description of Objective

Leverage the City’s new brand and integrate into business retention and attraction efforts.



City Logo

SUPPORTING ACTIONS FOR OBJECTIVE 3.13

Supporting Actions		Success Indicators	Resources/Partners	Date
3.13a	Use city brand to market and promote the Rocklin business climate, programs and other attractions for both business retention and attraction.	Development of new and useful data and information for current and perspective businesses and developers.	<ul style="list-style-type: none">Consultant/Professional Services	Q1-4
3.13b	Integrate brand as part of redesigned website including ECD pages that is customer centric and serves as a 24/7 self-help tool for residents, businesses and others interested in Rocklin.	Redesigned website built around customer needs.	<ul style="list-style-type: none">Consultant/Professional Services	Q1-2

Strategic Areas of Emphasis



4. Promote a Sustainable Community

Rocklin's distinct identity and quality of life is attributable to its heritage as a family oriented progressive community with a variety of residential neighborhoods. Rocklin remains attractive for business and private investment with ample space for new development and redevelopment.

Rocklin's future prosperity will rely on maintaining a sustainable quality of life through a mix of land uses, a safe community with no visible signs of deterioration, an efficient circulation system that promotes alternative modes of transportation and abundant open space and recreational amenities. These attributes along with a strong economic base will preserve and build upon Rocklin's sense of uniqueness, cultural and social diversity and a strong sense of community.

4.1 Develop Local Public Safety Efficiencies

Description of Objective

Identify and develop public safety efficiencies within Police and Fire Departments to enhance public safety in Rocklin.



Rocklin Police & Fire Facility

SUPPORTING ACTIONS FOR OBJECTIVE 4.1

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date	
4.1a	Analyze and review Police and Fire Department administrative functions and create partnerships resulting in public safety efficiencies and effectiveness.	Fiscal Services – Review of consolidation of budgeting, payroll, facilities, grants, etc. Public Outreach/PIO – Coordinate Police/Fire community outreach with Crime/Fire Prevention & handle daily & major event PIO duties	GOAL FOR COMMUNITY SAFETY: To minimize danger from hazards and to protect residents and visitors from earthquake, fire, flood, other natural disasters, and human-created hazards such as train derailment, industrial accidents, acts of war or terrorism, and accidental release of harmful materials.	Police and Fire Departments	Q2

Chapter 4: PROMOTE A SUSTAINABLE COMMUNITY

4.2 Regional Public Safety Efforts

Description of Objective

To explore regional partnerships for enhancement of law enforcement and public safety emergency services effectiveness in response to and mitigation of local and regional emergencies.



*Rocklin Emergency
Communications Center*

SUPPORTING ACTIONS FOR OBJECTIVE 4.2

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
4.2a	Collaborate with City of Lincoln to explore options of a consolidated Public Safety Answering Point (PSAP), and consolidated Emergency Communications Center.	<ul style="list-style-type: none">• Conduct feasibility study and cost benefits analysis.• Proposal to City Council's if feasible to move forward.	GOAL FOR COMMUNITY SAFETY: To minimize danger from hazards and to protect residents and visitors from earthquake, fire, flood, other natural disasters, and human-created hazards such as train derailment, industrial accidents, acts of war or terrorism, and accidental release of harmful materials.	Police Department	Q3

SUPPORTING ACTIONS FOR OBJECTIVE 4.2 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
4.2b	Comprehensive review of potential consolidated public safety dispatch services in South Placer County Regional Dispatch Center	Conduct feasibility study and cost benefits analysis.	GOAL FOR COMMUNITY SAFETY: To minimize danger from hazards and to protect residents and visitors from earthquake, fire, flood, other natural disasters, and human-created hazards such as train derailment, industrial accidents, acts of war or terrorism, and accidental release of harmful materials.	Police Department	Q4
4.2c	Formation of a Regional Interoperability Task Force made up of representatives from all Placer County agencies to address communications issues	The Placer County Interoperability Task Force (PCITF) committee to be formed by Placer County public safety agencies to address radio interoperability and find solutions to system incompatibility & communications issues.	GOAL FOR COMMUNITY SAFETY: To minimize danger from hazards and to protect residents and visitors from earthquake, fire, flood, other natural disasters, and human-created hazards such as train derailment, industrial accidents, acts of war or terrorism, and accidental release of harmful materials.	Police Department	Q1

4.3 Enhance Quality of Life in Rocklin

Description of Objective

This plan focuses on specific issues related to quality of life through enforcement of and/or amendments to the Rocklin Municipal Codes (RMC). It will leverage the RMC to maintain a clean, healthy, and safe environment.



Rocklin Police and Fire Facility

SUPPORTING ACTIONS FOR OBJECTIVE 4.3

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
4.3a	Implement strategies to reduce homelessness <ul style="list-style-type: none">Develop regional partnerships to develop a broad strategy for addressing homelessnessIdentify appropriate actions & enforcement of RMC to address homelessness related issues, particularly in the downtown/Quarry	GOAL FOR COMMUNITY SAFETY: To minimize danger from hazards and to protect residents and visitors from earthquake, fire, flood, other natural disasters, and human-created hazards such as train derailment, industrial accidents, acts of war or terrorism, and accidental release of harmful materials.	Police Dept., Code Compliance	Q4

SUPPORTING ACTIONS FOR OBJECTIVE 4.3 (continued)

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
4.3b	Develop more effective process to recover fines and fees for Administrative Citations (Municipal Code violations – fine recovery)	<ul style="list-style-type: none"> • Locate outside vendor for past fine recovery & new fine collection. • 100% collection of fines from Administrative Citations issued by authorized City person- 	GOAL FOR COMMUNITY SAFETY: To minimize danger from hazards and to protect residents and visitors from earthquake, fire, flood, other natural disasters, and human-created hazards such as train derailment, industrial accidents, acts of war or terrorism, and accidental release of harmful materials.	Police Dept., Admin. Services— Finance & City Attorney's Office	Q2
4.3c	Explore options for a future, long-term animal shelter located in and operated by Rocklin for long-term future growth.	<ul style="list-style-type: none"> • Collaborate with surrounding jurisdictions (Lincoln, Loomis, Roseville, Placer County) to determine what joint efforts can be explored. • Conduct feasibility study and cost benefits analysis. • Proposal to City Council's if feasible to move forward. • Identify possible locations • Cost of existing or new structure • Coordinate with Public Services on a staffing model for local operations 	GOAL FOR COMMUNITY SAFETY: To minimize danger from hazards and to protect residents and visitors from earthquake, fire, flood, other natural disasters, and human-created hazards such as train derailment, industrial accidents, acts of war or terrorism, and accidental release of harmful materials.	Police Department	Q3

4.4 Evaluate GP Policies to Maximize Fiscal Stability

Description of Objective

Identify and consider opportunities to enhance the City's long term sustainability by re-evaluating General Plan policies that require significant and/or ongoing investment.



Aerial view of Rocklin subdivision

SUPPORTING ACTIONS FOR OBJECTIVE 4.4

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
4.4a	Analyze the City's traffic Circulation Element for possible amendment to modify future road improvements and maximize the ability of the City to conduct on-going maintenance.	Complete the technical analysis and amend the General Plan if determined appropriate.	C-7 Monitor traffic on City streets to determine improvements needed to maintain an acceptable Level of Service. C-10 A. Maintain a minimum traffic Level of Service "C" for all signalized intersections during the p.m. peak hour on an average weekday, except in the circumstances described in C-10.B and C. CONTINUED ON NEXT PAGE...	Economic & Community Development Q1-3

SUPPORTING ACTIONS FOR OBJECTIVE 4.4 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
		<p>C-34 Provide for the extension of Dominguez Road over I-80 as a future Improvement to relieve the Sierra College Boulevard/I-80 and Rocklin Road/I-80 interchanges and create access to the southeast quadrant of the Sierra College Boulevard/I-80 interchange.</p> <p>C-35 Increase traffic capacity at Rocklin Road and I-80, as traffic conditions require, by widening, overcrossings, or other design features, to allow for more efficient traffic movement and pedestrian and bike facilities.</p> <p>C-36 Develop a new east/west road connection between State Route 65 and Sierra College Boulevard. The road shall traverse the Northwest Rocklin area, connect to Park Drive in the northern portion of Whitney Oaks, and extend from Park Drive through Clover Valley to intersect with Sierra College Boulevard.</p> <p>CONTINUED ON NEXT PAGE...</p>		

SUPPORTING ACTIONS FOR OBJECTIVE 4.4 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
		<p>C-41 Create a Civic Center street/drive network south of Rocklin Road that provides access to Pacific Street and South Grove Street.</p> <p>C-44 Prohibit an easterly extension of Greenbrae Road that would connect with Southside Ranch Road.</p> <p>C-45 Extend Monument Springs Drive southerly across Secret Ravine Creek to developing areas south of Greenbrae Road.</p> <p>C-46 Sever Aguilar Road at a time specified by the City of Rocklin. The severing shall occur at or near the Aguilar tributary crossing to preclude through traffic.</p>		

4.5 Update the City's Capital Improvement Program

Description of Objective

Ensure that the City's Capital Improvement Program (CIP) for streets and associated traffic impact fees adequately address planned improvements.



Construction

SUPPORTING ACTIONS FOR OBJECTIVE 4.5

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
4.5a	Update the City's CIP to reflect the outcome of the 2012 General Plan Update and any Circulation Element changes resulting from additional amendments.	Adoption of the CIP Update and any associated Traffic Impact Fee adjustments	<p>C-8 Update the Capital Improvement Program (CIP) and traffic impact fees at least every five years, or as determined necessary with the approval of major new developments or major general plan amendments not considered in the adopted Capital Improvement Program.</p> <p>C-9 Provide for an annual inflationary adjustment to the City's traffic impact fee to ensure that the fee is adequate for the future construction of roads.</p>	Public Services with input from Economic & Community Development	Q2-4

SUPPORTING ACTIONS FOR OBJECTIVE 4.5 (continued)

Supporting Actions		Success Indicators	General Plan Relationship	Lead Dept.	Date
4.5b	Analyze potential locations for roundabout installation within the city	Identify and list preferred roundabout locations with identified funding sources such as CMAQ (Congestion Mitigation and Air Quality Improvement Program) and RSTP (Regional Surface Transportation Program).	C-22 Interconnect traffic signals and/or consider the use of roundabouts where financially feasible and warranted to provide flexibility in controlling traffic movements at intersections.	Public Services	Q2

4.6 Maintain Housing Element Available Sites

Description of Objective

Ensure that the City's Housing Element inventory of available sites remains adequate to meet RHNA allocation requirements.



Apartments

SUPPORTING ACTIONS FOR OBJECTIVE 4.6

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
4.6a	Maintain a record of the City's identified sites and proposed amendments. Verify that alternative sites are provided as necessary to maintain a complying inventory.	Processing of General Plan Amendments as needed. Confirmation of site inventories being maintained in project staff reports where modification to existing sites are proposed.	HE Goal 2 Facilitate the provision of a range of housing types to meet the diverse needs of the community. HE Goal 3 Provide adequate housing sites through appropriate land use and zoning designations to accommodate the City's share of the regional housing needs.	Economic & Community Development	Q1-4

4.7 Maintain General Plan Adequacy

Description of Objective

Maintain a legally defensible General Plan to avoid challenges to the adequacy of the Plan.



Aerial View

SUPPORTING ACTIONS FOR OBJECTIVE 4.7

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
4.7a	Keep abreast of new legislation relating to General Plan requirements and case law. Propose amendments when appropriate.		Required to properly maintain and implement the General Plan.	Economic & Community Development	Q1-4
4.7b	Review adopted GP Action Plans and assist with programming of items to be completed.		Required to properly maintain and implement the General Plan.	Economic & Community Development	Q2

SUPPORTING ACTIONS FOR OBJECTIVE 4.7 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
4.7c	Utilize the four annual plan amendments to the General Plan to effectively manage and continually update the Plan.		Required to properly maintain and implement the General Plan.	Economic & Community Development Q1-4
4.7d	Prepare and adopt various rezones needed to implement General Plan and Zoning consistency.	Completion of the rezones.	LU-62 Amend the Zoning Code and other land use regulations as needed to make them consistent with the General Plan. LU-63 Approve amendments to the Zoning Code and other land use regulations only if the changes are consistent with the General Plan.	Economic & Community Development Q1-4

Strategic Areas of Emphasis



5. Promote Effective Government

Another key Strategic Area of Emphasis is to promote effective government to efficiently serve the needs of the Rocklin community. Effective government is central to the mission of the City. It impacts the Rocklin community both through the provision of services and the quality of those services.

5.1 Citywide Communications Strategy

Description of Objective

Develop guidelines and strategies for citywide marketing and communications that emphasize a “one city” approach rather than individual departments or divisions. Develop strategies with a focus on customer experience rather than city structure. Communication pieces across the city should have a consistent tone, voice and style.



SUPPORTING ACTIONS FOR OBJECTIVE 5.1

Supporting Actions		Success Indicators	General Plan Relationship	Lead Dept.	Date
5.1a	Work with the Communications Team to develop a Communications Strategy.	Completion of Communications Strategy	<i>The Communications Strategy is a tool to effectively communicate the City’s message.</i>	Office of the City Manager with support of ECD	Q1-4
5.1b	Determine training needs to ensure consistent communications, print, media and social, citywide	Staff completion of training		Office of the City Manager with support of ECD	Q1-2

SUPPORTING ACTIONS FOR OBJECTIVE 5.1 (continued)

Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
5.1c	Continue regular meetings of Communications Team with representatives from each department to ensure consistent communication and information sharing.	Regular meetings (12x year)	Office of the City Manager with support of ECD	Q1-4

5.2 Develop a Disaster Recovery Plan

Description of Objective

A disaster recovery plan will document the processes followed in the event of a disaster that will allow the City to protect its information technology infrastructure and data, and to recover more quickly from the event.



*Backing up and maintaining
computer files*

SUPPORTING ACTIONS FOR OBJECTIVE 5.2

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
5.2a	Create Plan and begin implementation	<ol style="list-style-type: none">1. Determine potential threats and consequences2. Create a plan around identified threats and current infrastructure3. Implement and test the plan4. Update and test the plan annually	Supports the overall General Plan	Admin. Services—IT	Q3

5.3 Develop a Benefits Review

Description of Objective

To enhance, improve access to, and reduce the cost of employee benefits by doing an RFP for Benefit providers



Cheers for reduced benefit costs

SUPPORTING ACTIONS FOR OBJECTIVE 5.3

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
5.3a	Find ways to enhance, improve access to, and reduce cost of	Better benefit plans, reduced costs, better access like on-line enrollment.	Supports the overall General Plan	Admin. Services—HR	Q4

5.4 Update Policy Reviews

Description of Objective

Roll Out Leave Policies Manual, update existing policies as applicable, and create a Policy Manual that includes all City policies.



City policies for review and update

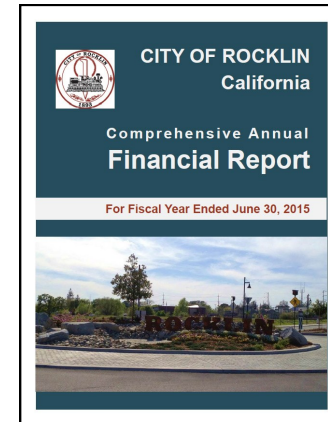
SUPPORTING ACTIONS FOR OBJECTIVE 5.4

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
5.4a	Roll out Leave Policy Manual/Update current policies as applicable.	Policies are updated and published	Supports the overall General Plan	Admin. Services—HR	Q3
5.4b	Create Policy Manual that includes all City policies.	Manual is completed	Supports the overall General Plan	Admin. Services—HR	Q3

5.5 Prepare Comprehensive Annual Financial Report

Description of Objective

Prepare the Comprehensive Annual Financial Report (CAFR) in house



Rocklin's CAFR Report

SUPPORTING ACTIONS FOR OBJECTIVE 5.5

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
5.5a	Preparation of the Comprehensive Annual Financial Report (CAFR)	Completed CAFR Clean audit opinion	Supports the overall General Plan	Admin. Services— Finance	Q8

5.6 Establish Internal Control Annual Reviews

Description of Objective

Establishment of Internal Control Annual Reviews



Assuring operational effectiveness and efficiency, and controlling risks to Rocklin

SUPPORTING ACTIONS FOR OBJECTIVE 5.6

	Supporting Actions	Success Indicators	General Plan Relationship	Lead Dept.	Date
5.6a	Establishment of Internal Control Annual reviews	Positive results in the annual testing and continual monitoring of the established internal controls	Supports the overall General Plan	Admin. Services— Finance	Q4