

A Fresh Take – on Finance!

When the brand was first established, it renewed our vigor to find creative ways to improve processes, create efficiencies, and improve communication and the sharing of information both within the department, City Hall and the Community.

We've done some great things!

Strategies/projects implemented to date to establish "A Fresh Take" within the Finance Department:

- Participation in Measure H

Visible to Community

- Citizen Financial Report - A Fresh Take on financial reporting

- Electronic filing of Accounts Payable invoices

Cross-Departmental

- Department Reorganization – to empower staff, support growth and support increased participation community- oriented projects.

Departmental

- Staff driven sharing of TED videos – encouraging staff members to expand their thinking, look at ideas outside of the organization and have a "fresh take".

A Fresh Take – on Finance! (continued)

Strategies/projects the Finance Department is planning to implement in the future to cause "A Fresh Take":

- "Leave no stone unturned" for ways in which we can assist the developer in obtaining financing for the Entertainment Center.

- Working with the Planning Department to analyze and propose a chain link fence removal program.

- Working with the Housing Department to implement the grant-based, residential rehab loan program
- Look into and potentially propose a "flip this neighborhood" program wherein the City would purchase homes in designated areas, renovate and resell them in an effort to stem neighborhood decay and provide the catalyst for individual residential home renovation and care.

Visible to Community

- Continue working with Public Works and IT to find a more efficient project accounting system.

- Continue working with Code Enforcement and Legal departments, to implement the use of tax assessments and liens to collect delinquent code enforcement fines.

Cross-Departmental

- Hitting the road! Staff in the Finance Department will be taking a guided tour of the City to help create a connection to the community, not just the "the numbers".

Departmental



**Public Works Department
Cyrus Abhar
January 7, 2015**

Internal Processes and Procedures

- Ongoing and regular dialogue with all staff so everyone is clear about the City Council's priorities and expectations
- Staff has been asked to develop a list of projects that will cause a "Fresh Take" in the Community
- Added focus on improving and streamlining internal processes and procedures:
 - Residential Road Rehabilitation Projects: Saved the City well over \$200,000 in the last two years by eliminating unnecessary steps in the bidding process and reducing design and inspection costs
 - In coordination with the City Attorney's office, the bid process was modified to establish a multi-year contract for rehabilitation of residential streets. The streamlined process still meets all the requirements of the Public Contracting Code
- Further Use of Technology to create greater efficiencies and reduce paperwork:
 - Mobil devices including laptops and iPads for office and field staff
- Implementation of the new INFOR permitting software with improved features
- Reorganization: Focus on community enhancements, project delivery and development services:
 - Reexamination and Integration of Public Works and Building and Safety activities with the Community Development Department
 - New Operations and Maintenance Division Manager
 - Deputy Director with focus on Capital Improvement Project development and delivery
 - Addition of two dedicated field staff for maintenance of RT Stations, Roads and Drainage facilities

Current Projects and Programs

- Folsom Boulevard Improvements from Rod Beuadry to Horn Road, through a \$4 million Federal and State Grant
- Pedestrian and Bicycle Trail connecting Anatolia to Kavala Ranch
- Conversion of the existing Mather Rail Corridor to a pedestrian and bicycle facility through a \$2 million grant

- Major upgrade of the City's Traffic Signal infrastructure through a \$4 million Federal and State grant
- Finalize the environmental process and engineering design for Rancho Cordova Parkway Interchange
- Improvements to White Rock Road from Sunrise to City Limits through a \$3.5 million Federal grant
- 2015 Residential Road Rehab Project: Cordova Meadows area
- Zinfandel Corridor –Design and Environmental to improve traffic flow and pedestrian and bicycle movements through an \$800,000 Federal grant
- Kilgore Cemetery – Construct 300 Burial vaults
- Update of the City's Pedestrian and Bicycle Master Plan
- Douglas Road Improvements in partnership with Lennar Homes
- Upgrades to the Wreck Room to create additional office space for City staff

Regional Collaboration

- Partnership with Regional Transit to assist with graffiti abatement, blight and trash removal and landscape maintenance at Regional Transit stations throughout the City
- Renovating Mather Mills Building as a Center for History, Arts and Culture in partnership with Regional Transit, Cordova Community Council and the Cordova Recreation and Parks District
- Sunrise Boulevard Resurfacing – Coloma to City limits in partnership with the County of Sacramento through a Federal grant
- Promoting Regional Coordination for a streamlined building plan review and inspection process
- Prepare design drawings for the Horn Road Light Rail Station in partnership with Regional Transit through a \$500,000 Federal grant
- Prepare Environmental analysis for Grantline Road in partnership with the Capital Southeast Connector through a \$2 million grant

Drainage

- Took over the drainage facilities from Sacramento County on July 1, 2014, and successfully transitioned operation and maintenance responsibilities from County crews to City staff and private contractors
- Improved services and greater efficiencies for our residents and businesses
 - Storm Preparedness and the targeted response to the recent storm event is a great example of the improved services provided by the City
- Vision for Drainage Corridors:
 - Attractive and inviting Community Assets
 - Potential Bicycle and Pedestrian trails; Cordova Creek and Bear Hollow basin
 - Clifton Drain with the possibility of a River Viewing Chamber and serving as a potential regional draw

Planning Department – A Fresh Take

Specific Programs

Community Engagement 2.0

Continuing to evolve the Community Engagement as a grassroots program that builds community one neighborhood at a time - current focus has returned to the Cordova Meadows neighborhood.

- Partnering with ABCD Institute, Cordova Meadows Elementary, Folsom Cordova Community Partnership
- Building relationships with students and parents of the apartment complexes on West La Loma
- Identify community skills, select projects and take action!
- Desired outcome: Sense of hope, purpose, power and looking forward among residents of West La Loma apartment complexes.

Volunteer Program

- Significant expansion in the range of volunteer efforts completed and in the total hours of volunteer service in 2014 as compared to 2013.
- Total Volunteer Hours of Service – 4,100 – (double the hours from 2013), value of Volunteer hours of Service – 4,100 hours @ \$26.34 = \$107,994 (based on yearly earnings provided by the Bureau of Labor Statistics)
- Volunteers worked throughout City Hall supporting City services and throughout Rancho Cordova on projects to support, improve and beautify the community.
- Provided opportunities for members of the community: college graduates gained work experience; high school students provided community service hours; work experience for individuals returning to the work force; assisted four volunteers secure new jobs
- Community partners include: Rebuilding Together Sacramento, Soil Born Farms, Cordova Community Council and local businesses/employers

Cordova Creek Stream Viewing Chamber

- Public Works and Planning are leading an effort to create a viewing chamber on or near the American River and along the restored Cordova Creek channel
- Project modeled after Taylor Creek Viewing Chamber at Lake Tahoe
- Partners in this effort include Sactown Magazine, architectural firm Lionakis, the Water Form and local biological and hydrological experts
- While still in the concept/development stage, this project, located in proximity to Cordova Creek and Soil Born Farms, would create a regional draw for Rancho Cordova

Improving our Professional Practices

Ongoing Department Dialogue – Understand and Implement Council’s Expectations

- Offer Council options, but don’t lead to answers/outcomes
- Recognize when Council is developing new positions - avoid a business-as-usual mind set
- Inform the Council early on new issues – don’t let Council be surprised by new issues

Streamlined our project review process - Restructured CDMT

- Evaluated what works well in the CDMT and what could work better
- Reduced overall membership at CDMT, but maintained key department representation
- Conducting two meeting types
 - Full CDMT remains focused on completing reviews of more complex projects
 - Created a director level working group to ensure projects don’t become stuck when difficult issues arise

Sensitive Uses Review

- Planning, in conjunction with Building and Finance, established a new system to review proposed planning, building and business license applications. Key goals include:
 - Look more carefully at proposed uses, even those “allowed by right,” and make sure they are compatible with surrounding uses
 - Identify concerns at the earliest possible stage
 - Keep Council informed on issues immediately and to preserve Council’s ability to take actions as needed.

Director Interpretations

The Planning department is more actively using the Director’s Interpretation tools of the Zoning Code where it appears the Code is either vague or does not reflect Council’s value system. Director’s Interpretations can have the following benefits:

- Provide relatively quick answers to customers
- Provide interim solutions while the more lengthy process of Code update is underway
- Inform Council of interpretations and allow Council to override as needed

NYU GovLab/Innovation Academy

Working within programs led by Troy Holt, staff has trained in new ways to approach problems and solution (NYU GovLab). The content was fresh and innovative and can be incorporated into day-to-day operations within the City. As with all training programs, introduction to better practices is much easier than integrating such practices within daily work efforts. Through the Innovation Academy program, staff is developing specific practices to promote the identification and effective implementation of innovative practices at City Hall.

Ongoing Projects

Continue partnership to address the West La Loma neighborhood. Enforcement will continue to focus on probation and parole enforcement, gang enforcement; truancy sweeps, illegal narcotic and weapon enforcement, and utilize police observation devices. Support Neighborhood Services with apartment complex manager training and communication. Cultivate relationships with potential community partners for youth mentoring program.

Expand Folsom, Olson, Zinfandel (FOZ) business safety zone. Work with store managers and property owners to fund off-duty sworn personnel for proactive patrol. Increase proactive time-specific enforcement by POP and Motor officers. Conduct undercover sting/bait operations. Collaborate with City PIO for positive media messaging.

Internal Processes and Procedures

- Monthly Supervisor Accountability Meeting
- Weekly Intelligence Led Policing Meetings
- Promote positive image of City, RPCD, and Partners through social media
- Receive Cellular 9-1-1 calls
- FARO 3D 360 Scanner
- Promote RCPD Culture

Collaboration

- FCUSD/SCUSD/EGUSD/SJUSD- Anti Bullying and Resiliency Training for staff and students
- Regional Transit Police Cooperative Enforcement Action/Information Sharing
- Sac Alert.org

A Fresh Take – on City Management

- A Fresh Take starts with our new City Manager, Dr. Brian Nakamura, who brings extensive experience and an exciting new way of looking at things. Brian has increased our outward focus on how staff can best support and be engaged with the community and residents in making this a Great Place to Live, Work, Educate, and Recreate.
- City Manager and staff have been increasing our visibility in the community. One of our strengths has been our many partnerships in the community and region. We have been active in increasing our number of partnerships with groups and community members thus increasing the opportunities to leverage for a better community – we have grown way more legs than the “three legged stool.”
- A Fresh Take on meetings and internal structure – by reducing the number of internal meetings and people attending meetings we have more time to work on projects important to the Council and more time to be in the community.
 - Eliminated the Advisory Team
 - Changed the Management Team to BLT (Brian’s Leadership Team) and reduced the number of people attending from 17 to 11
 - Eliminated some other internal teams such as the Tech Tribe and iTag
 - In process of reorganizing the Community Development Management Team (CDMT) to meet less frequently, for less time, and include less people in being more strategic, effective, and efficient related to greenfield and in-fill development.
- A Fresh Take on Development, we just hired Aaron Busch as our new Community Development Director. Aaron brings great experience from Yuba City and Roseville and should be an excellent fit with our City team.

A Fresh Take - on City Management (*continued*)

- Internally, established an early warning system (following the Sacramento Gun Club development) to identify any potential sensitive development issues that could potentially negatively affect the community and Council, and then communicate it to Council and when appropriate go to Council for direction. If any line staff in the planning, building, and business license areas where applications come in have an inkling of any potentially sensitive uses related to the community, they immediately raise it up to their Department Head and the Planning, Public Works, Finance, City Attorney, and Assistant City Manager will determine the next steps. The process has worked very well since its implementation.
- As part of a Fresh Take, we continue to ask questions of staff working on various projects if there are ways to make their project better. What are additional options we have not thought of to potentially solve a problem (the Art of Possibilities)? Are we making a project a "10" or settling for a "7 or 8"? How can we take advantage of our central location, affordable commercial/industrial lease rates, and our significant inventory of vacant space? Are we taking advantage of technology enhancements internally and for the community?
- A Fresh Take on communications - we heard at the last Council Retreat a theme of more and better communications are needed. The City Manager has looked to staff and himself to provide more information to all Councilmembers related to important and sensitive issues on a much more regular and timely basis.
- We have established a system of regular reporting to City Council of business development activity in the City by providing information monthly on building permits and new business licenses in the Friday memo. Related to planning development projects, we have been including a regular quarterly update in the Friday memo and quarterly reports at City Council meetings during the City Manager's Report. Is this system working for Council?

January 5, 2015

Fresh Take- Current Implementation

Economic Development

- a. Recently revised existing economic development program. Have focused on 6 key initiatives specifically designed to integrate into Fresh Take brand: Retail Growth, Niche Industries, Manufacturing, Office Revitalization, Healthcare Access, and Folsom Boulevard. Discussed with Council at September 23 workshop.
- b. Obtained access to key data sources, Buxton and CoStar. This has improved quality, quantity and packaging of information for the city, for prospects, and for assistance to existing businesses. Examples Sunrise /Douglas Grocery recruitment and Entertainment Center.
- c. Partnered with the Chamber to launch Rancho Cordova Tools for Business (ranchocordova.toolsforbusiness.info), a website where existing and new businesses can find useful information. Examples, marketing, social media, finance etc.
- d. More involvement in gap financing for priority projects including direct investment and or equity participation. Also buy down or reduction of fees to make a project viable with an Economic Development fund.

Neighborhood Services

- a. Code Enforcement staff are now participating the Intelligence Lead Policing (ILP) monthly meeting held by RCPD. This gives Code Staff a level of knowledge of the major issues that RCPD is dealing with in the community and who their targets are. Code many times is allowed in the home and can act as a liaison to RCPD for information and target surveillance.
- b. Code Enforcement Officers now have the capacity to issue criminal citations. Everything we did before was administrative. Criminal misdemeanor citations results in fines, court ordered training, property abatement, probation or jail time.
- c. Repeat Offender Ordinance allows City Staff including PD to bill for actual time once a case has been deemed a nuisance. A meeting will be held with the property owner and management prior to any billing to try and solve the problem. If no action is taken they will be billed at full costs recovery.
- d. Neighborhood Services is using more volunteers in the office and field. We have one volunteer that can now do low level inspections (trash cans, inoperable vehicles etc.) and enter the cases into the database freeing up staff time to deal with re-inspections and working with residents to come into compliance.

- e. Rental Housing permit. A new permit type will be issued that will streamline rental housing inspection and remove small permit issues from Building and Safety. This will allow rental housing code enforcement staff (with the appropriate certifications) to sign off on small building issues such as hot water heaters and GFCI outlets. This will make our service more seamless, easier for the resident and free up Building Inspector time to work on bigger issues and new construction.

Housing

- a. Increased expectations of individual staff members to encourage creative thinking and problem solving
- b. Initiate with Council Members and potential service providers to develop a RC Youth Center Example Boys and Girls club
- c. Using a “fresh take” on implementation at Mather Veterans Village Housing Staff have recommitted development strategies for phase 2 & 3
- d. To streamline the CDBG application and monitoring process staff has implemented ZoomGrants software saving time and frustration to applicants and staff.

FUTURE-- FRESH TAKE IMPLEMENTATION

Economic Development

- a. Council has prioritized the 6 initiatives and the Economic Development Team is implementing the first two -- Retail Growth and Niche Industries by:
 - i. Data gathering and mapping.
 - ii. Identifying ways to assist via improved business outreach, permit streamlining, incentives, better customer service, etc.
 - iii. Crafting marketing packages for direct outreach to targeted retail businesses.
 - iv. Branding and publicizing outcomes and success stories.
- b. Visible related discreet projects may include more business roundtables and completing the incentive program including an Economic Development Fund to be used for business incentives and attraction and improve services in concentrated area of employment.
- c. Implement a “business concierge” who will greet the business community at the counter and act as a liaison throughout the whole process of zoning, business license and building permit

issues. He/she will also connect businesses to the SBA, SBDC, Chamber of Commerce and other tools for success. Then after a period of time they will check back with the business to see what we could have done more efficiently and what support they need to succeed

- d. Investigating crowd funding and what role the City may play in startups and new businesses.
- e. Funding a location for a business incubator.

Neighborhood Services

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- b. Field staff is looking at using tablets in the field that will speed up the time it takes to document a case. Currently staff are taking notes in the field and coming back to enter them into the database and generate notices. As each vehicle has a printer installed, this will also provide better immediate customer feedback on required corrections. Field staff will be able to provide a list of corrections in the field, check with the property owner to ensure they have adequate time to make the corrections and answer any questions the notice may prompt. This should speed up staff getting through the rental housing stock.
- c. Future “Fresh Take” ideas in implementation or just getting sorted out are: 1. Mandatory manager training for all rental housing managers and owners and 2. Exploring a citywide ordinance that requires all property owners to ensure whoever is living at a rental property is on the lease. Most people who are participating in criminal activities in apartments are staying with someone else and are not on the lease.

HOUSING

- a. Emergency Housing Funding provides limited, one-time vouchers to persons who are experiencing an emergency defined as a critical need for housing and/or shelter. Emergency Housing Fund would be primarily utilized by:
 - I. Residents w/children who have experienced or have been displaced due to a fire or natural disaster
 - II. Residents referred by local non-profits or local churches

III. Residents or employees experiencing a financial hardship

- b. (West La Loma) - GSN idea: Social Services Connectivity that would bring in the County, APS & CPS to the table for a focus on long-term social services issues, not just identifying and problem-solving through triage.
- c. Use Federal Cap and Trade Funds to encourage development around Mather Mills/ Los Rios site. Develop a mixed use residential service commercial area using Fong property and low use land and buildings around light rail.
- d. Creation of a mobile third place. In community building, the third place (or third space) is the social surroundings separate from the two usual social environments of home and the workplace. Third places are important to civic society, democracy, civic engagement, and establishing feelings of a sense of place; free or inexpensive; food and drink (while not essential, important); highly accessible; involve regulars; welcoming and comfortable. A mobile third place would serve distressed neighborhoods or those neighborhoods that lack a third place: Perhaps a pop-up coffee shop that is centralized to a pop-up public space and temporary retail district; temporary and inexpensive retail installations (shipping containers) that encourage the small business owners or future business owners an incentive by taking their product to the next level.

Communications and Government Relations

Council-Staff Retreat 01/07/2014

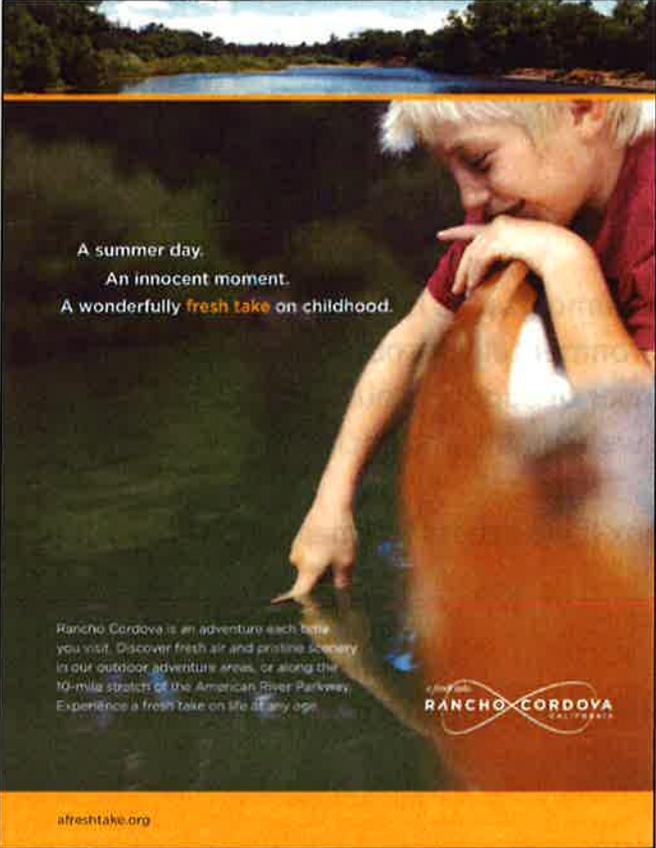
Issues:

- Emerging population of young, professional citizens and employees in our business community.
 - The national trend among this demographic is a preference for news in a rapid, electronic, and environmentally responsible manner.
- Mainstream media can presently censor or suppress our stories.
- We need a more robust presence in web, email, and social media to drive our own news channels.
- Even people who don't have a mailbox have access to smart phones.

Fresh Take:

- Take City Views from quarterly, printed publication to monthly electronic publication.
- Roll-out of Fresh Take to community
 - Working with Shelly Blanchard
 - Start with bringing the spirit of Fresh Take to all employees.
 - Council Members show of support for Fresh Take at January 29 All-Hands event would be greatly beneficial.
 - Fresh Take Photo Contest (partnering with Cordova Community Council).
 - Rancho Cordova night at the Sacramento Kings (February 8, 2015).
- Take control of media channels
 - Facebook
 - Twitter
 - Instagram
 - Pinterest
 - Website redesign
- Media Training for Council Members and key staff in late February.
- *Fresh Connect* electronic citizen input portal.
- Support Council Members in Washington, DC in January, March, and April, along with the US Conference of Mayors conference in San Francisco in June.

Fresh Take Advertisement Concepts

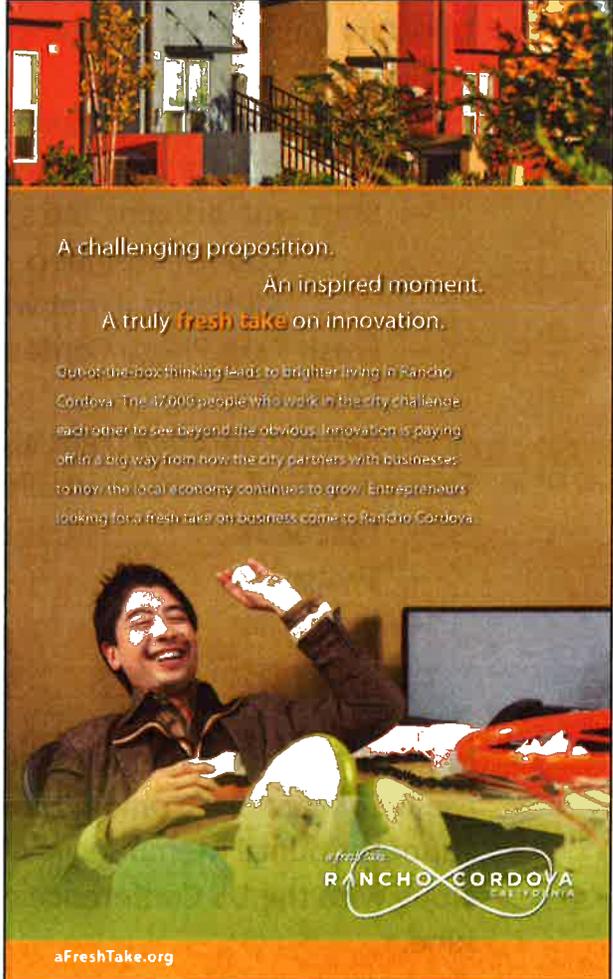


A summer day.
An innocent moment.
A wonderfully **fresh take** on childhood.

Rancho Cordova is an adventure each time you visit. Discover fresh air and pristine scenery in our outdoor adventure areas, or along the 10-mile stretch of the American River Parkway. Experience a fresh take on life at any age.

a fresh take
RANCHO CORDOVA
CALIFORNIA

afreshtake.org



A challenging proposition.
An inspired moment.
A truly **fresh take** on innovation.

Out-of-the-box thinking leads to brighter living in Rancho Cordova. The 17,000 people who work in the city challenge each other to see beyond the obvious. Innovation is paying off in a big way from how the city partners with businesses to how the local economy continues to grow. Entrepreneurs looking for a fresh take on business come to Rancho Cordova.

a fresh take
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aFreshTake.org



A Fresh Take On Business

a Fresh Take on
RANCHO CORDOVA
CALIFORNIA

Welcome to Rancho Cordova, California, near Sacramento on Highway 50. The people who lead, live, create, work and recreate in this can-do community are all about forward movement... so something exciting is always happening.

aFreshTake.org

Billboard Concepts (Highway 50, Sunrise Blvd., etc.)

