



Staff Report

TO: Honorable Mayor and Members of the Town Council
FROM: Sean Rabé, Town Manager
DATE: June 8, 2021
RE: 2021-2026 Strategic Plan

Recommendation

Approve attached five-year Strategic Plan to guide the Town's priorities through 2026.

Issue Statement and Discussion

Strategic Planning is a critical process for local governments to provide a framework that ensures priorities set by the Town Council are clear to all Staff, goals are laid out that respond to priorities, objectives are achieved that meet the goals, and that Town government is accountable to meeting community needs.

The goals are broad statements of what we are striving for in delivering services to our community and should be both quantitative and qualitative in nature. The plan should identify strategies and initiatives to support the core goals.

On April 9, 2021, the Town Council and Staff held a Strategic Planning Workshop at the Blue Goose Event Center. The meeting was open to the public, and a handful of public members attended and provided input on the draft plan and priorities.

Using input from the Council and Staff during the meeting, I have created a draft Strategic Plan (Attachment A). The timeframes for each strategy were discussed and generally agreed upon during the workshop, and are based on workload, resources and operational importance.

Explanations and programs aimed at implementation of the plan are found after the chart.

Staff is prepared to respond to any questions you may have.

CEQA Requirements

There are no CEQA implications associated with the recommended action.

Financial and/or Policy Implications

Financial implications will be identified as the tasks are implemented and further refined.

Attachments

- A. Draft 2021-2026 Strategic Plan

2021-2026 Strategic Plan Framework

Town of Loomis Mission Statement

The Town of Loomis is committed to preserving a quality of life to which families can grow and enjoy the small town atmosphere; a town in which there are concerns for all segments of society, including businesses and residents; a town that encourages the participation of all of its citizens in civic and community activities; a council and town staff that responds courteously and respectfully to the concerns and needs of the town's residents; and a plan that calls for slow, quality growth while preserving the financial integrity of the town.

ISSUE	GOAL	STRATEGIES	DEPARTMENT	TIMING
Use of Technology	Use technology to increase services to Town residents and provide more efficient operations	<ol style="list-style-type: none"> 1. Create public portal for Planning and Public Works issues (using Social Pinpoint) 2. Use various Finance technologies to streamline and simplify financial processes 3. Update mapping for ROWs and Easements 4. Upgrade facility security (cameras, lighting) 5. Develop an app for resident engagement 	<p>Planning</p> <p>Finance</p> <p>PW/Engineering</p> <p>PW/Engineering</p> <p>All</p>	<p>Short-term</p> <p>Short/Mid</p> <p>Mid</p> <p>Short</p> <p>Mid/Long</p>
Infrastructure	Maintain and enhance the Town's infrastructure	<ol style="list-style-type: none"> 1. Revamp and update Capital Improvement Plan 2. Fund and implement Capital Improvement Plan (including grants) 3. Long-term planning for circulation – roads, bike/trails/pedestrian 4. Pavement Condition Index on Website 	<p>PW/Engineering</p> <p>PW/Engineering Finance Town Manager</p> <p>Planning/ Engineering</p> <p>Engineering</p>	<p>Short/Mid</p> <p>Short/Mid/Long</p> <p>Mid/Long</p> <p>Short</p>
Operations	Provide efficient governmental operations in as cost-efficient manner as possible	<ol style="list-style-type: none"> 1. Use contractors for appropriate services 2. Succession Planning 3. Spending Authority 4. Uniform Construction Cost Accounting Procedures 	<p>All</p> <p>All</p> <p>Town Manager</p> <p>Engineering/Town Manager</p>	<p>Short/Mid/Long</p> <p>Long</p> <p>Short</p> <p>Short/Mid</p>

		<ul style="list-style-type: none"> 5. Identify operational efficiencies 6. Legislative Platform 7. Communication Policy 	<p>Town Manager</p> <p>Town Manager / Council</p> <p>Town Manager / Clerk</p>	<p>Short/Mid</p> <p>Short/Mid</p> <p>Mid</p>
Financial Resiliency	<p>Provide revenue stabilization through Economic Development and other means</p>	<ul style="list-style-type: none"> 1. Provide for economic development that is less impacted by economic downturn 2. Finalize Costco 3. Update Building Permit Fees 4. Branding of Loomis 5. Sales and Use Tax for library (parks?) 6. American Recovery Plan (use?) 7. Maintain and use strategic partnerships (GSEC, Chamber, etc.) 8. WW Moulding Development 9. Targeted Economic Development 10. Remove hinderances to Economic Development 	<p>Town Manager/ Planning</p> <p>Town Manager/ Atty</p> <p>Building / Engineering</p> <p>Town Manager/ Planning</p> <p>Town Manager</p> <p>Finance/Town Manager</p> <p>Town Manager / Council</p> <p>Town Manager/ Planning</p> <p>Town Manager</p> <p>Town Manager</p>	<p>Short/Mid/Long</p> <p>Short</p> <p>Short</p> <p>Mid/Long</p> <p>Short/Mid</p> <p>Short</p> <p>Short/Mid/Long</p> <p>Short</p> <p>Short/Mid/Long</p> <p>Short/Mid</p>
Community Development	<p>Provide for the planning of the Town in line with community expectations and values</p>	<ul style="list-style-type: none"> 1. Certify Housing Element 2. General Plan Update 3. Zoning Code Update 4. Development project processing 	<p>Planning</p> <p>Planning</p> <p>Planning</p> <p>Planning</p>	<p>Short</p> <p>Mid</p> <p>Mid</p> <p>Short/Mid/Long</p>

		5. Tree ordinance review/application	Planning/Council	Short/Mid
Build Community, Transparency	Continue building Community in a positive way; increase transparency in operations	<ol style="list-style-type: none"> 1. Maintain communication channels (Facebook, newsletter, website) 2. Increase public events (when able) 3. Create an overall vision for Loomis 4. Increase trust in local government 5. Continue creation of searchable digital archive of Town Records on website 6. Continue improving customer service at Town Hall to provide transparency and exceed expectations 7. Provide additional technologies and budget appropriately for better transparency and resident access 	<p>ALL</p> <p>Chamber/Clerk/Manager</p> <p>Council/Planning</p> <p>All</p> <p>Clerk</p> <p>Clerk/Town Manager</p> <p>All</p>	<p>Short/Mid/Long</p> <p>Mid</p> <p>Short/Mid</p> <p>Short/Mid/Long</p> <p>Mid</p> <p>Short/Mid/Long</p> <p>Short/Mid</p>

2021-2026 Strategic Plan Framework

Supporting Programs:

Use of Technology:

Use technology to increase services to Town residents and provide more efficient operations

- Planning Department:
 - Short term:
 - Social Pinpoint: Build out a public-facing portal for the General Plan update that allows comments to be inserted into a map for tracking. That mapping program can be expanded for use by other departments, particularly Public Works.
- Finance Department: Implement various technologies to streamline operations and simplify financial data.
 - Short term:
 - Establish Bill.com for payment processing and digital document storage
 - ClearGov for budget reporting and transparency
 - Mid-term:
 - Increase use of technology to streamline and simplify the financial process
 - Investigate and possibly implement cloud based Enterprise Resource Management (ERP) system. This uses technologies and systems to manage and integrate all core business processes.
- Public Works:
 - Mid-term:
 - Begin the process of updating mapping to address maintenance in areas where right of way is unclear or unknown
 - Short Term:
 - Update facility security by upgrading camera systems and lighting
- All Departments:
 - Mid / Long Term:
 - Contract with a company to build out a smartphone application to provide for better resident engagement (calendar, report an issue, etc.)

Infrastructure:

Maintain and enhance the Town's infrastructure

- Public Works / Engineering Departments:
 - Short Term:
 - Present the recently-completed Pavement Condition Index to Council and put the document on the Town website
 - Short and Mid Terms:
 - Revamp and update the Town's Capital Improvement Program
 - This would include additional facilities added to the CIP (parks, facilities, roads, capital equipment, etc.)
 - Focus on deferred maintenance
 - Update existing facilities as resources allow
 - Fund CIP programs:
 - Continue looking for grants and additional funding sources
 - Mid and Long Terms:
 - Long Term Planning for infrastructure

- General Plan Update
- Future developments
- Storm drain facilities

Operations:

Provide efficient governmental operations in as cost-efficient manner as possible

- Town Manager:
 - Short and Mid Terms:
 - Continue reviewing organization for operational efficiencies
 - Adjust Town Manager spending authority to allow for greater contracting efficiencies
 - Implement Uniform Cost Accounting procedure for streamlined contracting
 - Establish legislative platform to allow for faster response to pending legislation
 - Mid Term:
 - Create communication policy to guide how Council, commissions, committees and Staff should interact with media and public
- All Departments:
 - Short/Mid/Long Terms:
 - Review contracting capabilities to determine if contracting or staff is more efficient
 - Succession planning
 - Some long-term Staff may be at or nearing retirement. As Staff is so lean, need to begin succession planning.

Financial Resiliency:

Provide revenue stabilization through Economic Development and other means

- Town Manager:
 - Short and Mid Terms:
 - Review Town ordinances to determine possible hindrances to economic development and bring resolutions to Council for action
 - Begin process to renew sales and use tax for Loomis Library and Community Learning Center, and review potentially increasing tax to ½ cent and include park development and funding in tax
 - Short/Mid/Long Terms:
 - Continue targeted economic development that attracts businesses that are complimentary to Loomis
- Town Manager and Town Attorney:
 - Short Term:
 - Finish Costco litigation and get Costco built
- Town Manager and Planning Department:
 - Short Term:
 - Move forward with WW Moulding Redevelopment
 - Short/Mid/Long Term:
 - Provide for economic development that is less impacted by economic downturns. Examples include the transient occupancy tax created by hotels and partnering with the League of California Cities on tax sharing reform with the State
 - Mid and Long Term:
 - Continue branding efforts
- Town Manager, Council and Finance Department:
 - Short Term:

- Decide on use of American Recovery Plan funds (approximately \$1.3 million; program requirements to be established by Federal government soon)
- Town Manager and Town Council:
 - Short/Mid/Long Term:
 - Maintain and better use the strategic partnerships the Town has in the region, including Greater Sacramento Economic Council, SACOG, PCTPA, etc.
- Building and Engineering Departments:
 - Short Term:
 - Update building permit fees to provide for greater cost recovery (General Fund is subsidizing permitting costs)

Community Development:

Provide for the planning of the Town in line with community expectations and values

- Planning Department:
 - Short Term:
 - Complete Housing Element Update
 - Short/Mid/Long Terms:
 - Ongoing Development processing – the Town will be processing several large scale development proposals, all at the same time. Staff will continue to provide quality planning services, augmented by contract planning firms.
 - Mid Term:
 - Complete General Plan Update
 - Update Zoning Code to reflect new General Plan
 - Revisit Oak Tree ordinance for more flexibility in application and use of fees

Build Community and Transparency

Continue building Community in a positive way; increase transparency in operations

- Town Manager / Town Clerk:
 - Short/Mid/Long Term:
 - Continue ongoing process of improving customer service at Town Hall to provide transparency and exceed customer service expectations. Continue ongoing culture of helping, not hurting
- Chamber / Clerk / Town Manager:
 - Mid Term:
 - Increase community events to provide community togetherness
- Town Clerk:
 - Mid Term:
 - Continue ongoing effort to create searchable database of public documents on Town Website and Town intranet
- All Departments:
 - Short/Mid/Long Term:
 - Maintain communication channels to provide transparency and to create an educated residency
 - Facebook, newsletter, Town Manager Tuesday, newsletter, website
 - Increase trust in local government:
 - Foster culture of respect and helpfulness at Town Hall so that our residents feel heard, valued and respected
 - Provide additional technologies and budget appropriately for increased transparency and resident access to Town meetings

- Council / Planning Department
 - Short/Mid Term:
 - Create an overall vision for Loomis (requested by Councilmember Clark-Crets):
 - Take time to survey, poll, workshop with Town residents and businesses to create a consensus vision for Loomis that will feed into the General Plan update

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