



# City of Roseville Strategic Plan

Fiscal Years 2021-2024

*Updated February 2023*

# City of Roseville City Council

*Elected by district to serve all of Roseville*



**Bruce Houdesheldt**  
*Mayor*



**Krista Bernasconi**  
*Vice Mayor*



**Scott Alvord**  
*Councilmember*



**Tracy Mendonsa**  
*Councilmember*



**Pauline Roccucci**  
*Councilmember*

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## Message from the City Manager



To the Roseville City Council and Community:

The City Council's commitment to developing this Strategic Plan highlights the value Roseville places on community engagement, clear vision, and sound decision-making.

In October 2019, the City Council held a public workshop to develop this four-year plan through Fiscal Year 2023-24. The Council decided to hold mid-term update workshops to the strategic plan and this document reflects the final update to the initial plan based on the Council workshop held in February 2023.

A sign of a well-developed strategic plan is its ability to withstand the test of time and changing circumstances. This proved true with each update of the strategic plan as we faced challenges head-on and leveraged opportunities to strengthen our community and organization. The recognitions we've received throughout the course of this plan are an indication of its success. The Council's strategic plan remained relevant and an important policy document to guide budget decisions.

While one of the constants in life is change, we know that uncertainty is change's close companion. Our resiliency lies in our preparation for uncertain times. This plan highlights the careful and thoughtful intent behind our efforts to create and maintain a high quality of life into the future.

We appreciate the partnership of the City Council and the support of our community in making this a reality.

Respectfully,

Dominick Casey • February 2023



# Recent accomplishments

The City Council highlighted key accomplishments from the past year:

- Increased police staffing
- Made progress on Weber Park
- Completed Economic Development Strategy
- Fiscally strong/Measure C approval
- Created Corridors Specific Plans
- Made progress on Fire Station 8
- Launched Soccer Complex project
- Collaborated on regional homelessness
- Community outreach and engagement
- Deployed public safety equipment
- Approved digital billboard project
- Launched Venture Lab
- Restored Parks and Recreation elements
- Advanced real-time crime center
- Worked on electric transformers solution
- Improved wastewater system
- Flood water capture/storage
- Downtown specific plan progress
- Received many recognitions and awards





A mission is a statement of the purpose of the organization.

It defines what the organization stands for and what it will do.

## Mission

To provide exceptional services in a fiscally responsible manner that enhance the quality of life today and into the future.



## Vision

Preserving our high quality of life as we prosper into the future.

We do this by ensuring:

- **A safe and healthy community.** People feel safe and secure in our community, working together to prevent problems and to protect those in need.
- **A fiscally sound city.** Living within our means and maintaining a responsible level of fiscal reserves means considering the long-term effects when weighing various options.
- **A well-planned city.** An appropriate balance of land uses including housing, employment sites, shopping areas, parks and open space is essential for a vibrant community. By requiring development to pay its fair share, the community will experience the positive effects of growth.
- **Well-managed infrastructure.** It is critical to ensure that City infrastructure—including roads, streetscapes, parks, utilities, facilities, and technology—is well maintained. Effectively planning infrastructure improvements includes anticipating future needs.
- **Outstanding recreational activities.** Diverse recreation and cultural opportunities are widely accessible. Ample open space allows for outdoor parks, bike trails and interactions with nature.
- **A transparent, accountable environment.** Information, services, and resources are readily available online and in person. Active engagement in dialogue promotes transparency and encourages a healthy exchange of ideas.

The vision statement is aspirational with a focus on the future. It is a statement of where the organization is going.



Values provide the basis for how the organization and its members will work to achieve the mission, vision, and goals.

## Values

By adhering to our values, the City of Roseville attracts passionate professionals committed to achieving the community's greatest potential. We strive to:

### Instill trust

- Safeguard the trust placed in us as stewards of public resources
- Keep commitments and be accountable
- Demonstrate fairness and respect

### Cultivate innovation and creativity

- Take initiative and calculated risks
- Anticipate and adapt to change
- Consider a variety of solutions

### Treat people well

- Demonstrate empathy and show respect
- Anticipate needs and recognize expectations
- Respect individuality and differences of opinions

### Work together

- Collaborate and building partnerships
- Communicate with an understanding of different audiences
- Make good decisions that keep the organization moving forward

### Promote personal development

- Seek opportunities to learn
- Optimize individual strengths and talent
- Recognize the importance of balancing intellectual, emotional, and physical development



# Overarching Goals



**Maintain a safe and healthy community**



**Remain fiscally responsible in a changing world**



**Enhance economic vitality**



**Invest in well-planned infrastructure and growth**



**Support community engagement and advocacy**



**Deliver exceptional City services**

## Six goals support the City's mission and vision.

These goals have remained constant since the development of the initial strategic plan at a Council workshop in October 2019.

The City Council also adopted key strategies to achieve these goals, which were updated in February 2023 at the annual Council workshop.





## Maintain a safe and healthy community

1. Ensure public safety service levels are maintained with facilities and staffing, and real-time crime monitoring, as the city grows.
2. Continue City efforts to reduce homelessness while collaborating and advocating regionally as appropriate.
3. Continue inclusiveness, equality and justice efforts for all in partnership with the community.



### Goal description:

Roseville will remain a safe city through police and fire services that are responsive to the community's changing needs.

This goal includes safe transportation corridors, a robust parks system, vibrant recreational programs, community-centered libraries, and sound utilities.





## Remain fiscally responsible in a changing world

1. Balance utility services and customer rates, given legislative mandates and rising costs.
2. Seek ways to reduce pension liabilities to maintain high-quality services.

### Goal description:

Roseville is in a strong financial position and has well established financial practices.

Achieving all of the City's goals and strategies requires continued fiscal vigilance, especially in light of changing economic and regulatory conditions.





## Enhance economic vitality

1. Advance sports tourism strategy, including soccer complex.
2. Support conditions that attract, promote and retain retail, commercial, and industrial opportunities that have a positive fiscal impact.
3. Consider strategic reserves and other funding for vacant storefronts, façade improvements, corridor rehab and other opportunities to adapt to changing economic conditions.
4. Implement Economic Development Strategy.

### Goal description:

Programs that retain, attract, and help businesses thrive in Roseville are important to creating jobs and a vibrant local economy.

Recognition of the City's role as an economic engine for the region puts Roseville in a leadership position for innovation and collaboration initiatives.







## Invest in well-planned infrastructure and growth

1. Reinvest in core neighborhoods.
2. Increase funding for CIP rehabilitation to prevent erosion of infrastructure.
3. Prioritize completion of soccer complex and crucial corridors.
4. Maintain investment in water resiliency and increase capacity of the electric utility.
5. Seek increased regional and local transportation funding and revenues.

### Goal description:

Recognizing Roseville's long-term land-use and infrastructure planning efforts, the community is increasingly affected by regional traffic and congestion, aging infrastructure, and issues in infill development and older neighborhoods that warrant the investment of resources to mitigate and offset these issues to preserve Roseville's quality of life.







## Support community engagement and advocacy

1. Remain focused on community engagement and education about City services and the budget.
2. Explore opportunities to engage increasingly diverse audiences in relevant ways.
3. Increase outreach to and engagement with younger populations.
4. Explore volunteer opportunities for employees.
5. Help county, state, and federal policymakers understand key City issues, including local decision-making.

### Goal description:

Roseville is recognized nationally for excellence in its community engagement and public information programs.

An ongoing focus in these areas will help ensure that those in positions to influence or determine public policy have the necessary context to make informed, collaborative decisions.





## Deliver exceptional City services

1. Explore ways to strengthen code enforcement efforts, including graffiti and blight abatement.
2. Remain an employer of choice through expanded recruitment and attraction efforts, a focus on retention, and a strong culture.
3. Implement greater community-based and volunteer cleanups.
4. Implement a new and more efficient way to process increasing Public Records Act requests.



### Goal description:

Continuing to provide exceptional City services will require the use of new digital tools as well as structural changes to reflect the evolving needs and operations of the City.

# Strategic Plan communication

City staff will report on progress of the strategic initiatives throughout the year.

In addition to the annual Council Strategic Plan workshops, staff will highlight the plan's implementation throughout the year by linking

operational actions to the strategic plan using communication tools such as council agenda items, newsletters and social media, speeches, presentations, and community meetings.

Providing timely information to stakeholders is critical to the success of the City.

## Stay engaged

The City of Roseville Strategic Plan establishes strategies for a four-year period to drive the City's six overarching priorities. The plan articulates the organizational mission and vision of the City and establishes a set of values and goals as a guide for decision-making.

The City offers a variety of ways to keep updated with City activities and news, to volunteer, and to let your voice be heard:

- Sign up for news and alerts at [roseville.ca.us/connect](https://roseville.ca.us/connect)
- Read agendas and participate in Council, board, and commission meetings at [roseville.ca.us/agenda](https://roseville.ca.us/agenda)
- See results of the National Community Survey at [roseville.ca.us/ncs](https://roseville.ca.us/ncs)
- Sign up to participate in FlashVote surveys at [flashvote.com/rsvl](https://flashvote.com/rsvl)
- Volunteer to help provide city services at [roseville.ca.us/volunteer](https://roseville.ca.us/volunteer)

Get involved in your neighborhood association through the Roseville Coalition of Neighborhood Associations at [rcona.org](https://rcona.org)





## Recent Accolades

5th Best Place to Live in the U.S. if You Work From Home (*Money.com, 2021*)

7th in the U.S. as a city with the happiest residents (*SmartAsset.com 2022*)

8th Best Place to Live in America (*Livability.com, 2021*)

8th Best City for Military Retirees (*Smartasset.com, 2021*)

8th Growth City in the Nation (*U-Haul, 2021*)

9th Best Small Real Estate Market (*Wallethub.com, 2021*)

15th Best Metro Area in the U.S. to Work in Tech (*Smart Asset, 2021*)

18th Economic Growth City in the U.S. (*SmartAsset, 2022*)

21st Best Place to Live in the U.S. (*Livability.com, 2022*)

35th Healthiest County in the U.S. (*U.S. News and World Report, 2021*)



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