

To advance the mission and goals adopted by City Council through “Envision 2025,” the medium-range city staff initiatives proposed for calendar year 2024 are presented below. This is not an exclusive list. A great deal of time will be necessarily devoted to the day-to-day tasks that serve the residents, visitors and businesses of Riverside. The goals below represent efforts above and beyond to improve city-government effectiveness and advance the quality of life for all in Riverside.

The 2024 staff goals are presented through the lens of the five priorities adopted in Envision 2025:

1. **High-performing Government** -- Provide world-class public service that is efficient, accessible and responsive.
2. **Community Wellbeing** -- Ensure safe and inclusive neighborhoods where everyone can thrive.
3. **Arts, Culture and Recreation** – Provide diverse community experiences and personal enrichment opportunities for people of all ages.
4. **Economic Opportunity** – Champion a thriving, enduring economy that provides opportunity for all.
5. **Environmental Stewardship** -- Champion proactive and equitable climate solutions based in science to ensure clean air, safe water, a vibrant natural world, and a resilient green, new economy for current and future generations.
6. **Infrastructure, Mobility and Connectivity** –Ensure safe, reliable infrastructure that benefits the community and facilitates connection between people, place and information.

In theory and in implementation, City Staff will adhere to the cross-cutting threads which are a part of all city operations:

Community Trust – Riverside is transparent and makes decisions based on sound policy, inclusive community engagement, involvement of City Boards & Commissions, and timely, reliable, valid information.

Equity – Riverside is supportive of the City’s racial, ethnic, religious, sexual orientation, identity, geographic, and other attributes of diversity and is committed to advancing the fairness of treatment, recognition of rights, and equitable distribution of services to ensure every member of the community has access to share in the benefits of community progress.

Fiscal Responsibility – Riverside is a prudent steward of public funds and ensures responsible management of the City’s financial resources while providing quality public services.

Innovation – Riverside is inventive and timely in meeting the community’s changing needs and prepares for the future through collaborative partnerships and adaptive processes.

Sustainability and Resiliency – Riverside is committed to meeting the needs of the present without compromising the needs of the future and all the while ensuring the City’s capacity to persevere, adapt and grow during good and difficult times.



Arts, Culture and Recreation

Provide diverse community experiences and personal enrichment opportunities for people of all ages.

1. Develop an **Arts Master Plan**. (CEDD)
2. Develop an ARPA funded **Artists in Residence Program**. (CEDD)
3. Develop a new **Senior and Aging Master Plan** to enhance the well-being and quality of life for the senior population in Riverside. (PRCSD)
4. Update **Festival of Lights Oversight and Administration**; formulate an MOU more clearly delineating responsibilities. (CEDD)
5. Work with all local museums to **develop a Museum pass** customers can check out from library to gain free access to the various museums in Riverside. (LIB/MUS)
6. Support, evolve, and **expand Citywide events** with local events in each Ward. (CEDD)
7. Continue **mural program** and similar city beautification projects, including underpass and levy artwork to showcase Riverside. (CEDD)
8. Develop strategies to **attract and retain local artists** in Riverside. (CEDD)
9. Program of iconic Riverside **signs at entry points** to the City (COMMS)
10. New program of **seasonal banners** with robust banner tracking system. (COMMS)
11. **Program of American flags** on light poles for July 4 and Veterans Day. (COMMS)
12. **Establish art itineraries** for visitors and residents. (CEDD/COMMS)
13. Create **augmented reality / immersive experiences** on trails, parks, and historical sites. (CEDD/PRCSD/COMMS)
14. Promote Riverside-specific **collectible posters/artwork**. (COMMS)
15. New plan for **maintenance of parks**, including a Parks & Rec Facility Reserve Fund. (FIN)
16. Install **remote library checkout lockers** at 4-5 locations. (LIB)
17. Increase the **library access to nontraditional users** through enhanced bilingual options, translation at programs, senior programming, tool lending library, workforce development programs, and outreach with new partners. (LIB)
18. **Increase Library Collections** through expanded ZipBook program. (LIB/HR)
19. Begin a project of all third graders with a **Library card by 2025**. (LIB)
20. Start a comprehensive **cultural mapping project** with multiple partners. (MUS)
21. Increase museum offerings of diverse year-round programming in the **Museum's 100th anniversary**, including **"100 programs for 100 years"** in 2024. (MUS/LIB/PRCSD)
22. Expand Museum formal and informal relationships with external educational institutions, including RUSD and Alvord to gain a wider range of curriculum-based programs. (MUS)
23. **Streamline Museum volunteer recruitment** and expand available opportunities. (MUS/HR)

24. Expand opportunities for **seniors to engage in volunteer work** at all community centers/programs. (PRCSD/HR)
25. Implement a **needs assessment/survey** to identify specific areas within community centers/programs where **senior volunteers** are needed. (PRCSD/HR)
26. Expand program offerings at the **Ameal Moore Nature Center Program** to provide a more comprehensive and engaging experience. (PRCSD)
27. Enhance recreational opportunities of the **Stewart Boat House with operating pedal boats**. (PRCSD)
28. Establish additional educational partnerships for the **Bourns Family Youth Innovation Center**. (PRCSD)
29. Facilitate the development and implementation of the Bourns Family Youth Innovation **Aquaponics STEM Garden**. (PRCSD)
30. Hold 4th of July events with **fireworks at Mt. Rubidoux/La Sierra Park**. (PRCSD)
31. **Max all seven public pools** for swim lessons, classes, rentals, and shared use of RCC Cutter Pool and the Aquatics Center: (PRCSD)
 - a. Expand **senior aqua aerobics** classes by scheduling classes at three or more pool sites.
 - b. Expand adaptive programming for youth and adults to additional pool sites.
32. **Increase Project BRIDGE outreach efforts** to support the goals and objectives of the Housing and Human Services Department (PRCSD/HHS/HR)
33. **Mentorship program for at-risk youth**, expanding leadership training opportunities, workforce development, mental health support, and financial literacy. (PRCSD/HHS/HR)
34. Implement a public-facing **online facility reservation process** utilizing *ActiveNet*.
35. Expansion of the **senior citizen YANA Program** (You Are Not Alone). (POLICE)
36. Riverwalk **traffic signal and electrical box wrapping art pilot**, expansion to additional roadways. (PW/RPU)
37. Improve the **Civil Rights Walk**. (PW/MUS)
38. Pavement decoration on **Mariposa Alley**. (PW/CEDD)
39. Support the development of **Citrus Park master plan** to include trail opportunities on land owned by RPU. (RPU)
40. Site identification for **Dosan Center** in Citrus Park on land owned by RPU. (RPU)
41. RPU **Earth Day** event in conjunction with Insect Fair 2024. (RPU)



Community Well-Being

Ensure safe and inclusive neighborhoods
where everyone can thrive.

1. Begin **General Plan Update**, including robust public outreach. (CEDD)
2. **Update Code Enforcement**, revisiting division priorities including the vendor program, and weed abatement. (CEDD/PW/FIRE)
3. **Blue Zone implementation** program for the City of Riverside. (CSO/CEDD/LIB/PRCSD)
4. Create and implement a **Language Access policy**. (COMMS)
5. **Celebrate the city's culture**, through Culture United program, DEI calendar/promotion policy for social/web. (CMO/COMMS)
 - a. Public programming that addresses racism, provides multi-cultural education, and encourages equitable program participation. (MUS/PRCSD)
 - b. Sustain the dialog on racism and participate in learning about and implementing successful practices to control racism. (MUS/PW)
6. Establish a **City Podcast**. (COMMS)
7. Update and **revitalize the City TV system**: (COMMS)
 - a. Develop TV app for phone and wireless television systems;
 - b. Upgrade programing (i.e. firehouse cooking show, etc);
 - c. Explore local news programming;
 - d. Establish viewership metrics.
8. Ensure all departments engaged in **robust social media** (COMMS)
9. Complete **risk assessment of Parking Garages 1, 2, & 6**, and implementation of security enhancements, plus funding strategies for garages. (FIN)
10. **Complete Center for Public Safety Excellence Accreditation Certification** (FIRE)
 - a. Stand before CPSE accreditation Committee February 2024 in Tampa Florida.
11. Complete **study on reducing Fire/Rescue response times** from 9-minute average to 6-minutes or less, projecting needs into the future to ensure robust 911 response.
12. Complete the **EMS/Ambulance Services Study** and provide clear written direction on the path forward for enhanced City of Riverside EMS and Ambulance Services. (FIRE)
13. Complete 100% State mandated **Fire and Life Safety Inspections tracking** inspection processes and metrics. (FIRE)
14. Robust **Fire Department community engagement**, including CPR/First Aid, home Fire Safety Training to Public and a Citizens Fire Academy. (FIRE)
15. Obtain **better response data** for incidents in and around UCR. (FIRE)
16. Complete 5-Year City-Wide **Emergency Operations Plan**. (FIRE)
17. Purchase and **store emergency supply** of rations and water for City Employees. (FIRE)

18. Recruit, train and develop **CERT Members** including diverse communities (hearing impaired, various languages, ADA, etc.) (FIRE)
19. Provide **training on crisis communications** including our media protocol policy.
20. Provide training on **remote alert expansion**. (FIRE)
21. **Expand HAM Radio Operators Group** through inclusion in CERT Team communications. (FIRE)
22. Develop **ADA Transition Plan**. (GS)
23. **Work to Respond to and Reduce Homelessness and the Risk of Homelessness** (HHS)
 - a. **Continue daily work with the homeless** with PSET and partners. Every day.
 - b. **Train staff** in Harm Reduction, Trauma-Informed Care, Motivational Interviewing, and Situational Awareness.
 - c. **Expand volunteer, internship, and workforce development programs** (internal and external) in coordinated effort to reach the homeless.
 - d. **Conduct a Homeless Summit** with county and adjacent cities in bordering county.
 - e. Complete **Rehab of Access Center**.
 - f. Release RFQ for **Homekey Round 4** (Quality Inn).
 - g. Unrestricted money for **rental assistance for seniors** (general fund – design program).
 - h. **Hire Clinical therapist** to serve areas around ETS.
 - i. **Explore relocation of County Farm Road services** and or demand more help from County government in that area.
 - j. Conduct **saturation day events** in areas with a high concentration of homelessness.
 - k. Recruit **Riverside at Work Program** participants.
 - l. **Improve Hulen Campus environment** (rehabilitation of the pet kennel and gate at the Access Center, a Hulen Campus directory sign, paint exterior of Hulen Place, and increase lighting).
 - m. Locate permanent office space for PSET.
 - n. Identify **permanent funding stream** for the Bridge Housing Program.
24. **Work to Expand Housing Options** (HHS)
 - a. Complete the development of **153 affordable housing** units in the pipeline.
 - b. Assess the household's demographic data on the affordable housing wait lists to identify affordable housing development needs.
 - c. Add at least **two new affordable housing projects** to the development pipeline.
 - d. **Pursue city land donations** for affordable housing development.
 - e. **Inventory of publicly owned land** for affordable housing or repurpose. (CEDD/HHS/RPU/PW/IT)
 - f. Complete the revision of the **Mobile Home Rent Stabilization Ordinance**.
 - g. Draft an Administrative Plan manual for the **monitoring of affordable housing** units.
 - h. **Implement the National Standards** for the Physical Inspection of Real Estate (NSPIRE) for HUD funded projects.

- i. Apply for the next **Permanent Local Housing Allocation**.
 - j. Recommend an Ordinance that requires property owners to relocate tenants of properties that are **red tagged at no fault** of the tenant.
 - k. Conduct **alternative housing products** panel discussion with Housing and Homelessness Committee.
 - l. Work with Altura Credit Union to renew their three-year grant to support Life Skills and the **Riverside at Work Program**.
 - m. Develop a plan to **build modular units** on small infill lots to create homeownership opportunities.
25. Develop list of community groups and **expand city staff outreach** through targeted and systematic attendance and presentations at groups. (CMO/HHS/ALL).
 26. Form a **nonprofit coalition** similar to Houston, Texas, supporting nonprofit success and focus on city priorities. (HHS)
 27. Administer the HUD **Emergency Solutions Grant**. (HHS)
 28. Continue to support **food pantries coalition**. (HHS)
 29. Conduct affordable housing property managers **needs assessment**. (HHS)
 30. Administer the **Small Sparks Grant**. (HHS)
 31. Administer the **Movie Night Equipment Program**. (IT)
 32. Expand the City's **video security camera system**. (IT)
 33. Stand-up real-time **crime center**. (POLICE/IT)
 34. Stand up **Safety Fusion Center**. (FIRE/POLICE/IT)
 35. Increased use of **License Plate Readers** with IT to find hot spots. (POLICE/IT)
 36. Implement new publicly available **crime stats dashboard**. (POLICE)
 37. Develop **on display heat maps** and full functionality of ESRI system. (POLICE)
 38. Create Plan to **bridge the digital divide**. (IT)
 - a. Convene regional **Digital Divide Summit**. (IT)
 - b. Publish a **digital divide dashboard**. (IT)
 39. Refresh **Arlanza Library**. (LIB)
 40. **Build Community by Telling the Story of Riverside** (LIB/MUS/COMMS)
 - a. Increase visibility of Local History collection through participation in Inland Memories collaboration, hiring a librarian with archival skills, and adding programs.
 - b. Work with outside organizations to **identify and frame the Riverside Story**, create materials to support, and share with community.
 - c. Expand Museum role in **Riverside's historic stories** with thoughtful collection growth and interpretation. (MUS)
 41. Expand the **Love Your Neighbor Program** with Path of Life Ministries. (LIB/HHS)
 - a. Bring more social work students to more library locations.
 - b. Needs assessment for more Library locations and bring social work students onsite.
 - c. Partner with Parks and Recreation to bring to Community Centers and other locations.

42. Expand **National Night Out**. (POLICE)
43. Continued support to apartment complexes through **NPC Model**. (POLICE)
44. **100% Police Staffing by July 2024**. (POLICE)
45. Add **Community Service Officer** positions and **Police Cadet** positions. (POLICE)
46. Expand the **Parks and Neighborhood Specialist Program**. (POLICE/PANS)
47. Expand public safety outreach through **Youth Programs** such as Explorers, Youth Court, LAPS/Teen 2 Teen, O.W.E. (POLICE)
48. Moving forward with the design of the **new police headquarters**. (POLICE)
49. Enhance awareness of the **Adopt a Park program** and elevate engagement in volunteer opportunities. (PRCSD)
50. **Improve Management of City Trees** and Control Fire Fuel Sources. (PRCSD/FIRE)
 - a. Develop in-house database and complete a **comprehensive inventory of trees** citywide to inform the City's management of the Urban Forest. (PW/PRCSD)
 - b. Conduct fire break and fuel load reduction in priority areas, including **removal and replacement of hazardous trees** in parks and open spaces. (FIRE/PRCSD/PW)
 - c. Camp Evans invasive species and fuel reduction removal kick off fall 2024.
51. **Railroad Quiet Zones** at Panorama, Cridge, Palm and Brockton [Construction & Completion Planned for 2024]. (PW)
52. Develop **Adopt-A-Spot Program** allowing residents and businesses to adopt & enhance the City's rights of way, in collaboration with Keep Riverside Clean & Beautiful. (PW)
53. Achieve a **"Silver" Bicycle Friendly City** designation:
 - a. Additional mobility planning and additional programming to educate residents and facilitate bicycling. (PW)
 - b. Develop **"Every Kid Deserves a Bike"** program. (PW)
54. **Expand Utility Outage Map** information and customer communications to include more real-time information for the Community. (RPU)
55. Evaluate opportunities to expand and **improve Customer Service** and 311 Call Center experience for customers. (RPU)



Economic Opportunity

**Champion a thriving, enduring economy
that provides opportunity for all.**

1. **New Economic Development Strategic Plan**, engaging with partners on a new economic vision and strategy, starting with hosting an **Economic Summit of Excellence**. (CEDD)
2. Move forward with **Northside Master Plan**, with a revised master developer RFP or other strategy to move the plan forward. (CEDD)
3. Move forward with **Northside Agricultural Innovation Center**, finalizing governing and operation agreements, site design, and permits to enable Phase 1 construction with Lamplighter to build solar farms and site build out with infrastructure; pursue Phase 2, 3, 4 funding to complete the Center. (CEDD)
4. Revise the **Magnolia Specific Plan** (CEDD)
5. **One Stop Shop Refresh**: Focused, continuous service improvement (CEDD)
 - a. **Continued customer feedback** (Panel Discussion, CMO, Staff)
 - i. Make adjustments/enhancements (short and long-term solutions).
 - ii. Ombudsman or concierge service model in 2024.
 - iii. Establish benchmarked goals for services.
 - b. **Staff Training**
 - i. One Stop Shop Academy.
 - ii. Cross Training other city departments.
 - iii. Establish on-call Consultants to clear bottlenecks.
6. **Focus on CEDD hiring**, retain and develop highly skilled staff and hard to recruit positions, advance teambuilding efforts, align staff with new mission and goals. (CEDD/HR)
7. **Streamline the Permit Process** including SB 379 Solar streamlining act update, BP Amnesty Program, ADU Standard Plans, update RMC regarding permit and entitlement expiration to support industry needs, software enhancements to streamline services (Planning Module Update, POSSE enhancements, etc.). (CEDD)
8. **Advance City development projects** including Student Housing (former downtown terminal), Garage 1 and 2, Grapevine, and other City and Successor Agency owned properties. (CEDD)
9. Continue the implementation of the **Cannabis Program** including business application review, selection, Cannabis grants, project facilitation, plan check/permitting, user fees and charges updates, staff resource management, equity study, Cannabis Tax, and overall program facilitation to enable new retail cannabis businesses in the City. (CEDD)
10. Enhance the Riverside **Economic Development Marketing** effort, promoting the city at outside events (i.e. ICSC, BIOCON, GREENBUILD, etc.), website refresh, and marketing campaign to “tell our story.” (CEDD/COMMS)

11. Explore establishing an **Economic Advancement Center** in areas of need, in concert with non-profits and other agencies, cross pollinate with HR, CBU, SBA, etc. (CEDD/HR)
12. Explore expansion of **Outdoor Dining Program** (CEDD)
13. Conduct **Convention Center Expansion Study** (CEDD)
14. **Sports Attraction Study**, targeting a professional team (soccer, etc.) (CEDD)
15. Conclude **California Tower** lease extension or Cal Tower transfer to city. (CMO/CEDD)
16. Review/expand the **Disadvantaged Business Enterprise (DBE)** procurement policy and program to ensure equitable opportunities for a broad range of procurement types. (FIN)
17. Expand the **Local Vendor Preference (LVP) procurement program** to stimulate local business growth and the local economy. (FIN)
18. **Update local vendor requirements** making it easier to do business with the city. (FIN)
19. Expand **community engagement sessions** on how to do business with the city. (FIN)
20. Collaborate with educational institutions, non-profits and other agencies to expand workforce development services for students and city residents. (HR)
 - a. Job Stabilization, including **rapid reemployment services** through non-profits/others.
 - b. Ensure skills upgrades & job placement services.
 - c. Implementation of **youth workforce development program**.
 - d. Conduct a **needs assessment for workforce development** opportunities. (HR)
21. Streamline and automate the internal City volunteer hiring process and Livescan process through the implementation of a **new Volunteer Management System**. (HR)
22. Research opportunities for collaboration at **Fairmount Golf Course** with non-profit, public, and private partners (providing youth programming). (PRCSD)
23. Continue to work on **Fairmount Armory Economic Opportunity/partnership**. (PRCSD)
24. Apply for grants for **Martha McClain Park Renovation**. (PRCSD)
25. Explore feasibility of an **on-line activity guide** to reduce costs. (PRCSD/COMMS)
26. Continue work on the **River District Feasibility Study** (PRCSD)
27. Conclude ARPA funded **Safety Security Grant** (POLICE)
28. Implement **Solid Waste SHARE Program** (PW)
29. **Downtown Parking enhancements** including automated gate systems at all City garages, improved lighting, pilot space tracking and parking availability wayfinding systems. (PW)
30. **Pavement Trench Cut Study** to bolster the Pavement Management Program. (PW)
31. Conduct community discussions on the **future of the Greenbelt**. (CEDD/RPU)
32. Develop **Riverside's water strategy** for the future. (RPU)
33. Design **training programs for seniors** to identify skill gaps (to be included in the consultant RFP for the **Senior Aging Master Plan**). (PRCSD/HR)
34. Design **training programs for seniors** to identify skill gaps (to be included in the consultant RFP for the **Senior Aging Master Plan**). (PRCSD/HR)
35. Research initiatives to **expand employment opportunities for seniors**, fostering their reintegration into the workforce. (PRCSD/HR)



Environmental Stewardship

Champion proactive and equitable climate solutions based in science to ensure clean air, safe water, a vibrant natural world, and a resilient green new economy for current and future generations.

1. Update/implement a City **Climate Action Plan** through the General Plan update. (CEDD/CSO/GS/PRCSD)
2. Develop **Zero Emission Vehicle (ZEV) Transitional Plan** (CSO/GS)
3. Incorporation of solar energy and sustainable strategies in downtown Museum renovation and expansion to achieve a minimum LEED gold equivalent building. (CSO/GS/MUS)
4. Develop plan for **zero emission infrastructure upgrades** to electric charging and hydrogen fuel stations, as well as solar canopies throughout the bus yard. (CSO/GS/PRCSD)
5. Planning with Riverside Public Utilities – Water Division on the **“Riverside Habitat, Parks and Water Project – West Branch,”** for conversion from potable to recycled water for irrigating existing and future parks in the northwest portion of the city. (PRCSD/RPU)
6. **Plant 250 trees** in various parks and open space. (PRCSD)
7. Upgrade three parks to **CalSense water management system**. (PRCSD)
8. **Upgrade parking lot lighting** in parks/open space with LED. (PRCSD)
9. Establish **Recycle From Home** program to allow residents to redeem CRV. (PW)
10. Expand use of city owned **electric vehicles and charging infrastructure**. (CSO/PW/GS)
11. Workhorse **electric truck pilot**. (PW/GS)
12. Implementation of Public Private Partnership (P3) with Anaergia in expanding **food waste conversion to renewable natural gas** (RNG), along with conversion of Class B to Class A Biosolids to reduce impacts to the environment and landfills. (PW)
13. Collaborate with Riverside County Flood Control to implement additional **stormwater diversion/treatment projects** to reduce contaminants entering waterways. (PW)
14. Execute **groundwater leasing and banking program**. (RPU)
15. Develop **Non-potable and Recycled Water Master Plan** (RPU)
16. Complete **Groundwater Clean-up Negotiations** with PRP's. (RPU)
17. Develop **Climate adaptive Landscape Program**. (RPU)
18. Develop **Water Quality Implementation Plan**. (RPU)
19. Adopt new **Integrated Power Resources Plan**. (RPU)
20. Develop **load forecasts for EV** adoption for sectors. (RPU)
21. Lead the **Regional Climate Collaboratives** to fund community building and climate resilience planning for Arlanza, Northside, and mid-city neighborhood. (CSO)
22. Begin work towards **Zero Emissions for PRCSD Transit Services**. (PRCSD)



High Performing Government

Provide world class public service that is efficient,
accessible and responsive to all.

1. **Expand employee internal communications** (CMO/COMMS)
 - a. Improve methods to reach city staff, including intranet and newsletters.
 - b. Monthly recap of accomplishments and message from the City Manager.
 - c. Conduct Annual All-Employee Town Hall.
 - d. Create feedback / question portal for employees.
2. **Improve Recruiting on Website/Social Media/Other** (COMMS/HR)
3. New **Contract Management Program** to minimize risks and oversee compliance with terms and conditions. (FIN)
4. Streamline the **vendor onboarding process** to expedite the procurement process, minimize setup time for vendors, and maintain strong fraud prevention measures. (FIN)
5. **Streamline citywide payment processing and reconciliation processes**, achieving cost savings across multiple City departments while mitigating risk and adherence to Payment Card Industry standards for secure transactions. (FIN/IT)
6. Partner with the *Harvard Kennedy School Government Performance Lab* to **improve the City's procurement processes**, identify opportunities for improvement and community engagement, and develop an effective implantation plan. (CMO/FIN)
7. Explore establishment of new **Community Facility Districts**. (CMO/FIN)
8. Conduct **User Fees & Charges Study** to maximize cost recovery and revenue generation. (FIN)
9. Conduct a comprehensive **review of the Business Tax Ordinance** and current practices, ensuring consistent and fair application of the business tax code. (FIN)
10. Partner with HdL to conduct a **Business Tax Discovery and amnesty program**. (FIN)
11. **Create a comprehensive Capital Assets and Infrastructure Policy** that incorporates long-term funding strategies and reserve policies to effectively manage maintenance and replacement of capital assets and infrastructure. (FIN/GS)
12. **Develop an Economic Development Reserve policy** to guide the physical development of the City in a manner that will foster positive social and economic growth. (FIN)
13. Create a **comprehensive spending plan and funding policy** to ensure the sustainable continuation of ongoing operations currently funded by the General Fund Transfer (GFT) in the event that the **GFT is not continued**. (FIN/CMO)
14. Maximize **Section 115 Trust Contributions** to meet future unfunded pension liabilities. (FIN)
15. Prepare a **Priority Based Budgeting publication** for the community to highlight City programs and outcomes, effectively communicate the cost of City services, and make the City budget accessible to non-financial audiences. (FIN)
16. Conduct **Development Impact Fee nexus study**, updating fee proposals to City Council. (FIN)

17. Complete the **Fees & Charges study**. (FIN)
18. Conduct study to **reduce City expenses and improve cost recovery**: (FIN)
 - a. Review general liability **claims settlement and litigation trends** and costs and identify strategies to reduce costs.
 - b. Identify business segments within the City where revenues should fully cover the program costs and research the potential of creating new enterprise funds.
 - c. New program where **City employees can suggest innovative programs**, processes, or other ideas that will result in cost savings or revenue generation, with follow-through on research, selection, and implementation of ideas.
19. **Improve data collection, analysis, and display**:
 - a. Create ArcGIS map of the locations of agencies that are receiving funding. (HHS)
 - b. Create dashboard of HUD entitlement grants consolidated plan and annual action plan goals and outcomes. (HHS)
 - c. Updating **Homeless Outreach Grid workflow** to collect the right data, reporting out performance outcomes, mapping encampments and engagements to ensure PSET is focusing on problem areas and causes of homeless prevention to address the issue upstream. (HHS)
 - d. HHS quarterly reports on performance outcomes and update data dashboard. (HHS)
 - e. Develop comprehensive city data collection, analysis, and display program, providing resources for **data driven decision making**, starting with HR and HHS data. (CMO/IT/HR/HHS)
20. Conduct bi-annual **employee culture and engagement assessment**, convey transparent results. Utilize results to strategically implement strategies to promote cultural improvement and engagement through the Employee Engagement and Inclusion Committee. (HR)
21. Develop additional relationships with local high schools to **establish a pipeline of students** who do not aspire to pursue traditional four-year degrees for part time work, and long-term career opportunities. (HR)
22. Create **part-time entry level positions** to accommodate senior citizens and parents who can't work full time. (HR)
23. Update and refresh **city in-house training programs** to expand and craft fresh evolving curriculum, based on employee needs, and current workforce trends, including supervisor training, and expanded apprenticeship and trainee programs. (HR/RPU/ALL)
24. Expand upon overall **wellness program** to provide additional financial education and resources for employees, with specific emphasis on the **Police Department Employee Wellness Program**. (POLICE/HR)
25. **Expansion of Internship and Fellowship programs**, all coordinated through HR (HR/ALL)
 - a. Launch new City **Youth Summer Internship Program**.
 - b. Coordinate all departments into a coordinated program available to all.
 - c. Outreach to all education institutions promote internship/fellowship opportunities.

26. Conduct **Executive Leadership Academy** for Dept heads and Division Managers. (HR)
27. New **employee succession planning** effort utilizing a Learning Management System. (HR/IT)
28. Implement or enhance a paperless office system to transition the city to **paperless operations** and digital signatures to improve response time and customer experience. (IT)
29. Complete the enterprise applications (ERP, Asset Management, 311, and Utility billing) gap/needs analysis to **streamline City operations** and reduce duplicate processes and improve staff and customer experience through modern applications. (IT)
30. Develop a 5-year Citywide **technology strategic plan**. (IT)
31. Continue to expand the **use of Artificial intelligence** such as Chatbots, Data Analytics and Performance dashboards to improve resident experience and data-driven decision making. (IT)
32. Update the **City's video surveillance policy** to include emerging video technology such as license plate readers, drones to address video recordings, video retention, acceptable use and privacy considerations. (IT)
33. Start a **technology replacement fund** to sustain citywide technology infrastructure, services, and Innovation. (IT)
34. Improve **safety at all library** facilities through updating evacuation plans, safety training for staff and customers, installing AED and Narcan at all facilities. (LIB/GS/FIRE)
35. Improve **Library staff retention and engagement**. (LIB)
 - a. Creation of a recommended training guide for each classification based on courses provided by CA State Library, Human Resources, and other community partners.
 - b. Development of a comprehensive onboarding program that focuses on the entire first year of employment, including a mentor/buddy program for new employees.
36. **Update Museum-specific position descriptions** per museum industry standards. (MUS)
37. Begin **Committee for Accreditation of Parks and Recreation Agencies (CAPRA)** comprehensive assessment of City's recreational Services, Quality of Operations, and Management. (PRCSD)
38. Conduct **Customer Satisfaction Survey** for Special Transportation to enhance and refine overall service quality. (PRCSD)
39. **Update parks and trails GIS layers** for use in grant applications and for other needs. (PRCSD)
40. **Improve new employee onboarding/separation Process:** (HR/COMMS/IT)
 - a. New materials specifying what departments do, who to contact, develop city swag.
 - b. Update Emergency alerting procedures.
 - c. Implement paperless onboarding system.
 - d. Update employee separation process ensuring accountability and data gathering.
41. **Increase Diversity/Equity/Inclusion** efforts. (CMO/HR/ALL)
 - a. Onboard new DEI officer.
 - b. Develop and implement strategies for recruiting a diverse workforce, in collaboration with DEI officer.
 - c. Review DEI practices in hiring, retention, and promotion, confirming commitment to inclusive and equitable culture.

- d. Update job specifications for inclusive language and qualifications, ensuring equal access to opportunities.
 - e. Strive to increase the number of female police officers.
42. Evaluate use of **Private Security Services** for effectiveness and possible continuation. (POLICE)
 43. Build website to **consolidate all city volunteer programs**, information, and onboarding.
 44. Evaluate **Joint Facility with California Highway Patrol** (CMO/POLICE)
 45. Sell old Helicopters. (POLICE)
 46. Evaluate future of **Animal Control Services**. (PW/CMO)
 47. Comprehensive **improvement to citywide Geographic Information Systems (GIS)** systems and processes, developing a **GIS Master Plan**. (PW/IT/PRCSD)
 48. Implement the Rubicon Solid Waste software system to **improve routing and track customer service**. (PW)
 49. Implement City-wide digital business cards. (COMMS)



Infrastructure, Mobility & Connectivity

Ensure safe, reliable infrastructure that benefits the community and facilitates connection between people, place and information.

1. Use alerting/geofencing to **communicate RPU projects** in real-time. (COMMS/RPU)
2. **Promote progress** and benefits of Capital Improvement Projects (COMMS)
3. **Museum Expansion and Rehabilitation:** (GS/MUS)
 - a. Rehab existing Museum. Bid 2nd QTR 2024 and start construction phase.
4. Begin formal design of **Police Dept. Headquarters.** (GS/POLICE)
5. SPC Jesus S. Duran **Eastside Library** (LIB/GS/PRCSD)
 - a. Finish Design
 - b. Hold a groundbreaking event.
6. **Cesar Chavez Renovations:** (GS/PRCSD)
 - a. Grant funded interior renovations. Award Architect 1st QTR 2024.
7. **Harada House Stabilization:** (GS/MUS)
 - a. Structural stabilization and on-going construction phase during 2024.
8. **Construction Northside Ag Innovation Center:** (GS/CEDD)
 - a. Master site design award Jan 2024. Design phase to follow.
9. Riverside County **Transitional Housing:** (GS/HHS)
 - a. Tenant improvements for Riverside County. Project completed end of 2024.
10. **Access Center Improvements:** (GS)
 - a. Project to be completed 3rd QTR 2024
11. CDBG **ADA improvements** 9th street and Stratton Park ADA parking. (GS)
12. Reroof two buildings at **Magnolia Center** leased spaces by end of 2nd QTR 2024. (GS)
13. Mission Square **City Attorney tenant improvements**, completed end of 2024. (GS)
14. **Robinson House Salvage** and Demolition: (GS)
 - a. Selective demolition of the structure. Complete drawings and project end of 2024.
15. **Emergency generators** at Fire Stations 4,6,7,8,9, and 11: (GS)
 - a. Remove and replace generators at Fire Stations. Award bid, design & start construction end of 2024.
16. Remove and **replace roofing at Fire Stations** 4,7,9. Complete 2nd QTR 2024. (GS)
17. Install new above ground Police Department **Jet fuel tank.** Complete design, bidding and construction start at the end of 2024. (GS).
18. **City Hall Elevator Renovation and Modernization:** (GS)
 - a. Procure consultant to develop specs for CH elevator modernization. Award Consultant design services 2nd QTR 2024.
19. Replace **HVAC equipment at Council Chambers.** Project to be completed 2nd QTR 2024.
20. Demolish and **rebuild canopy at the EOC.** Project to be completed end of 2024. (GS)

21. Design Build **HVAC at Fire Maintenance**. Project to be completed end of 2024. (GS)
22. Upgrade **HVAC systems at Mission Square**. Award Design services 1st QTR 2024. (GS)
23. Exterior **painting for Fox Theater** and Showcase. Project to be completed end of 2024. (GS)
24. Replace **HVAC equipment at Convention Center**. Project to be completed 2nd QTR 2024.
25. **Corporation Yard Paving**, to be completed end of 2024. (GS)
26. **Airport West Side Development:** (GS)
 - a. 18 acres of potential economic development. Evaluate proposals and make recommendations 1st QTR.
27. Enhance the **City's cybersecurity** and disaster recovery capabilities. (IT)
 - a. Conduct a disaster recovery exercise and restoration of a complex multi-server system.
 - b. Conduct a security Penetration test to enhance the City's cybersecurity posture.
 - c. Conduct a simulated data center failover, including department functional validation.
28. Support the **Riverside Fiber City (by SiFi)** phase one groundbreaking. (IT)
29. Enhance and **renovate parks and facilities**. (PRCSD)
 - a. Kickoff **\$3.5 Million of deferred maintenance** of various parks/facilities including hardscape replacement, sport court resurfacing, flooring replacement, playground protective surfacing top-off, and roll coat and completion of 1st phase of priority projects
 - b. Complete construction of ARPA funded playgrounds, HVAC, flooring and parking lots
 - c. **Fairmount Park--** Design for: pedestrian circulation improvements, bridge repair, construction of golf course, fencing improvements, rose garden improvements (including an ADA accessible path), replacement of the gazebo, renovation of rose beds and irrigation, and implementation of wayfinding signage throughout the park.
 - d. Replace the deteriorating **outdoor basketball court at Bordwell Park**.
 - e. Design **Stratton Center gymnasium** at Bordwell park.
 - f. Replace pool deck at **Shamel Park**.
 - g. Renovate restrooms at **Goeske Senior Center**.
 - h. Install pool heater for year-round programming in: **Reid Park Villegas Park, Hunt Park**.
 - i. Design and begin construction of the **Arlington Pickleball Complex**.
 - j. Start construction for a walking trail, playground, exercise stations, and other park improvements at **El Dorado Park**.
30. **Create new park amenities** and recreation resource for future improvements. (PRCSD)
 - a. Complete Riverside **Gateway Project Suite Park Master Plans** and CEQA
 - b. Complete design for renovation of **Patterson Park** to provide amenities to meet current community needs, adding new features such as a splash pad and perimeter walking path, increasing lighting, and replacing the restroom building.
 - c. Purchase and installation of 30 x 80 cart barn for the **Fairmount Golf Course**.
 - d. Begin planning for **Armory Redevelopment Plan**.
 - e. Begin planning for **Lakeshore and arroyo Improvements**.
 - f. Community outreach and prepare conceptual plan to add a **splashpad at Villegas Park**.

- g. Prepare plans to improve ADA circulation around the playground at **Villegas Park** and to improve drainage and reduce erosion near parking lot.
 - h. **Hole Lake Master Planning**, initiate site analysis and feasibility studies. Continue community meetings and research grant opportunities.
 - i. Begin planning and design for the **Mitchell Ave Trail gap closure**.
31. Implement a **new Scheduling Software** that will utilize the latest technology in coordinated transportation management for Special Transportation. (PRCSD)
32. Begin construction of the **Barton Ave Trailhead** at Sycamore Canyon Park (turnkey project constructed by developer, then given to City). (PRCSD)
33. Begin construction of the **Gage Canal Trail project** (Phase 1 between Palmyrita Ave and Blaine St, Wards 1 and 2). (PRCSD)
34. Implementing the **City's Active Transportation Program**: (PW)
- a. Construction for Affordable Housing Sustainable Communities **"Eastside Mode Shift"** project, including sidewalk gap closure, pedestrian crossings, and bicycle infrastructure.
 - b. Funded Active Transportation Projects Entering Planning & Design:
 - i. **Civil Right Walk**, interactive walking tour with safety improvements Downtown.
 - ii. **Mitchell Avenue Side Path**, trail gap closure along Mitchell between Arlington and Hole, and
 - iii. **Connecting Five Points Pedestrian Project**, which includes over 1 mile of sidewalk, the City's first pavement to parks project, and additional pedestrian crossing enhancements.
 - c. Initiate the grant-funded Citywide **Safe Routes to School Planning** process.
 - d. Complete project design for the **Transformative Climate Communities program** improvements along Park Avenue and near the Entrada housing development to improve pedestrian crossing safety and bicycle connectivity.
 - e. **Stover Avenue Sidewalk Improvements**, adding approximately 2,090 linear feet of sidewalk, curb, gutter, and ADA ramps onto one side of Stover Avenue from Fury Drive to Eagle Rock Drive.
 - f. **Mulberry Apartments community and Downtown Riverside sidewalk improvements**, installation of approximately 10,820 linear feet of sidewalks on streets within 1-mile radius of the Mulberry Apartments in downtown Riverside. The proposed sidewalks on Audubon Pl, E La Cadena Dr, Fairgrounds St-Keats Dr-Latham St, Hillcrest Ave, Matthews St, Mulberry St, and Northbend St will close gaps of missing links, provide ADA access ramps, and establish connections to schools, parks, shopping centers, religious centers, clinical offices, and employment centers.
35. **Pavement Management Program**: (PW)
- a. Start On-Call **Asphalt and Concrete Repair program** improving asphalt trenches across the City by leveraging contractor support to repair the outstanding project list.
 - b. Complete over **51 miles of planned pavement maintenance**.

36. **Stormwater: (PW)**
 - a. Complete Design & Environmental for the **Monticello Channel Cover**, creating a landscaped pedestrian pathway, installed decorative benches, additional lighting, and a pedestrian path atop the previously open stormwater channel.
 - b. Complete the **Master Drainage Plan for the Northside Specific Plan** area for critical storm drain improvements.
37. **Wastewater: (PW)**
 - a. **Complete CCB2 upgrade Chemical Optimization**, reducing treatment processes by half with anticipated 50% cost saving of chemical usage.
 - b. **Influent meter's upgrade project** to accurately measure incoming sewer effluent.
 - c. **Increase Plant Security**, deployment of high-tech security cameras and monitoring.
 - d. Replace **Pierce Street sewer lift station**, commission since 1968.
 - e. Replace **Dexter Lift sewer lift station**.
 - f. Replace **Fairgrounds sewer lift station**.
38. **Bridges, Railroad & Grade Separations: (PW)**
 - a. **Third Street Grade Separation: Right of Way Phase** in 2024, Construction Fall of 2025.
 - b. **Railroad Quiet Zones** at Panorama, Cridge, Palm and Brockton [Construction & Completion Planned for 2024].
 - c. Continue planning for **Downtown Quiet Zone projects** (Mission Inn and Spruce).
 - d. Continue to pursue funding for **Mission Inn and Market Bridge projects**.
 - e. Continue to pursue funding for **State Route 91 at Adams St Interchange Project**.
 - f. **City Council Workshop** to evaluate Grade Separation priority projects.
39. **Traffic Signals, Synchronization & Connectivity: (PW)**
 - a. Partner with UCR's Center for Environmental Research and Technology to pilot vehicle, bicycle and pedestrian sensing and optimization software on **the Innovation Corridor**.
 - b. Deploy the **Citywide traffic signal controller** and central control system project.
40. **Public Works Median Improvement Project** Phase I, Completion Spring 2024:
 - i. Iowa Avenue (N/O University Ave to Grand Marc Signal)
 - ii. Magnolia Avenue (Hughes Alley to Van Buren)
 - iii. Iowa Avenue (Marlborough to Palmyrita)
 - iv. Arlington Avenue (La Sierra to Heathcliff)
 - v. Central Avenue (Van Buren to Essex)
 - vi. Mission Grove (Alessandro to Trautwein)
 - vii. Caldera Ct. (S/of Hacienda Drive)
 - viii. Arlington Avenue (Magnolia to Phoenix)
 - ix. La Sierra Avenue (Hole to Arlington)
 - x. Overlook Parkway (Chateau Ridge to End of Road)
 - xi. Main Street (Strong to Carter)
 - xii. Magnolia Avenue (Banbury to Tyler)

- b. Initiate Planning for **Median Improvements Phases II and III**, including additional median renovation and citywide irrigation system repair.
 - c. **Hole Lake Mitigation**: Removal of invasive species and implementing site security measures to mitigate the Jurupa Avenue Extension project.
41. Complete 5-year **Infrastructure Replacement Master Plans** for Water/Energy Delivery/Generation. (RPU)
 42. Develop plan to restore Victoria Avenue to its former glory. (PW/PRCSD/CMO)

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