PRIORITY 1. ARTS, CULTURE AND RECREATION				
Provide diverse community experiences and personal enrichment opportunities for people of all ages.				
INDICATORS				
a. Lifelong Learning; b. Shared Uses and Partnerships; c. Arts and Cultural Opportunities; d. Access to Parks, Trails and Open Spaces; e. Programs and Amenities				
GOALS				
1.1. Strengthen Riverside's portfolio of arts, culture, recreation, senior, and lifelong learning programs and amenities through expanded community partnerships, shared use opportunities, and fund development.	1.2. Enhance equitable access to arts, culture, entertainment, and recreational service offerings and facilities.	1.3. Improve park, recreational amenities, open space, and trail development, and fulfill critical lifecycle and facility maintenance needs.	1.4. Prioritize access for all residents to attractive and safe parks, trails, arts, cultural, and recreational facilities.	1.5. Support programs and amenities to further develop literacy, health, and education of children, youth, and seniors throughout the City.
ACTIONS				
1.1.1. Identify, implement, and communicate an equitable fund development program with dedicated staff to pursue additional funding and resources for arts, culture, entertainment, library, recreation and senior programs and opportunities.	1.2.1. Prioritize and facilitate cross-departmental collaboration, resources and staffing to ensure all residents and visitors have equitable access to arts, culture, recreation, and entertainment opportunities and programs.	1.3.1. Develop and implement a "Facility Assessment and Improvement Plan" for each Park and Trail System.	1.4.1. Modify Safety Survey, analyze and prioritize survey results to address the public's perception of safety at all arts, culture, entertainment, and recreation events, programs, trails and facilities, including the Santa Ana River.	1.5.1. Launch Citywide early childhood literacy campaign and enhance visibility of adult literacy programs.
1.1.2. Prepare a strategy to assess the City's role, priorities, and commitments as a partner, operator, and/or manager in City-owned arts, culture, and entertainment facilities including, but not limited to, The Box, The Cheech, Fox Performing Arts Center, and Riverside Municipal Auditorium. Ensure clarity in communications regarding the City's role for each facility.	1.2.2. Develop and implement a diverse and dynamic marketing plan including, but not limited to, digital, print, graphic, web, and social media for all arts, culture, library, recreation, and cultural tourism programing citywide.	1.3.2. Complete trails master plan, including a detailed five-year spending plan.	1.4.2. Develop and strengthen policies and programs that ensure all residents are able to access City facilities in a safe manner (e.g. Safe Space designation, unaccompanied minor policies, Codes of Conduct, etc.)	1.5.2. Expand Parks' "Project Bridge" program to reduce rates of dropout, gang recruitment, and similar.
1.1.3. Prepare an Arts Master Plan for the City to become an "outdoor art gallery" and create sustainable process, procedures, and polices for all arts, culture, and entertainment.	1.2.3. Provide diverse year-round programming including arts, culture, entertainment, adult mentoring, and volunteer support programs for youth that focuses on collaboration, opportunities, and resources in the community at the Youth Innovation Center, Youth Opportunity Center, and other locations throughout the City.	1.3.3. Identify and create a specific plan for each park that may include but is not limited to maintenance, improvements, and amenities.	1.4.3. Provide safety training for all staff who work in libraries, museums, recreational public sites and arts and culture programs.	1.5.3. Expand opportunities for all non-profits to offer arts, culture, entertainment, educational, and recreational programs at City facilities for youth through seniors.
1.1.4. Develop a thorough and easily accessible database and/or system for the community to access arts, culture, library, and entertainment opportunities, including, but not limited to, cultural mapping and web presence.	1.2.4. Utilize our libraries, parks, arts, and cultural assets for intergenerational support, lifelong education, and personal enrichment through meaningful community engagement. Support community participation and engagement for all members of the community. (F2)		1.4.4 Create a plan to reinstate the Park Ranger Program and expand program to include Libraries. Identify goals, expectations and funding to implement the plan.	1.5.4. Expand volunteer opportunities and program offerings for seniors.
1.1.5. Develop the mechanism and authority for instituting up to a one percent charge on all development projects for an art program for both private and public capital projects exceeding $10 million in construction costs, to support arts and cultural programs that include, but are not limited to public art, grants, and programming (internal and community).	1.2.5. Enhance and expand formal and informal relationships with all external educational institutions to integrate City and non-profit arts, culture, and recreational programming with curriculum and ensure equitable access with shared facilities and uses.			
1.1.6. Complete the Museum of Riverside renovation and expansion project to enrich the Mission Inn Avenue cultural corridor.				

PRIORITY 2 - COMMUNITY WELL-BEING					
Ensure safe and inclusive neighborhoods where everyone can thrive.					
INDICATORS					
a. Housing Supply and Attainability, b. Public Safety, c. Public Health, d. Placemaking, e. Homelessness, f. Household Resilience					
GOALS					
2.1. Facilitate the development of a quality and diverse housing supply that is available and affordable to a wide range of income levels.	2.2. Collaborate with partner agencies to improve household resiliency and reduce the incidence and duration of homelessness.	2.3. Strengthen neighborhood identities and improve community health and the physical environment through amenities and programs that foster an increased sense of community and enhanced feelings of pride and belonging citywide.	2.4. Support programs and innovations that enhance community safety, encourage neighborhood engagement, and build public trust.	2.5. Foster relationships between community members, partner organizations, and public safety professionals to define, prioritize, and address community safety needs.	2.6. Strengthen community preparedness for emergencies to ensure effective response and recovery.
ACTIONS					
2.1.1 Update the City's General Plan, including the Housing Element, to implement adopted housing policies that promote housing production. (CEDD)	2.2.1 Update the City's Homeless Strategy for the broad spectrum of individuals experiencing homelessness and with a focus on regional equity, efficient and effective use of resources, addresses disparities, provides supportive services, prevents homelessness, and supports housing stability.	2.3.1 Create an Urban Design Studio within the City that focuses on community-based placemaking resulting in more attractive, functional, and playful neighborhoods, public spaces, and districts. (CEDD)	2.4.1 Using trained City employees, engage community members, especially those historically marginalized, in a timely, accessible, and respectful manner on topics they prioritize. (CEDD)	2.5.1 Develop a Holistic Community-Based Safety Strategy that identifies programs that improve safety that help neighborhoods thrive, identifies actions that positively impact residents and ensures timely, equitable, and effective safety outcomes for the City.	2.6.1 Develop consistent ongoing training to develop knowledge and skills across all City departments for emergency preparedness, response, and recovery with a particular focus on our ability to deliver safety services to vulnerable and historically marginalized communities.
2.1.2 Update the City's zoning ordinance and other relevant portions of the RMC to encourage compact development promoting housing near transit to ensure affordable housing options throughout Riverside. (CEDD)	2.2.2 Identify and apply for grants, and pursue other funding strategies, that facilitate the development of affordable housing in partnership with high-quality developers, public agencies and non-profit organizations.	2.3.2 Develop and implement creative solutions focusing on technology that expands and enhances community outreach and engagement opportunities. (CEDD)	2.4.2 Conduct and report out on a bi-annual Quality of Life Survey (odd years) to understand the perspectives of Riverside residents.	2.5.2 Create a shared understanding with the community about what constitutes timely, equitable, and effective safety outcomes and align performance expectations and resource investments accordingly.	2.6.2 Advance the City's ability to engage and communicate with the community before, during, and after a disaster or emergency in ways that effectively connect people with accurate information, critical assistance, and support systems for response and recovery.
2.1.3 Develop a promotional campaign that focuses on attracting housing developers to Riverside by promoting Streamline Riverside, opportunities for by-right housing development and the City as pro-housing to protect neighborhood quality of life.	2.2.3 Pursue partnerships with high-quality developers and other public agencies and non-profit organizations to aggressively pursue grant funding opportunities that facilitate the development of housing that is affordable to the City's residents.	2.3.3 Conduct meetings with neighborhoods on a rotating basis to engage residents and understand their vision for their community and the improvements needed or desired.	2.4.3 Create a marketing program which instills reminders to sworn officers regarding expected conduct, behavior, and ethics.	2.5.3 Prepare a plan and implement a camera collaborative between public safety, public works, and private entities.	2.6.3 Assess the vulnerabilities and interdependencies that exist for critical City infrastructure and facilities. Prioritize actions and investments to prevent and mitigate the identified risks.
2.1.4 Develop standard plans, streamlined processes and promotional materials that promote ADUs, and other unique types of housing, as a way to increase housing production in the City. (CEDD)	2.2.4 Develop a coordinated ecosystem of programs alongside partner agencies and non-profit organizations that effectively prevent the incidence of homelessness by proactively working to address the varied issues that lead to it.	2.3.4 Prepare a long-range Urban Design Strategy focused on strengthening the image of the Riverside, including future design projects that contribute to healthy, equitable, resilient, and economically vibrant community. (CEDD?)	2.4.4 Collaborate with community organizations to identify strategies to confront racism. (D3)	2.5.4 Review and revise public safety policy and procedures to enhance community transparency, accountability, and conflict de-escalation training.	2.6.4 Communicate through mail, email, and Everbridge "Ready Riverside" information to the Riverside community.
2.1.5 Prepare creative land use regulations that include: Adaptive Reuse Ordinance, Inclusionary Zoning, Density Bonus Ordinance and Infill Ordinance to create incentives for housing development. (CEDD)	2.2.5 Refine outreach efforts to include needs-based best practices to better address the broad spectrum of individuals experiencing homelessness and that facilitate an exit of the condition.	2.3.5 Prepare Urban Design Plans for neighborhoods that promote walkability, access to services and proximity to public transit. (CEDD)	2.4.5 Actively participate in local and regional discussions on racism and host community meetings with experts to learn about successful practices to confront racism. (D1 & D2)	2.5.5 Foster relationships by providing and promoting services that increase the well-being of our residents and increase safety awareness. Pursue programs that increase safe and thriving environments that positively impact residents.	2.6.5 Develop and implement a strategy to expand participation in CERT classes to enhance the public's awareness of emergency response situations.

PRIORITY 2 - COMMUNITY WELL-BEING					
Ensure safe and inclusive neighborhoods where everyone can thrive.					
INDICATORS					
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GOALS					
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ACTIONS					
		2.3.6. Focus on enhancing needs for stability, well-being, and resiliency throughout the lifespan. Ensure that everyone has accesses to the services they need from infants to seniors. (F1)	2.4.6 Establish an initiative that elevates inclusion, diversity, and equity and produce a comprehensive guide/ toolkit. (C3)	2.5.6 Integrate happiness-related indicators into health impact assessments during new community projects.	2.6.6. Create an inventory of community organizations and resources that are available to all residents and can assist with meeting their needs at all stages of life.
		2.3.7. Create a network of resources through community partnerships to support the community with social services that promote health and well-being.	2.4.7 Establish a small grant program to support organizations that focus on issues of racism. (E2)	2.5.7 Develop micro and macro safety prediction models to develop effective community preparedness programs.	2.6.7. Create and implement Citywide policies and programs to-advance sustainability and resiliency goals to mitigate/adapt for climate change, and ensure the City is better prepared to survive and recover from natural and human caused disasters. (OoS lead. CEDD, PW, PU)
		2.3.8. Develop a community benefit fund to use for projects and programs that eliminate barriers to access safe and healthy food for all community members. (RPU, CEDD)		2.5.8. Create and implement a Quality Improvement Program to improve the performance of public safety services.	
		2.3.9. Convert parkways to community gardens through maintenance agreements with community-based organizations and grant funding (PW, CEDD)			

PRIORITY 3. ECONOMIC OPPORTUNITY				
Champion a thriving, enduring economy that provides opportunity for all.				
INDICATORS				
a. Workforce Development; b. Business Development and Success; c. Local Investment; d. Regional Partnerships; e. Economic Mobility				
GOALS				
3.1. Facilitate partnerships and programs to develop, attract and retain innovative business sectors.	3.2. Work with key partners in implementing workforce development programs and initiatives that connect local talent with high quality employment opportunities and provide access to education and training in Riverside.	3.3. Cultivate a business-climate that welcomes innovation, entrepreneurship, and investment.	3.4. Collaborate with key partners to implement policies and programs that promote local business growth and ensure equitable opportunities for all.	3.5. Lead public-private partnerships to build resources and grow the capacity of the local food system.
ACTIONS				
3.1.1.Identify local industry gaps and develop and implement specific business attraction and expansion programs to promote business mix diversification. (CEDD)	3.2.1. Identify local workforce strengths and weaknesses/barriers, with a special focus on people of color and historically marginalized communities, and create a City workforce development roadmap to track and meet regional goals. (CEDD)	3.3.1. Complete the Economic Development Action Plan as directed by the City Council and consider rebranding it as an Economic Prosperity Action Plan. (CEDD)	3.4.1. Foster and support relationships with microlenders, local credit unions and banks, as well as private and institutional investors.	3.5.1. Continue to facilitate new and existing programs that attract investments and development of small farms in the greenbelt and across the City. (CEDD)
3.1.2. Grow local business relationships and partnerships through dedicated outreach and visitation programs. (CEDD)	3.2.2. Work with local partners to implement and support innovative apprenticeship, internship and corporate engagement programs. (CEDD, HR, PRCSD)	3.3.2. Create and implement a development strategy for the first and any subsequent Innovation Districts that establishes it as a testing ground for innovative economic development and investment concepts. (CEDD)	3.4.2. Identify and advance local business-to-business connections, shop local initiatives and business advocacy groups that minimize gentrification and reduce the leakage of dollars, businesses and talent from the City. (CEDD)	3.5.2. Update General Plan elements to support urban and small farm activities. (CEDD)
3.1.3. Develop, market and maintain effective channels for information sharing with the business community to provide access to knowledge and resources. (CEDD)	3.2.3.Support and promote educational and vocational training programs to address evolving workforce needs and increase opportunities for economic mobility. (CEDD)	3.3.3 4. Continue to improve City services and promote the One Stop Shop and business liaison services for business expansion and development. (CEDD)	3.4.3. Create "Tell the Riverside Story" campaign to capitalize on Riverside's assets and raise community awareness. Engage developers, businesses and community leaders in becoming local storytellers. (CEDD)	3.5.3. Continue to facilitate new and existing programs to build capacity (skills, knowledge) among local and regional farmers to produce, distribute, and market locally grown food. (CEDD)
3.1.4. Foster and strengthen partnerships-for collaborative Economic Development including continued support for various Chambers of Commerce, representation on-relevant boards and commissions, facilitation of initiative-based partnerships, and creation of an Economic Development Corporation to oversee citywide economic development. (CEDD)	3.2.4 Support and promote programs that encourage the retention of workforce talent such as first-time home buyer programs for targeted professionals, forgivable student loan opportunities, job placement programs, community integration (welcome) programs, and job fairs. (CEDD)	3.3.4. Develop a public-facing portal on the City's website to promote investments such as Citywide land inventory for both commercial and residential investors and highlighting opportunities to invest in the first Innovation District. (CEDD)	3.4.4. Assess outcomes of City programs that support entrepreneurship and designated small, minority-owned, women owned and disadvantaged businesses and optimize for participant success (e.g. business expansion, revenue, profitability). (CEDD)	3.5.4. Acquire land resources to develop and build an urban agriculture training center in the Northside at 895 & 900 Clark Street. (CEDD)
3.1.5. Work with partners to promote the region as a viable business friendly incubator with a large pool of college educated workers. (CEDD)	3.2.5 Collaborate with partners to leverage local college pool and hold large mixers or "meet the firms" bringing together business seeking highly qualified applicants and college educated students looking for local opportunities (CEDD)	3.3.5. Promote and implement measures and pilot programs that facilitate or advance clean-tech/green-tech and an innovation and advanced manufacturing economy, including zoning ordinance transformations, public infrastructure investments, feasibility studies, and other initiatives. (CEDD, PW, RPU, OoS)	3.4.5. Evaluate opportunities to provide/enhance local business preference for City contracts and implement as appropriate. (FN)	3.5.5. Connect greenbelt property owners to resources to facilitate transition of acreages to productive agricultural activities. (CEDD)

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ACTIONS				
		3.3.6. Encourage co-working, flexible and creative office space concepts, and facilitate development and reuse efforts in appropriate areas to focus on creative spaces and mixed-use environments for entrepreneurs. (CEDD)	3.4.6. Develop and launch a "buy local" campaign to support distribution and increase consumption of locally grown foods. (CEDD, Office of Communications)	
		3.3.7. Relaunch the "Green-Business Network" Program to facilitate and acknowledge local businesses transition, mitigation and adaption for climate change, and activities that reduce their GHG emissions. (CEDD, OoS)		

PRIORITY 4. ENVIRONMENTAL STEWARDSHIP					
Meet the present needs of the community and those of future generations without compromising the ecosystems on which all depend.					
INDICATORS					
a. Water Quality, Supply, Efficiency & Reliability; b. Climate Resiliency, Carbon Footprint & Air Quality; c. Usage, Condition & Quality of Public Lands; d. Local Food System Vitality; e. Environmental Justice; f. Renewable Resource Usage & Waste Reduction					
GOALS					
4.1 Maximize the City's production and use of sustainable energy while ensuring safe, reliable and affordable energy for the community.	4.2 Sustainably manage local water resources to maximize reliability and advance water reuse to ensure safe, reliable and affordable water to our community.	4.3 Support and implement policies and decision making that ensures the community has healthier air to breath.	4.4 Implement measures and educate the community to responsibly manage goods, products and services throughout their lifecycle to achieve waste reduction outcomes.	4.5 Ensure that open spaces and natural lands are managed to support healthy ecosystems that are resilient to climate change and urban pressures.	4.6 Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.
ACTIONS					
4.1.1. Establish partnerships with UCR, public agencies and public private partnerships to maximize opportunities for renewable energy implementation and productions, including, but not limited to, biogas, hydrogen, and solar. (PW, RPU)	4.2.1. Develop projects to remove salt and pollution of emerging concerns such as Per- and polyfluoroalkyl (PFAS) to produce high quality recycled water for community reuse and support Santa Ana River habitat. (PW)	4.3.1. Study the potential to implement Transfer of Development Rights and Land Banks to facilitate separation of non-compatible uses. (CEDD)	4.4.1. Provide resident education of responsible waste management through refuse bill attachments, vehicle decals, and waste bins (PW)	4.5.1. Deploy innovative access management techniques and policies along the Santa Ana River Trail and other open spaces to reduce damage to local ecosystems (PW, Parks, Private Land Owners)	4.6.1. Expand the use of zero and low-emission vehicles as part of the City's fleet, including electric, hybrid, and hydrogen vehicles, and develop the charging/fueling infrastructure to support to meet state mandates and timelines.
4.1.2. Maximize development of Biogas to Energy projects by optimizing multiple alternative energy generation sources such as microturbine electrical generation, fuel cell electrical generation, wasteheat recovery, and heat by biogas fueled boilers. (PW, RPU)	4.2.2. Develop stormwater conveyance systems to automatically divert dry weather water runoff into the Regional Water Quality Control Plant's sanity sewer collection system. (PW)	4.3.2. Develop and implement new actions and strategies that will reduce transportation induced emissions, including, but not limited to: 1) congestion and freight roadway pricing; 2) reduced parking requirements or parking maximums in High Quality Transit Areas; 3) lane reduction projects and use planned roadway widening projects to enhance active transportation or provide a transit lane; 4) upgrade and/or install Fiber Optic traffic Signal Interconnect along the major arterials with the objective of enabling eco-driving signal and connected vehicle technology; 5) create an internal Travel Demand Policy for City employees; 6) implement Bus Rapid Transit with RTA Route 1/Gold Line as a first priority. (PW, CEDD)	4.4.2. Support Organic and Green Waste management by pursuing grants and public/private partnerships to put in place refuse and organics service contracts that divert waste from the landfill/transfer station to the RWQCP for bio-methane production and energy generation in support of state legislative requirements.	4.5.2. Pursue a variety of funding sources & partnership opportunities to preserve, protect and enliven the natural resource of the Santa Ana River through habitat and species conservation, advancement of 'One Water One Riverside', fire prevention engagement, regional collaboration with County and neighboing cities, homeless outreach, and investment in programming & placemaking at trailhead locations.	4.6.2. Update urban forestry policies to select tree species that maximize carbon sequestration and building energy reduction potential.
4.1.3. Maximize Renewable Natural Gas by the development of Southern California Gas pipeline interconnection and Biogas Cleanup Process Unit.	4.2.3. Incorporate water supply planning and stormwater management into the general plan update (CEDD)	4.3.3. Establish a multi-jurisdictional Traffic Management Center to facilitate implementation of transportation policies on a regional scale. Partner with Caltrans, Moreno Valley, Colton, Corona and other agencies. (PW)	4.4.3. Pursue all available programs to receive waste reduction credits and maximize the value of those credits to support City incentives for waste reduction and diversion by 2040.	4.5.3 Support community-based organizations that are spearheading action/projects that take steps that mitigate climate change burdens with resources and funding.	4.6.3. Evaluate the use of drone technology to facilitate field inspections.

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GOALS					
4.1 Maximize the City's production and use of sustainable energy while ensuring safe, reliable and affordable energy for the community.	4.2 Sustainably manage local water resources to maximize reliability and advance water reuse to ensure safe, reliable and affordable water to our community.	4.3 Support and implement policies and decision making that ensures the community has healthier air to breath.	4.4 Implement measures and educate the community to responsibly manage goods, products and services throughout their lifecycle to achieve waste reduction outcomes.	4.5 Ensure that open spaces and natural lands are managed to support healthy ecosystems that are resilient to climate change and urban pressures.	4.6 Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.
ACTIONS					
4.1.4. Study opportunities to integrate solar generation, energy efficiency, fuel switching, energy storage and other advanced technology to support reduction of GHG emissions and integration of all renewable energy resources at public and private facilities, including parking structures, parking lots, and buildings. (PW, CEDD, GS, RPU)		4.3.4 Involve local groups and leadership of diverse backgrounds and provide equitable access to the decision-making process that affects health and environmental benefits/burdens.	4.4.4. Collaborate with local food industry partners to encourage a zero-waste mentality through measures including: customer incentive programs, restaurant recycling programs, and sustainable purchasing practices.		4.6.4. Develop public private partnerships for food waste organic separators and digester rehab to produce beneficial soil amending byproducts for community applications. (PW)
4.1.5 Procure adequate power supplies to provide renewable and GHG emissions free electricity to comply with, and where possible, exceed, state laws and regulations and reduce GHG emissions by dates specified to meet the State of California goals of GHG emissions free electricity for electric utility customers by 2045.		4.3.5 Activate clean air centers, similar to cooling center, where residents can get reprieve from poor air quality during large fires.	4.4.5. Develop and adopt an organizational waste reduction strategy with an objective of approaching zero-waste for City operations by 2040.		4.6.5. Conduct studies to identify processes to produce Class A Biosolids and/or Biochar as nutrient rich organic fertilizers for community applications. (PW)
		4.3.6 Ensure that environmental justice is considered in decision making at the City by: 1) including it in the development of a Triple-Bottom-Line evaluation process for City projects; and 2) raising public awareness of the issues through ongoing meetings with community members and partner agencies.			4.6.6. Prepare a CEQA qualified Climate Action Plan to ensure that GHG levels are being reduced to meet State guidance. (OoS)

PRIORITY 5. HIGH PERFORMING GOVERNMENT				
Provide world class public service that is efficient, accessible and responsive to all				
INDICATORS				
a. Community-Centered Service; b. Adaptive Organization; c. Financial Health; d. Equity in Delivery of Services; e. Civic Engagement; f. City Team Engagement				
GOALS				
5.1 Attract, develop, engage, and retain a diverse and highly skilled workforce across the entire City organization.	5.2 Utilize technology, data, and process improvement strategies to increase efficiencies, guide decision making, and improve access to and delivery of services.	5.3 Enhance communication and collaboration with community members to improve transparency, build public trust, and encourage shared decision-making.	5.4 Achieve and maintain financial health by addressing gaps between revenues and expenditures and aligning resources with strategic priorities to yield the greatest impact.	5.5 Foster a culture of safety, well-being, resilience, sustainability, diversity, and inclusion across the city organization.
ACTIONS				
5.1.1. Leverage various multi-media platforms to attract job applicants and establish remote and flexible work options that enhance the City's ability to compete with remote organizations. (CMO/HR)	5.2.1. Offer all in-person services online by automating services that currently require City Hall presence or interaction with City staff to the extent that critical customer services areas are not eliminated; and offer remote City services in key locations across the City to ensure access for all (e.g., mobile City Hall). (IT)	5.3.1. Provide more outward facing data and its importance through the open data portal or global dashboarding telling the story of City services and performance that constituents care about, such as public safety statistics, financial performance measures, and parks and recreation. (FIN/IT)	5.4.1. Implement and train city employees on priority-based budgeting and provide training to all employees on City Council strategic priorities and goals, and develop a detailed understanding of how the employee's role provides critical support to these goals. (CMO)	5.5.1. Work with a consultant to conduct a third-party review of administrative policies for supporting equity and inclusion. Continuously evaluate programs, policies and practices to ensure they align with city values regarding diversity, inclusion and equity. (A2)((E1) (CMO)
5.1.2. Prepare and communicate an assessment of the entire City organization to understand how it can better represent the Riverside community and to identify recommended actions and metrics to better support diversity, equity and inclusion; and establish baseline and recommended increase of women and minorities within the organization, middle management, and at the executive level. (A1) (HR)	5.2.2. Analyze investment in IT internal resources to expand capabilities and capacity prior to consideration of external solution investments. (IT)	5.3.2. Establish an organizational strategy centered on effective community engagement through a variety of mediums; and develop community engagement methods that use innovative and creative tools that create an open, respectful, and intentional dialogue regarding inclusion, diversity and equity. (C2) (CED)	5.4.2. Conduct Citywide inventory of all fees charged to ensure that fees for services are aligned with valid City services, including analysis of ongoing implementation and maintenance. (FIN)	5.5.2 Develop plans and policies including onboarding training content that support values of diversity and inclusion. (HR)
5.1.3. Develop an internal process including, but not limited to, review of job descriptions and development of department-specific skills assessments, to remove barriers to entry to positions by eliminating the need for formalized education, experience, and other requirements that may now be outdated or unnecessary. (HR)	5.2.3. Develop governance structure to vet all proposed service automations to include steering committee review of problem to be solved, silo vs central systems, return on investment, how the system will be sustained, value the system will provide, resources needed, and the funding source. (IT/CMO)	5.3.3. Redefine "public notices" and the City's policy on providing public notice of upcoming projects, policy proposals, meetings, etc. (CCLK/CMO)	5.4.3. Complete comprehensive Citywide fee study to eliminate the one-off fee increases done throughout the year and align fees with appropriate benchmarks to ensure customers pay reasonable fees. (FIN)	5.5.3 Incorporate evaluation of employee compliance with diversity and inclusion policies and demonstration of these values in annual performance appraisals. (HR)
5.1.4. Establish pipeline programs with the local high schools and colleges to ensure the City's critical roles are filled by syncing community college and high school training programs with jobs available and hire first graduates. (HR)	5.2.4. Provide training to all employees encouraging mindset change to execute more efficient ways of doing business; expand Technology Showcase content to all Departments. (HR)	5.3.4. Lead and engage in meaningful conversations with the community about inclusion, diversity and equity to eliminate barriers and work in a holistic manner that breaks down silos. Conversations need to take place that focus on listening to differing opinions respectfully with openness. (C1)	5.4.4. Minimize City-utilized spaces to reduce liability of maintenance, unnecessary use of utilities, etc., to become a more efficient operator by restacking employee workspaces and reducing external sites beyond City Hall. (GS)	5.5.4. Develop a DEI Strategic Planning Toolkit to outline responsibilities and set priorities toward creating and sustaining diversity, equity and inclusion (HR, OoS)

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GOALS				
5.1 Attract, develop, engage, and retain a diverse and highly skilled workforce across the entire City organization.	5.2 Utilize technology, data, and process improvement strategies to increase efficiencies, guide decision making, and improve access to and delivery of services.	5.3 Enhance communication and collaboration with community members to improve transparency, build public trust, and encourage shared decision-making.	5.4 Achieve and maintain financial health by addressing gaps between revenues and expenditures and aligning resources with strategic priorities to yield the greatest impact.	5.5 Foster a culture of safety, well-being, resilience, sustainability, diversity, and inclusion across the city organization.
ACTIONS				
5.1.5. Host Equity dialogue Sessions with and facilitate anonymous Equity Workplace Survey to City staff (G1); implement Trauma Informed Cultural Sensitivity Training as considered by the Human Relations Commission on July 23, 2020 (G2); and investigate resources at the Society for Human Resources Management on removing discrimination and racism from the workplace. (G3) (HR)	5.2.5. Update City Council staff report template to include justification of how items brought before the City Council contribute toward the implementation of the strategic plan. (CMO)	5.3.5. Provide on-going education to community partners, grantees, vendors, and contractors that outlines the values and practices that address racism and create a community where diversity, inclusion, and equity is valued and elevated. (H1)	5.4.5. Establish a return on investment test for any new initiative to eliminate duplicate systems and assess ongoing financial impacts prior to authorization to proceed on new systems. (CMO, IT)	5.5.5. Develop a sustainability policy that includes opportunities and resources that empower the community and encourage continuity and stability within the community to adjust and change with success (OoS)
5.1.6. Assess the biggest knowledge gaps of employees in the organization and create training programs to address the gaps. Develop internal and intra-Department succession plans for all positions and individual training curriculum for internal promotion and development through the established succession plans. (HR)			5.4.6. Implement a Corporate Partnership Program to help generate new revenues for city programs and services. (CMO)	5.5.6. Incorporate race and equity into the City's Legislative Platform and work with contracted lobbyists to track legislation pertaining to race and equity. Strengthen our voice through memberships and advocacy. (CMO)
				5.5.7. Work with the City Council to evaluate and update the City's Mission and Core Values. (CMO)

PRIORITY 6. INFRASTRUCTURE, MOBILITY & CONNECTIVITY			
Ensure safe, reliable infrastructure that benefits the community and facilitates connection between people, place and information.			
INDICATORS			
a. Access to Transportation Choices; b. Infrastructure Quality and Reliability; c. Outside Investment; d. Smart City Ecosystem; e. Greening Facilities, Fleet & Systems			
GOALS			
6.1. Provide, expand and ensure equitable access to sustainable modes of transportation that connect people to opportunities such as employment, education, healthcare, and community amenities.	6.2. Maintain, protect and improve assets and infrastructure within the City's built environment to ensure and enhance reliability, resiliency, sustainability, and facilitate connectivity.	6.3. Identify and pursue new and unique funding opportunities to develop, operate, maintain, and renew infrastructure and programs that meet the community's needs.	6.4 Incorporate Smart City strategies into the planning and development of local infrastructure projects
ACTIONS			
6.1.1. Plan for a network of shared, electric, connected and autonomous vehicles, including the charging, parking, and roadway infrastructure to support them	6.2.1. Capture latitude/longitude data for critical City assets. Expand the GIS system to include additional city asset layers.	6.3.1. Develop City owned Hydrogen fuel production for transportation and distributive energy needs	6.4.1 Complete the fiber loop project, which will provide redundancy, resilience, and efficiency for the City's network traffic.
6.1.2. Utilize capital projects and new private developments to encourage low emission modes of transportation such as mass transit, micromobility, biking or walking/rolling.	6.2.2. Complete the vehicle GPS installations for a more efficient City asset (vehicular) management program	6.3.2. Establish an IT internal service fund to allow for technology chargebacks to sustain the ongoing exponential growth in Citywide technology needs.	6.4.2 Expand of the use of the Internet of Things (IoT) technology to better protect and track City assets.
6.1.3. Implement first and last mile pedestrian & bicycle infrastructure, enhance transit stops, and upgrade traffic signals and striping to improve the quality, accessibility, and frequency of public transportation opportunities within the City.	6.2.3. Establish a technology replacement program to sustain datacenter, network, phone system, employee and public computers, software, enterprise applications and other technology infrastructures.	6.3.3. Establish a mandatory return on investment test and long-term funding and staffing sustainability plan prior to funding or approving new projects, initiatives or purchases to insure long term fiscal stability.	6.4.3 Connect new street lights network installation for smart City initiatives
	6.2.4 Establish a Seismic Safety Program that identifies vulnerabilities in the built environment to improve resiliency and response to natural disasters while protecting public safety and investment within the City. (CEDD)	6.3.4. Identify and pursue grant funding opportunities to focus on alternative fuels options. (PW)	6.4.4 Partner with community based organizations and local institutions to create a distributed data collection network. (PW)
	6.2.5. Improve Riverside's Pavement Condition Index towards a score of 65 through implementation of the pavement management program and exploration of innovative and sustainable paving techniques and materials.	6.3.5. Pursue public-private partnerships to fund innovative projects and programs that would provide public benefit.	6.4.5 Develop mapping solutions to visualize community need and create consistent priority ranking systems for infrastructure planning. (PW)
	6.2.6 Complete infrastructure improvements to the City's wastewater collection system and treatment facilities as identified within the Integrated Master Plan for Wastewater Collection and Treatment Facilities, constructing and rehabilitating facilities to meet population, flow, and organic loading projections.		6.4.6 Expand the testing and deployment of new technology along the City's Innovation Corridor to adopt technology that improves safety or facilitates transportation movement (PW)
	6.2.7 Collaborate with Riverside County Flood Control to update master drainage plans within the City to align with projected development patterns and construct necessary stormwater infrastructure to reduce flooding risk, prioritizing the Northside Specific Plan area / University MDP. Continue regional collaborative efforts to reduce the potential discharge of trash and other pollutants from the storm drain system.		

PERFORMANCE METRICS

Arts, Culture and Recreation	Community Well-Being	Economic Opportunity	Environmental Stewardship	High Performing Government	Infrastructure, Mobility and Connectivity
a. Shared Uses and Partnerships	**a. Housing Supply and Attainability**	**a. Workforce Development**	**a. Water Quality, Supply, Efficiency & Reliability**	**a. Community-Centered Service**	**a. Access to Transportation Choices**
Number of non-profits providing services through partnership agreements	Number of new residential units, including ADUs, permitted annually	Number of CTE/vocational programs and alternative workforce development programs (e.g. apprenticeships) and graduates from these programs.	WQCP NPDES "discharge" Permit Compliance	Percentage of the community that reports being satisfied or very satisfied with the overall quality of services provided by the City.	Percent of population within a quarter- and half-mile of a high-frequency transit stop
	Percentage of new residential units permitted annually that are affordable (subsidized or unsubsidized)	Workforce Development for marginalized populations	WQCP Sanitary Sewer Overflows per 100 miles of collection system	Average response time to complete 311 service requests.	
	Ratio of number of low to moderate-income housing units to number of low to moderate-income households	Unemployment rate	Percentage of total flow distributed as recycled water	Frequency of external workshops by Ward to bring information to residents and answer their questions	
b. Lifelong Learning	**b. Public Safety**	**b. Business Development and Success**	Effluent pollutant concentrations	**b. Adaptive Organization**	**b. Infrastructure Quality and Reliability**
Percentage of children entering kindergarten ready (measured by completion of reading 1,000 books before Kindergarten)	Percentage of residents and visitors who say they feel safe at home and in the community	Total number of businesses attending City-sponsored and partner organization mentoring, coaching, and technical assistance activities	**b. Climate Resiliency, Carbon Footprint & Air Quality**	Percentage of datasets published in the open data portal that are being utilized frequently	Percentage of residents who are satisfied with the condition of City-owned facilities
Completion of established adult/family literacy goals on an annual basis	Percentage of residents who say they trust the City's public safety services	New/renewing business licenses	Percentage of onsite energy production at WQCP from biogas	Percentage paper use reduction across all Departments; reduce unnecessary paper waste by 50% over a five-year period.	Number and percentage of critical infrastructure for which vulnerabilities have been assessed and addressed via protective and/or mitigation strategies
	Percentage of residents who say they are prepared to help themselves, their families, and their neighbors to respond effectively to disasters and major emergencies	Total number of businesses, developers, brokers, etc… that were provided market research	Percentage of biosolids produced and reused	Percentage of employees participating in diversity and inclusion training.	Percentage of city fleet that is green
c. Arts and Cultural Opportunities	**c. Public Health**	Total amount of space that was developed, purchased, or leased through staff efforts	Percentage of biogas reused		Ratio between percent of Whites and minorities who do not have access to high speed internet
Number of public art projects, programs or pieces	Percentage of population who are food insecure	Percent of minority and women-owned businesses assisted	Vehicle Miles Traveled		Increase the number of preventative maintenance work orders at core City Facilities (% of PM work orders compared to regular work orders on an annual basis)
	Average citywide Walk Score, Bike Score and Transit Score	Business closures (WARN notices)	Percent of mode share represented by each form of transportation		
	Asthma and obesity among adults aged ≥18 years and youth	Vacancy rates for retail, office, and industrial	City Fleet Fuel Consumption	**c. Financial Health**	**c. Outside Investment**
d. Access to Quality Parks, Trails & Open Spaces	**d. Placemaking**	Total number of grants provided, businesses saved, and the economic	Total number of transit passenger miles traveled	Cost of City services per capita	Grant revenue received for fleet and infrastructure projects
Percentage of items completed in Facility Assessment Improvement Plan.	Number of Neighbor Fest events held and Neighborhood Strategies completed with reach to all neighborhoods. Number of residents who particpated in Neighbor Fest and Neighborhood Strategy sessions.	Total number of businesses that obtained angel, seed or venture capital funding	Percentage of renewable and GHG emissions- free electric generation resources in RPU portfolio	Ratio of current reserves to overall annual General Fund budget	

Arts, Culture and Recreation	Community Well-Being	Economic Opportunity	Environmental Stewardship	High Performing Government	Infrastructure, Mobility and Connectivity
Percentage of residents who feel safe at park and recreation facilities (75% baseline identified in P&R Master Plan	Number of temporary resident-led placemaking projects on city owned property	Number of "green businesses"	Energy Efficiency achieved by RPU programs	New revenue generated through sponsorhsips, naming rights and corporate partnerships.	
	Number of Urban Design Projects Completed.	**c. Local Investment**	MTCO2e reductions based on annual CAP reporting (after CAP is completed)	City bond rating	**d. Smart City Ecosystem**
e. Programs and Amenities	**e. Homelessness**	Percentage of City business contracts with local, women and minority-owned businesses (or underrepresented businesses?)	**c. Usage, Condition & Quality of Public Lands**	**d. Civic Engagement**	Number of projects initiated and successfully completed in the Innovation District
New programming implemented & number of attendees	Number of persons experiencing homelessness	Sales tax revenue (by sector)	Number of identified parkways to be converted to Community Gardens using community-based organizations.	Percentage of residents who report they are satisfied with their ability to engage the City in a fair and transparent manner.	
Demographic Information from participants, locations, and programs	Number of persons who successfully exit from homelessness & Number of new individuals entering homelessness.	Property tax valuations/assessments	**d. Local Food System Vitality**	Number of engagement/outreach activities by department, Council district, time and type of activity.	
Number/percentage of attendees finding value in programs attended.	Percentage of homeless population receiving services through the City of Riverside	Building permits, land use categories	Number and types of programs that build capacity to grow food locally; number of participants engaged in these programs	Ratio between the percent of residents that are Spanish-speaking with limited English proficiency and percent of City employees who are bilingual in Spanish/English	**e. Greening Facilities, Fleet & Systems**
	f. Household Resilience	Total investment/development including universities	Acres of land converted into agriculture production	**e. Equity in Delivery of City Services**	Percentage of green fleet
	Percentage of residents living below the poverty level	**d. Regional Partnerships**	Number of current and new ag water accounts (RPU)	Number and percentage of public-facing City services that can be performed online.	
	Percentage of households paying more than 30 percent of income on housing	Total number of sponsored or partnered events	**e. Environmental Justice**	Difference between the percentage of community members of a particular gender, race, ethnic group, sexual orientation represented on City Council/Boards/Commissions compared to the percentage of these groups in the community.	
	Ratio between median energy cost burden for BIPOC and White households	Number of active partnership projects	WQCP Environmental Compliance inspections percent completed per year		
		Number of membership organizations (measure of social capital)	Use of public access data, i.e. EPA EJSCREEN, County Public Health Data, California CalEnviroScreen	**f. City Team Engagement**	
		Number of conferences, exhibitions and networking events held/attended	**f. Renewable Resource Usage and Waste Reduction**	Percentage of employees who feel their ideas and suggestions are valued by department management.	

Arts, Culture and Recreation	Community Well-Being	Economic Opportunity	Environmental Stewardship	High Performing Government	Infrastructure, Mobility and Connectivity
		e. Economic Mobility	Percentage of riverside organic material diverted from landfills to WQCP	Percentage of employees who report overall satisfaction with professional development and career advancement opportunities.	
		Residential property values	Tons of waste landfilled	Employee attrition rate	
		Home ownership vs rental	Amount of waste generated by City operations		
		Household income	Amount of organic waste generated		
		Regional living wage	Rate of recycling		
		Educational attainment			