

— ENVISION — RIVERSIDE — 2025 —

CITY OF RIVERSIDE STRATEGIC PLAN



UPDATED AUGUST 2022



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RIVERSIDE CITY COUNCIL AND LEADERSHIP



Patricia Lock Dawson
Mayor



Erin Edwards
Ward 1



Clarissa Cervantes
Ward 2



Ronaldo Fierro
Ward 3



Chuck Conder
Ward 4



Gaby Plascencia
Ward 5



Jim Perry
Ward 6



Steve Hemenway
Ward 7

Charter Officers

Phaedra A. Norton, City Attorney

Michael D. Moore, Interim City Manager

Donesia Gause, City Clerk

Department Heads

Chris Christopoulos, Acting Community & Economic Development Director

Edward Enriquez, Finance

LaWayne Hearn, Interim Fire Chief

Carl Carey, General Services

Rene Goldman, Human Resources

George Khalil, Innovation & Technology

Erin Christmas, Library

Robyn Peterson, Museum

Pamela Galera, Parks, Recreation & Community Services

Larry V. Gonzalez, Police

Gilbert Hernandez, Public Works

Todd Corbin, Public Utilities



STRATEGIC PLAN



FEB – JUL 2020

From February - July 2020, several **one-on-one interviews** were held with the Mayor, Council Members, and key City staff to begin discussions on priorities and goals for the city organization for the next five-year period. Based on the information received from these interviews, a list of eight priority areas were identified for discussion.



July 2020

The first **Strategic Planning Workshop** with the Mayor and City Council was held on July 14, 2020 to begin discussions on the eight priority areas. The City Council's collective discussion during this workshop brought to light several opportunities to consolidate the original priority areas into **six Strategic Priorities** that the City Council is passionate about and is willing to invest time, energy and resources to accomplish. Several Indicators were identified for each Strategic Priority to help determine whether progress is being made toward an intended result and a list of Cross-Cutting Threads that were present in all priority areas was developed.



August 2022

A **comprehensive review and update** of the Operational Workplan was completed



March 2022

In March 2022, the first Annual Report was **presented to the City Council** and documented progress that was made and challenges encountered.

PLANNING PROCESS



August 2020

A **second Strategic Planning Workshop** with the Mayor and City Council was held on August 11, 2020 to further discuss the six Strategic Priorities, Indicators, and Cross-Cutting Threads and introduce a draft Vision statement created based on input provided by City Council through an online survey.



September 2020

On September 15, 2020, the City Council gave **preliminary approval** of the Riverside 2025 Vision Statement, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals for the Envision Riverside 2025 Strategic Plan.



August 2021

In August 2021, a Strategic Plan Alignment section was added to **staff reports** to incorporate and reinforce the Strategic Priorities, Goals, and Cross-Cutting Threads in all items heard by the City Council and City boards, commissions, and committees.



October 2020

The **final Strategic Plan** was approved by the City Council on October 20, 2020.



STRATEGIC PLAN STRUCTURE

The Envision Riverside 2025 Strategic Plan is comprised of two components:

1. **City Council Strategic Policy** - This section sets forth the priorities and policy direction of the City Council to advance Riverside's potential and to frame the work efforts of staff over the course of the Strategic Plan. This section includes the Vision, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals.
2. **Operational Workplan** - This section sets forth envisioned actions to be carried out by City staff to implement the City Council Strategic Policy, as well as related metrics to track the trendlines of progress toward achieving City Council priorities. This section is evaluated and updated by the City Manager on an as-needed basis in conjunction with the City's budget cycle.

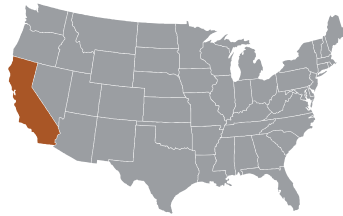
DEFINITION OF TERMS

Below is a list of common terms and definitions that are used throughout this document in reference to the Envision Riverside 2025 Strategic Plan:

- **Vision:** An ideal statement that captures the essence of what the City Council wants the City organization to achieve as a result of implementing the strategic plan and its priorities. The Vision is stated in the present tense, describing what will result from the Strategic Plan.
- **Mission:** A general statement of how the City organization will achieve the Vision.
- **Cross-Cutting Threads:** Major themes incorporated throughout all areas of the Riverside 2025 Strategic Plan that are reflected in all our outcomes. Implementation of all Strategic Priorities should advance – or at least be neutral towards – all Cross-Cutting Threads.
- **Strategic Priorities:** Broad areas in which the City Council wants the City Team to invest time, energy and resources to accomplish the Vision.
- **Indicators:** Quantitative or qualitative forms of evidence that enable the City to assess progress toward achieving the Vision and Strategic Priorities (also known as “signals of success”)
- **Goals:** General aspirations (expressed as outcomes) toward which effort will be directed by the City Team to advance a Strategic Priority. More than one Goal may be developed for each Strategic Priority; each Goal drives the definition of Actions (or tasks) that comprise the work plans for the City Team.
- **Actions:** Specific activities or tasks (inputs) comprising the work plans for the City Team that cause specific “outputs” and contribute to larger measurable outcomes.
- **Performance Metrics:** Consistent with City Council-accepted Indicators, specific data-driven measures that determine the extent to which Goals and Actions are resulting in progress toward attaining the City Council's Vision and Strategic Priorities.
- **Triple Bottom Line:** To bring the global concept of sustainability to action at the local level, projects are evaluated based on three bottom lines: social, economic, and environmental impacts. This decision-making method creates an optimal mix of resource efficiency, cost effectiveness, and employee well-being in daily City operations.




12th
largest city
in **California**



60th largest city
in **the US**



Fastest
growing region in
California

81.5

square miles

2.7 Million

20-mile radius population


314,998 Riverside
population (2020)



32.4
median age

CROSS CUTTING THREADS



STRATEGIC PRIORITIES





VISION & MISSION

Envision Riverside 2025

Riverside is a city where every person is respected and cherished, where equity is essential to community well-being, where residents support one another, and where opportunities exist for all to prosper. In Riverside, everyone comes together to help the community, economy and environment reach their fullest potential for the public good.

Aspirational Descriptions Capturing Riverside in 2025

Diverse, Engaged, Inclusive, Caring, People-Powered, Sustainable, Walkable, Well-Maintained, Safe, Respectful, Thriving, Nurturing, Human-Centered, Prepared, Affordable, Informed, Artistic, Playful, Welcoming...
this is the Riverside Community in 2025.

Growing, Job-Abundant, Fiscally Secure, Equitable, Innovative, Connected, Green, Entrepreneurial, Creative, Entertaining, Food Secure, Partnering, Housing for All, Resilient...
this is the Riverside Economy in 2025.

Clean, Renewable, Natural, Stewarded, Green, Beautiful...
this is the Riverside Environment in 2025.

Mission

The City of Riverside is committed to providing high quality municipal services to ensure a safe, inclusive, and livable community.



CROSS-CUTTING THREADS

Major themes that exist within the Envision Riverside 2025 Strategic Plan and should be reflected in all our outcomes include:

Community Trust – Riverside is transparent and makes decisions based on sound policy, inclusive community engagement, involvement of City Boards & Commissions, and timely and reliable information. Activities and actions by the City serve the public interest, benefit the City's diverse populations, and result in greater public good.

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 equal 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 to all.

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 ensuring the City's capacity to persevere, adapt and grow during good and difficult times alike.



STRATEGIC PRIORITIES

The Riverside City Council adopted **six Strategic Priorities** and associated Indicators and Goals for each priority on October 20, 2020. The Strategic Priorities are listed below in alphabetical order. It should not be interpreted that a priority early in the list is of greater priority than one later in the list.



Arts, Culture and Recreation

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

INDICATORS

- Lifelong Learning
- Shared Uses and Partnerships
- Arts and Cultural Opportunities
- Access to Parks, Trails and Open Spaces
- 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 and recreational service offerings and facilities.
- 1.3.** Improve parks, recreational amenities, open space, and trail development, and fulfill critical lifecycle and facility maintenance needs.
- 1.4.** Prioritize safety at 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 community.



Community Well-Being

Ensure safe and inclusive neighborhoods where everyone can thrive.

INDICATORS

- Housing Supply & Attainability
- Public Safety
- Public Health
- Placemaking
- Homelessness
- 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 and social service needs.

2.6.

Strengthen community preparedness for emergencies to ensure effective response and recovery.



Economic Opportunity

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

INDICATORS

- Workforce Development
- Business Development and Success
- Local Investment
- Regional Partnerships
- 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 workers 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.



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.

INDICATORS

- Water Quality, Supply, Efficiency & Reliability
- Climate Resiliency, Carbon Footprint & Air Quality
- Usage, Condition & Quality of Public Lands
- Local Food System Vitality
- Environmental Justice
- Renewable Resource Usage & Waste Reduction

GOALS

- 4.1.** Rapidly decrease Riverside's carbon footprint by acting urgently to reach a zero carbon electric grid with the goal of reaching 100% zero-carbon electricity production by 2040 while continuing to ensure safe, reliable and affordable energy for all residents.
- 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.** Implement local and support regional proactive policies and inclusive decision-making processes to deliver environmental justice and ensure that all residents breathe healthy and clean air with the goal of having zero days of unhealthy air quality per the South Coast Air Quality District's Air Quality Index (AQI).
- 4.4.** Implement measures and educate the community to responsibly manage goods, products and services throughout their life cycle to achieve waste reduction outcomes.
- 4.5.** Maintain and conserve 30% of Riverside's natural lands in green space including, but not limited to, agricultural lands and urban forests in order to protect and restore Riverside's rich biodiversity and accelerate the natural removal of carbon, furthering our community's climate resilience.
- 4.6.** Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.



High Performing Government

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

INDICATORS

- Community-Centered Service
- Adaptive Organization
- Financial Health
- Equity in Delivery of City Services
- Civic Engagement
- 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 ensure services are accessible and distributed equitably throughout all geographic areas of the City.
- 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.



Infrastructure, Mobility & Connectivity

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

INDICATORS

- Access to Transportation Choices
- Infrastructure Quality and Reliability
- Outside Investment
- Smart City Ecosystem
- Greening Facilities, Fleet and 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.

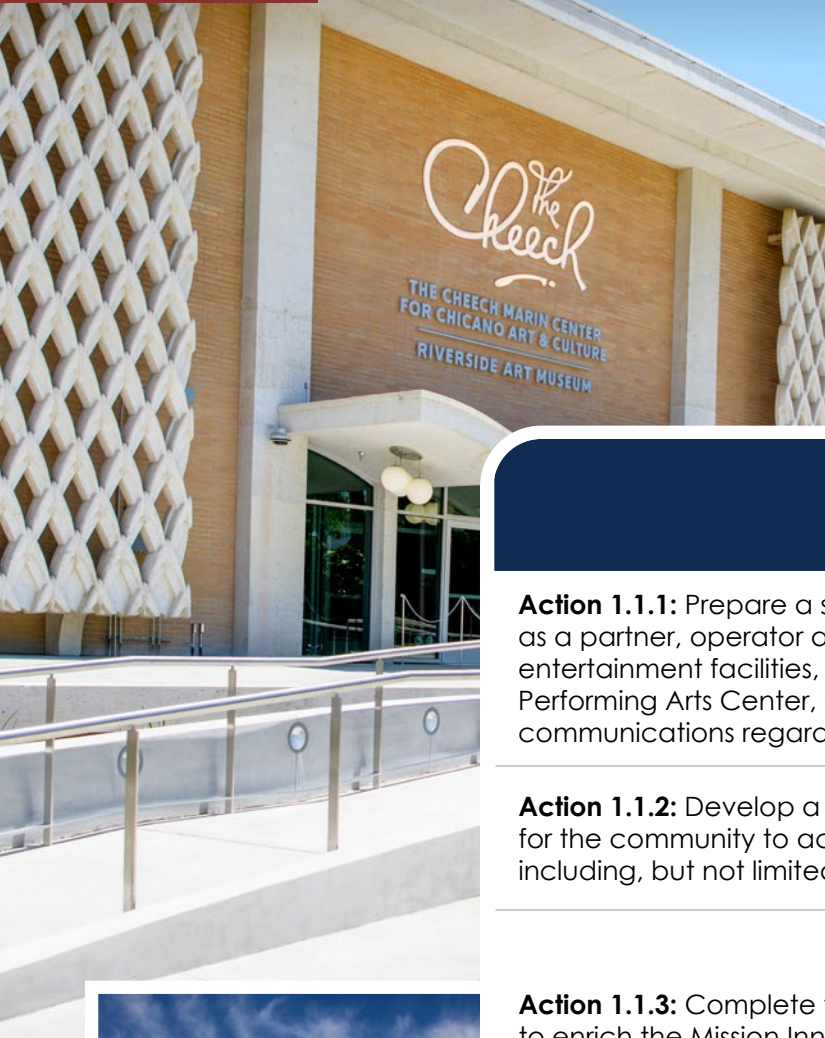
6.4.

Incorporate Smart City strategies into the planning and development of local infrastructure projects.



Arts, Culture and Recreation

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



Action Item

Action 1.1.1: Prepare a strategy to assess the City's role, priorities, and commitment 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.

Action 1.1.2: 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.

Action 1.1.3: Complete the Museum of Riverside renovation and expansion project to enrich the Mission Inn Avenue cultural corridor.

Action 1.1.4: 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.

Action 1.1.5: Prepare an Arts Master Plan for the City to become an "outdoor art gallery" and create sustainable processes, procedures, and policies for all arts, culture and entertainment.

Action 1.1.6: 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).



Goal 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

Performance Metrics:

- **PM 1.1.1:** Number of non-profits providing services through partnerships, programs, trainings and collaborations
 - Parks, Recreation and Community Services Department
 - 56 non-profit collaborations in 2020
 - 2021 Progress = 65 non-profit collaborations in 2021
 - Target for 2022-2024 = Increase non-profit collaborations by five (5) each year
 - Museum Department
 - 26 non-profit partnerships in 2020
 - 24 partnerships in 2021
 - Target = Maintain at or above 24 partnerships
 - Arts & Cultural Affairs (CEDD)
 - 110 non-profit partnerships in FY2021/2022
 - 125 partnerships in 2021
 - Target = Maintain at or above 110 partnerships

Departments	Target Starting Year	Status	Funding Status
Lead Depts: CEDD, Library, Museum, PRCSD	2022/23		Implement with existing budget/staff
Lead Depts: CEDD, Library, Museum	2022/23		Implement with existing budget/staff
Lead Depts: Museum, General Services	2022/23		Partially funded (Phase II will be presented to Council for consideration in Sept/Oct 2022)
Lead Depts: CEDD, Library, Museum, PRCSD, CMO	2022/23		Implement with existing budget/staff
Lead Depts: CEDD, Library, Museum, PRCSD	2022/23		Implement with existing budget/staff
Lead Depts: CEDD, Library, Museum, PRCSD	2021/22		Implement with existing budget/staff



Underway



Completed



Goal 1.2

Enhance equitable access to arts, culture, entertainment and recreational service offerings and facilities.



Action Item

Action 1.2.1: 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.

Action 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 programming citywide.

Action 1.2.3: Through our libraries, parks, arts, and cultural assets, provide diverse year-round opportunities that enhance and expand city and non-profit arts, culture, and recreational programming, and encourage lifelong learning, community well-being, support community participation, provide equitable access, and engage all members of the community.





Performance Metrics:

- **PM 1.2.1:** Demographic information on program participants (race/ethnicity, age, location/ward)
 - Parks, CEDD, Library and Museum will collect and track demographic data across a broad range of programming that is equitable, reasonable that includes:
 - Number of attendees at citywide special events
 - Quarterly surveys through social media
 - Age range information from participant registration
 - Number of attendees at events
 - Demographic Information from Social Media platforms
 - Demographic Information from Non-profits and who they serve

As an example of an application for this data collection, Arts & Cultural Affairs (CEDD) will work toward development of event spending plans and targeted marketing strategies, and an event and entertainment economic impact study in the current two-year budget cycle. This Performance Indicator will report the number of events, amount/type of data collected, and progress on planning/improving future events.



Departments	Target Starting Year	Status	Funding Status
Lead Dept: Library Supporting Dept: Museum, PRCSD, CEDD	2021/22		Implement with existing budget/staff
Lead Depts: Museum, CMO / Office of Communications	2022/23		Implement with existing budget/staff
Lead Depts: Library, PRCSD, Museum, CEDD	2021/22		Implement with existing budget/staff



Underway



Completed



Goal 1.3

Improve parks, recreational amenities, open space, and trail development, and fulfill critical lifecycle and facility maintenance needs.

Performance Metrics:

- **PM 1.3.1:** Percent of residents who say the parks and recreational spaces in Riverside meet their needs (Parks)
 - 73.4% in 2019 (per QOL Survey)
 - Target = increase to 75%



Action Item

Action 1.3.1: Create three park master plans every two years.

Action 1.3.2: Create a GIS-based Park Inventory Database that includes assessment of the current condition of existing park and facility assets at each park and use this data to prepare a Park Asset Management Plan that indicates the expected remaining usable life and anticipated replacement/renovation dates and costs for park assets.

Action 1.3.3: Convene the Santa Ana River Task Force to establish a community engagement process to develop a strong shared vision of the River District, develop a financially sustainable plan, and a brand that represents the vision of the River District and “put the river back in Riverside.”

Action 1.3.4: Update the Comprehensive Parks, Recreation, and Community Services Master Plan (Park Master Plan) and Trails Master Plan every 10 years. Include a prioritization and implementation plan that is evaluated at least every 5 years to ensure that park, trail and open space projects respond to changes in funding opportunities and the community’s needs.

- The Park Master Plan was updated in 2020. The next update is not yet funded.
- The Trails Master Plan was updated in 2021. The next update is not yet funded.
- Prioritization and Implementation Plan preparation to be absorbed into existing functions/workflows
- Refer to the City’s current 5-year Capital Improvement Program for project implementation information

Action 1.3.5: Design, renovate and construct transformative recreational improvements within the City of Riverside that will provide recreational, educational, cultural, and social service offerings (e.g., Patterson Park, Cesar Chavez Community Center, and Citrus State Historic Park improvements).





Departments	Target Starting Year	Status	Funding Status
Lead Dept: PRCSD	2022/23		Unfunded for future plans
Lead Dept: PRCSD	2023/24		Implement with existing budget/staff
Lead Dept: PRCSD	2022/23		Implement with existing budget/staff
Lead Dept: PRCSD	2021/22		Parts unfunded and parts implemented with existing budget/staff
Lead Dept: PRCSD	2021/22		Funded



Underway



Completed



Goal 1.4

Prioritize safety at parks, trails, arts, cultural and recreational facilities.



Action Item

Action 1.4.1: Develop and strengthen policies and programs to ensure the safety of residents when accessing city facilities (e.g., Safe Space designation, unaccompanied minor policies, Codes of Conduct, etc.). Analyze and prioritize the public's perception of safety at all arts, culture, entertainment and recreation events, programs, and facilities, including the Santa Ana River.

Action 1.4.2 : Coordinate and provide safety training for all staff who work in libraries, museums, recreational public sites and arts and culture programs (situational awareness, de-escalating difficult situations, resource referrals, etc.).

Action 1.4.3: Create a plan to reinstate the Park Ranger Program. Identify goals, expectations and funding to implement the plan.

Action 1.4.4: Train, mentor, and deploy PANS employees and employ a deployment strategy that ensures PANS employees are utilized throughout the city, creating a safer environment in an equitable fashion for all community members.

Action 1.4.5: Identify an enforcement strategy to address homeless encampments on city-owned wildland properties that have been identified as prone to dangerous fire and flood conditions, utilizing defensible data sets and collaborative efforts between all applicable City and County agencies.





Performance Metrics:

- **PM 1.4.1:** Number of incident reports at City Libraries (Library)
 - 382 incidents in FY 2018/19
 - 126 incidents in July - December 2021
 - Target = reduce incidents by 5% annually over 5 years (25% total reduction)
- **PM 1.4.2:** Number of criminal reports taken in parks/trails/recreational facilities (Police)
 - Goal is to reduce number of reports taken year over year

Departments	Target Starting Year	Status	Funding Status
Lead Dept: Library, Museum, PRCSD, General Services	2021/22		Implement with existing budget/staff
Lead Dept: HR Training & Development Supporting Depts: Police, Library, Museum, PRCSD	2021/22		Funded
Lead Dept: PRCSD, Library	2022/23		Funded by Measure Z
Lead Dept: Police Supporting Depts: PRCSD, Fire, OHS	2022/23		Funded
Lead Dept: Police Supporting Depts: PRCSD, Fire, OHS	2022/23		New PSET Wildands initiative funded in FY22-24 Biennial Budget



Underway



Completed



Goal 1.5

Support programs and amenities to further develop literacy, health and education of children, youth and seniors throughout the City.

Performance Metrics:

- **PM 1.5.1:** Percentage of children entering Kindergarten ready (read 1,000 books before Kindergarten) (Library)
 - Library will start tracking data beginning September 2021
 - Target = 3% annual increase over 5 years (Program started in late 2021 and no one completed the program as of the end of 2021, however, a few participants reached 100 books read.
- **PM 1.5.2:** Completion of adult/family literacy goals on an annual basis (Library)
 - Baseline = 30%
 - Target = 3% annual increase over 5 years (Library restarted the program in November 2021)

Action Item

Action 1.5.1 : Launch citywide early childhood literacy campaign and enhance visibility of adult literacy programs






Action 1.5.2: Expand volunteer opportunities and program offerings for seniors.

Action 1.5.3: Expand Project Bridge program to reduce rates of dropout, gang recruitment and similar.

Action 1.5.4: Expand opportunities for all non-profits to offer arts, culture, entertainment, educational and recreational programs at city facilities for all residents.



- **PM 1.5.3** : Number of participants attending • Senior programs (PRCSD, Library, Museum, CEDD)
 - Baseline = 55,200 seniors in FY 18/19
 - Target = increase by 5% annually over 5 years (25% total)
 - 2021 Progress = 46,933 seniors (Bordwell, Villegas, Dales, La Sierra, and Janet Goeske Senior Center (note: decrease in participants in 2021 was a results of the Covid-19 pandemic. All senior in-person programming/special events/luncheons were canceled. Normal operations of all programming resumed in February 2022)
- **PM 1.5.4:** Number of education-based community programs offered (art, educational, cultural, recreational, literacy, health and wellness, STEAM, etc.) (PRCSD, Library, Museum, CEDD)
 - 319 classes offered in FY 2021
 - 418 classes offered in 2021
 - Target = increase class offerings by 2% annually over 5 years (10% total)
 - Maintain two (2) art installations, art programs and/or art events per quarter (CEDD)
 - Provide support and/or funding to PRCSD and/or Library for programs, events or resources at a minimum of one (1) per quarter (CEDD)

Departments	Target Starting Year	Status	Funding Status
Lead Depts: Library, PRCSD, CEDD, Museum	2021/22	 	Funded by CA State Library and Library Foundation
Lead Depts: HR, Library, Museum, PRCSD	2021/22		Implement with existing budget/staff
Lead Depts: PRCSD, Library, CEDD, PD	2022/23		3-yr expansion fully funded by ARPA, unfunded beyond 3 years
Lead Depts: CEDD, Library, Museum, PRCSD	2022/23		Some programs funded



Underway



Completed



Community Well-Being

Ensure safe and inclusive neighborhoods where everyone can thrive.

Action Item

Action 2.1.1 Update the City's General Plan, including the Housing Element, to implement adopted housing policies that promote housing production. *(Phase 1 of the General Plan update was adopted in 2021 which includes the Housing Element Update, Public Safety Element, Environmental Justice Policies and the Action Plan. Phase 2 of the General Plan update is currently underway.)*

Action 2.1.2 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. *(Build Riverside page)*

Action 2.1.3 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. *(ADU development standards were adopted in 2020. SB 9 design standards are currently being considered.)*

Action 2.1.4 Prepare creative land use regulations that include: Adaptive Reuse Ordinance, Inclusionary Zoning, Density Bonus Ordinance, and Infill Ordinance to create incentives for housing development. *(Infill Development, Density Bonus and Inclusionary Zoning are expected for Fall 2022.)*

Action 2.1.5 Develop standard plans, streamlined processes and promotional materials that promote ADUs, and other unique types of housing, to increase housing production in the City. *(ADU standard plans for late 2022 or early 2023.)*



Goal 2.1

Facilitate the development of a quality and diverse housing supply that is available and affordable to a wide range of income levels.

Performance Metrics:

- **PM 2.1.1:** Number of new residential units, including ADUs and JADUs, permitted annually (CEDD)
 - 449 units permitted in 2020 (388 residential and 61 ADUs)
 - Target = 683 units in 2021 (600 residential and 83 ADUs)
 - 607 units permitted in 2021
- **PM 2.1.2:** Percentage of new residential units permitted annually that are affordable (subsidized or unsubsidized) (CEDD)
 - 0% of permitted units affordable in 2020
 - Target = 11% of permitted units affordable in 2021
 - 22.5% of units were affordable in 2021

Departments	Target Starting Year	Status	Funding Status
Lead Dept: CEDD	2021/22		Funded
Lead Dept: CMO / Office of Communications	2021/22		Implement with existing budget/staff
Lead Dept: CEDD	2022/23		Implement with existing budget/staff
Lead Dept: CEDD	2022/23		Implement with existing budget/staff
Lead Dept: CEDD	2022/23		Funded



Underway



Completed



Community Well-Being

Goal 2.2

Collaborate with partner agencies to improve household resiliency and reduce the incidence and duration of homelessness.

Performance Metrics:

- **PM 2.2.1** Number of homeless individuals identified through the Point in Time (PIT) count (CMO/OHS)
 - 587 individuals in FY 19/20
 - PIT count did not occur in FY 20/21 due to COVID
 - 514 Individuals in FY 21/22

Action Item

Action 2.2.1 Pursue partnerships with high-quality developers, other public agencies, and non-profit organizations to 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.

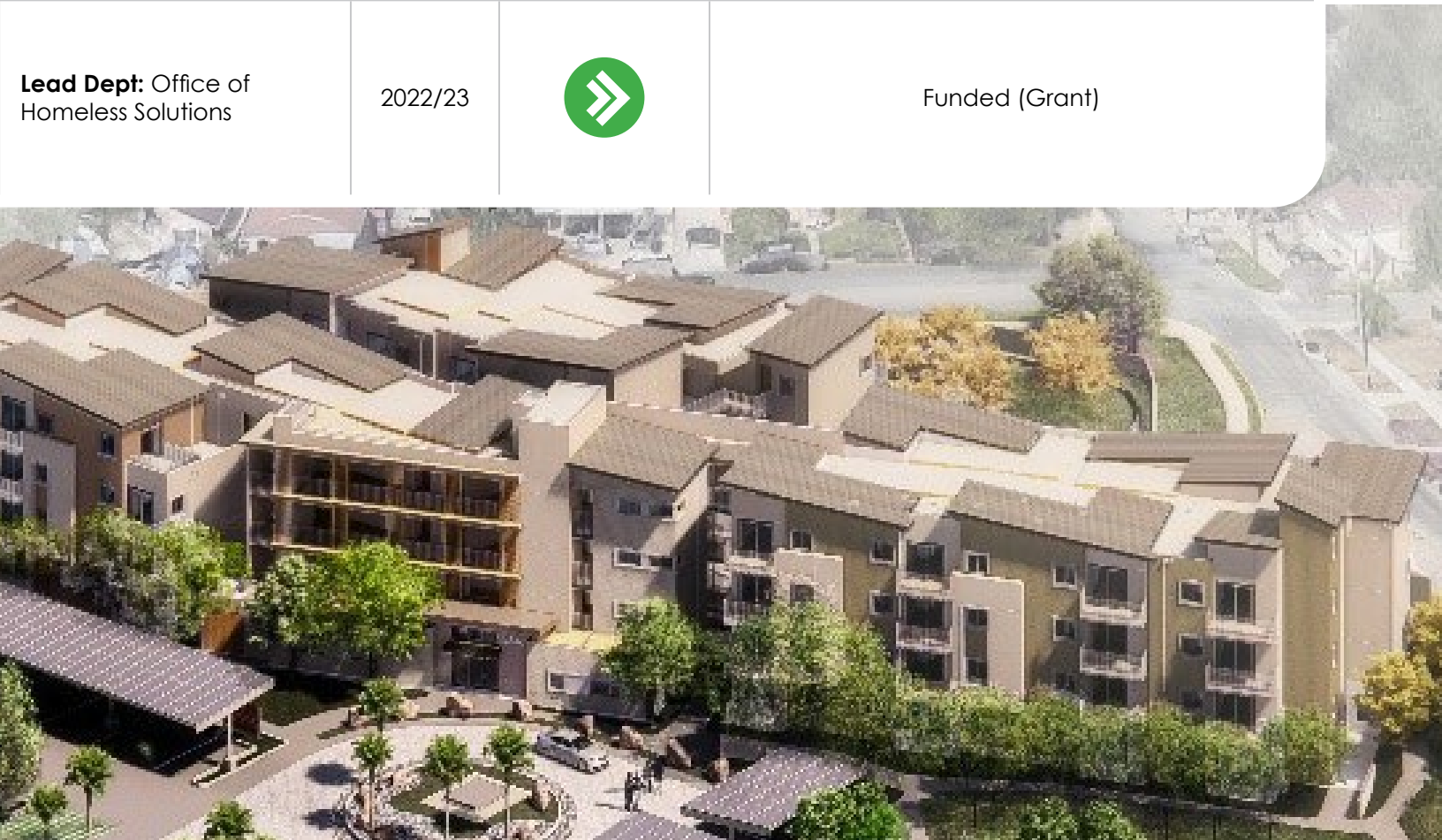
Action 2.2.2 Develop a coordinated ecosystem of programs alongside partner agencies and non-profit organizations that effectively prevent the incidence of homelessness by proactively working to address the varied issues that lead to it.

Action 2.2.3 Update the City's Homeless Strategy and refine outreach efforts for the broad spectrum of individuals experiencing homelessness and focus on regional equity, efficient and effective use of resources, addressing disparities, providing supportive services, preventing homelessness, and support housing stability with a goal of helping individuals exit the condition of homelessness.



- **PM 2.2.2** Number of individuals housed through Tenant Based Rental Assistance (CMO/OHS)
 - 72 individuals in FY 21/22
- **PM 2.2.3** Number of homeless shelter beds (CMO/OHS)
 - 169 existing beds in 2020
 - 237 existing beds in FY 21/22
- **PM 2.2.3** Percentage of residents who say they are satisfied with the progress the City has made in addressing homelessness (CMO)
 - 30.7% in 2019 (per QOL survey)
 - Increase the next QOL result to 40%

Departments	Target Starting Year	Status	Funding Status
Lead Dept: Office of Homeless Solutions, CMO	2021/22		Funded (In Housing Authority staff budget)
Lead Dept: Office of Homeless Solutions	2021/22		Funded (Grant)
Lead Dept: Office of Homeless Solutions	2022/23		Funded (Grant)





Community Well-Being

Goal 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.

Performance Metrics:

- **PM 2.3.1:** Percentage of residents who say they feel a sense of belonging to their community (CMO)
 - 84% in 2019 (per QOL survey)
 - Target = Increase to 90%
- **PM 2.3.2:** Percentage of residents who say they are proud to live in Riverside (CMO)
 - 92% in 2019 (per QOL survey)
 - Target = Increase to 95%



Action Item

Action 2.3.1. Develop and implement creative solutions focusing on technology that expand and enhance community outreach and engagement opportunities.

Action 2.3.2. Facilitate or present within neighborhoods to members of the community on a rotating basis to engage residents and understand their vision for their community and the improvements needed or desired.

Action 2.3.3. Create a network of resources through community partnerships to support the community with social services that promote stability, health and well-being, resiliency, and a focus on ensuring that everyone has access to services necessary for vulnerable populations.







Action 2.3.4 Create an Urban Design Studio within the City that strengthens the image of Riverside and focuses on community-based placemaking resulting in more attractive, functional, and playful neighborhoods, public spaces, and districts, and promotes walkability, access to services and proximity to public transit.

Action 2.3.5. Develop a community benefit fund to use for projects and programs that eliminate barriers to access safe and healthy food for all community members.

Action 2.3.6. Convert public spaces to community gardens/neighborhood beautification through maintenance agreements with community-based organizations and grant funding





Departments	Target Starting Year	Status	Funding Status
Lead Dept: CEDD, IT	2022/23		Partial Funding (ARPA)
Lead Dept: CEDD, Police	2022/23		Partially funded
Lead Dept: OoS, CEDD, PRCSD, CMO/OHS	2022/23		Unfunded (grant efforts only)
Lead Dept: CEDD	2024/25		Unfunded
Lead Dept: RPU, CEDD, Finance	2024/25		Unfunded
Lead Dept: CEDD, PW, CMO	2024/25		Partial Funding (ARPA)



Goal 2.4

Support programs and innovations that enhance community safety, encourage neighborhood engagement and build public trust.



Action Item

Action 2.4.1 Collaborate with community organizations to identify strategies to confront racism locally and regionally, and host community meetings with experts to learn about successful practices to confront racism. (Diversity, Equity, and Inclusion (DEI) Officer to launch this effort was approved in the FY2022-24 Biennial Budget)

Action 2.4.2 Using trained City employees, engage community members, especially those historically marginalized, in a timely, accessible, and respectful manner on topics they prioritize.

Action 2.4.3 Conduct and report out on a Quality of Life Survey (conducted in alternating years) to understand the perspectives of Riverside residents.

Action 2.4.4 Create a program which instills reminders to sworn officers regarding expected conduct, behavior, and ethics.

Action 2.4.5 Establish an initiative that elevates inclusion, diversity, and equity and produce a comprehensive guide/ toolkit.

Action 2.4.6. Establish a small grant program to support organizations that focus on issues of racism. (Diversity, Equity, and Inclusion (DEI) Officer to launch this effort was approved in the FY2022-24 Biennial Budget)





Performance Metrics:

- **PM 2.4.1:** Percentage of residents who feel safe to walk in their neighborhood (CMO)
 - 70% in 2019 (per QOL Survey to be completed in Fall 2022)
 - Increase to 75%
- **PM 2.4.2:** Average time to fulfill public records requests (City Clerk)
 - 4 days in 2020 – 1st quarter 2022 is 2.76 days
 - 2.97 days in 2021
 - Target = Maintain below 6 days



Departments	Target Starting Year	Status	Funding Status
Lead Dept: OoS, HR	2022/23		Funded - DEI Officer approved in FY2022-24 Budget
Lead Dept: CEDD	2022/23		Funded
Lead Dept: CMO, CEDD Neighborhood Engagement Division	2021/22		Funded
Lead Dept: Police	2022/23		Funded
Lead Dept: OoS, HR	2022/23		Funded
Lead Dept: OoS, CMO	2024/25		Funded - DEI Officer approved in FY2022-24 Budget



Goal 2.5

Foster relationships between community members, partner organizations and public safety professionals to define, prioritize and address community safety needs and social services.

Performance Metrics:

- **PM 2.5.1:** Number of community meetings attended by Police Department staff (Police)
 - 850 meetings in 2019
 - 2021 Progress = 1,617 meetings in 2021
 - Target = increase by 3% over a five-year period (875 by 2025)



Action Item

Action 2.5.1 Create a shared understanding with the community about what constitutes timely, equitable, and effective safety outcomes and align performance expectations and resource investments accordingly.

Action 2.5.2 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.

Action 2.5.3 Prepare a plan and implement a camera collaborative between public safety, public works, and private entities.

Action 2.5.4 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.

Action 2.5.5 Review and revise public safety policy and procedures to enhance community transparency, accountability, and conflict de-escalation training.

Action 2.5.6. Integrate happiness-related indicators into health impact assessments during new community projects.

Action 2.5.7. Develop micro and macro safety prediction models to develop effective community preparedness programs.

Action 2.5.8. Create and implement a Quality Improvement Program to improve the performance of public safety services.





Departments	Target Starting Year	Status	Funding Status
Lead Dept: Police, Fire Supporting Dept: CEDD	2021/22		Implement with existing budget/staff
Lead Dept: Police, Fire Supporting Dept: CEDD	2021/22		Implement with existing budget/staff
Lead Dept: Police, IT	2022/23		Funded
Lead Dept: Police, Fire Supporting Dept: CEDD	2023/24		Unfunded
Lead Dept: Police	2024/25		Implement with existing budget/staff
Lead Dept: PRCSD, CEDD	2024/25		Unfunded
Lead Dept: Police, Fire	2024/25		Unfunded
Lead Dept: Police, Fire	2024/25		Unfunded



Underway



Completed



Goal 2.6

Strengthen community preparedness for emergencies to ensure effective response and recovery.



Action Item

Action 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.

Action 2.6.2. Develop and implement an inclusive strategy to expand participation in the CERT program to enhance the public's awareness of emergency response situations.

Action 2.6.3. 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.

Action 2.6.4. Communicate preparedness, response and recovery information to the community through mail, email, ReadyRiverside.org website, and Riverside Alert/Everbridge system "Ready Riverside".

Action 2.6.5. Assess the vulnerabilities and interdependencies that exist for critical City infrastructure and facilities. Prioritize actions and investments to prevent and mitigate the identified risks. (includes Hazard Mitigation Plan)

Action 2.6.6. Develop and implement a plan to advance the City's ability to engage and communicate with the community before, during, and after a disaster or emergency incorporating cultural competence to effectively connect our diverse community with accurate information, critical assistance, and support systems for response and recovery.

Action 2.6.7. 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.







Action 2.6.8. Update and promulgate Emergency Operations Plan and related annexes.

Action 2.6.9. Assess the City's response to the COVID-19 Pandemic and complete an after-action report (AAR).



Performance Metrics:

- PM 2.6.1:** Number of local volunteers trained in Community Emergency Response Teams (CERT) (Fire)
 - 1,696 volunteers trained in CERT
 - 1,730 volunteers trained in CERT in 2021
- PM 2.6.2:** Number of Basic CERT classes conducted: (Fire)
 - 87 classes conducted since CERT program began in 2004
 - 2021 Progress = 86 classes in 2021
 - Target = Conduct a minimum of 6 Basic CERT classes per year in 2022/23 and 2023/24, with a goal of increasing the total number of classes to 99.

Departments	Target Starting Year	Status	Funding Status
Lead Dept: Fire, Police, CMO	2022/23		Funded (Grant) / Implement with existing budget/staff (overtime)
Lead Dept: Fire, Police, CMO	2022/23		Funded (Grant)
Lead Dept: OoS, CEDD, PW, RPU, IT, Fire	2022/23		Partial Funding
Lead Dept: Fire, CMO/ Marketing	2022/23		Portion implemented with existing budget/staff Unfunded (mail)
Lead Dept: Fire General Services, CEDD	2023/24		Unfunded
Lead Dept: Fire, CMO / Office of Communications	2024/25		Unfunded
Lead Dept: PRCSD, CEDD	2022/23		Implement with existing budget/staff
Lead Dept: Fire	2021/22		Implement with existing budget/staff
Lead Dept: Fire Supporting Dept: CMO	2022/23		Unfunded



Underway



Completed



Economic Opportunity

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

Action Item

Action 3.1.1. Continue creating and maintaining effective information-sharing channels with the business community to provide access to knowledge and resources (e.g. social media, Explore Riverside, Economic Development newsletters).

Action 3.1.2. Foster and strengthen partnerships for collaborative Economic Development, including continued support for various chambers of commerce, representation on relevant boards and commissions, and facilitation of initiative-based partnerships to promote the region as a viable business-friendly incubator with a large pool of highly qualified job seekers.

Action 3.1.3. Continue to identify local industry gaps and develop and implement specific attraction and expansion programs to promote business mix diversification through such efforts as UCR OASIS, Bloomberg Harvard Innovation Track, Economic Development prosperity and opportunity plan.

Action 3.1.4. Continue efforts to grow local business relationships and partnerships through dedicated outreach and visitation programs (e.g. UCR OASIS, ShopRiverside, various chambers of commerce, EXCITE, EPIC SBDC, IE SBDC).

Action 3.1.5. Review documentation of the former Economic Development Corporation (EDC) and recommend formation structure, steps, timeline, and funding needs for the formation of a new EDC.



Goal 3.1

Facilitate partnerships and programs to develop, attract and retain innovative business sectors.

Performance Metrics:

- **PM 3.1.1:** Number of businesses attending city-sponsored and partner organization mentoring, coaching, and technical assistance activities (CEDD)
 - 755 businesses (2019), 1031 businesses (2020)
 - 1786 businesses in 2021 (impacted by COVID-19)
- **PM 3.1.2:** New and renewing business licenses (CEDD)
 - 564 business licenses in Q4 CY2020
 - 947 licenses in 2021 (impacted by COVID-19)
- **PM 3.1.3:** Business closures (CEDD)
 - 36 in Q4 CY 2020
 - 4 in 2021

Departments	Target Starting Year	Status	Funding Status
Lead Dept: CEDD, CMO/ Office of Communications	2021/22		Implement with existing budget/staff
Lead Dept: CEDD	2021/22		Implement with existing budget/staff
Lead Dept: CEDD	2022/23		Funded
Lead Dept: CEDD Supporting Depts: Mayor's Office, RPU, Fire	2022/23		Partially funded
Lead Dept: CEDD, CMO/ Office of Communications	2023/24		Unfunded



Underway



Completed



Goal 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.

Performance Metrics:

- **PM 3.2.1:** Number of students engaged in internships, apprenticeships and high school career academies in the City of Riverside. (CEDD) *Note - this Performance Measure is also tied to PM 5.1.5 under High Performing Government.*
 - 34 (RUSD & AUSD) in 2019
- **PM 3.2.2:** Number of graduates from academic institutions throughout Riverside (e.g., college, university, vocational, CTE, etc.)
 - 13,634 graduates in 2019





Action Item

Action 3.2.1. Work with Diversity, Equity & Inclusion (DEI) Officer, once position is filled, to 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.

Action 3.2.2. Support organizations that focus on local talent growth and retention through efforts such as job fairs, mixers, “meet the firms” events, and apprenticeship or internship opportunities. bringing together businesses seeking highly qualified applicants and college educated students looking for local opportunities.





Departments	Target Starting Year	Status	Funding Status
Lead Dept: HR, CMO	2022/23		Implement with existing budget/staff
Lead Dept: CEDD, HR	2022/23		Implement with existing budget/staff



Underway



Completed



Economic Opportunity

Goal 3.3

Cultivate a business climate that welcomes innovation, entrepreneurship and investment.



Performance Metrics:

- **PM 3.3.1:** Number of businesses, developers, brokers, etc. that were provided market research. (CEDD)
 - 20 businesses in 2020
 - In 2021, 164 businesses, developers, and brokers were provided with market research consisting of customized CoStar real estate data, available City and Successor Agency owned property opportunities, and California GoBiz opportunities responses. A one-time release in surplus property opportunities creates an additional 720 research contacts, for a complete today of 884 (CEDD anticipates that 2021 will be an anomaly as the numbers are not sustainable, original target for 2021 was 30 businesses)

Action Item

Action 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.

Action 3.3.2. Continue to identify and implement innovations to improve the customer service experience and ensure an equitable resource for businesses and residents through the One Stop Shop.

Action 3.3.3. Create an implementation strategy for the first and any subsequent Innovation Districts that establishes it as a testing ground for innovative economic development and investment concepts.

Action 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.

Action 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.

Action 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.

Action 3.3.7. Facilitate and support programs that promote green technology both within the City organization and the community to combat climate change and promote sustainability. (e.g. decarbonization, tree canopy program, green fleet).



- **PM 3.3.2:** Number of businesses that obtained angel, seed or venture capital funding (CEDD)
 - 14 businesses in 2020
 - In 2021, 11 businesses obtained angel, seed or venture capital funding, through EPIC SBDC and ExCITE. (Note this number decreased due to a mid-year move for EPIC and ExCITE, and CEDD expects an increase in 2022 due to additional support from partnership with City and a larger capacity space for the program.
- **PM 3.3.3:** Number of customers who visit the One Stop Shop (CEDD)
 - Goal = increase each year
- **PM 3.3.4:** Average customer wait times at the One Stop Shop (after check-in) (CEDD)
 - Goal = decrease each year
- **PM 3.3.5:** Percentage of plan checks performed on time at the One Stop Shop (CEDD)
 - Goal = increase percentage each year
- **PM 3.3.6:** Citywide vacancy rate of commercial and business space. (CEDD)
 - Goal = reduce percentage each year
- **PM 3.3.7:** Percentage of all City-owned leasable space that is occupied/leased out (CEDD, GS, PD, PRCSD, RPU)
 - Goal = Maintain above 90%
- **PM 3.3.8:** Rank and/or be recognized as a business-friendly city (CMO, CEDD).
 - Goal = Be identified as a best practice leader or business-friendly city.

Departments	Target Starting Year	Status	Funding Status
Lead Dept: CEDD	2021/22		Funded
Lead Dept: CEDD	2022/23		Funded
Lead Dept: CEDD	2022/23		Unfunded
Lead Dept: CEDD, CMO/ Office of Communications, IT	2023/24		Implement with existing budget/staff
Lead Dept: CEDD, PW, RPU, GS, OoS	2023/24		Unfunded
Lead Dept: CEDD, GS, HR, CMO	2023/24		Unfunded
Lead Dept: OoS Supporting Depts: RPU, PW, GS, CEDD	2023/24		Funded



Underway



Completed



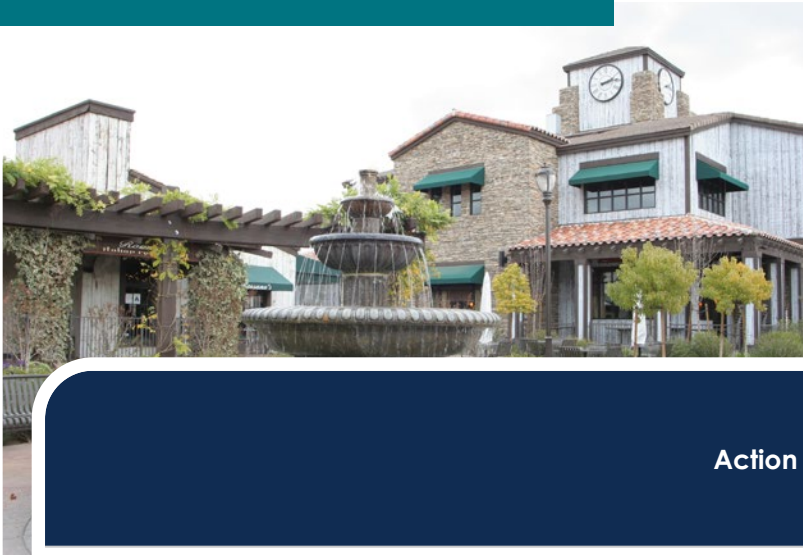
Economic Opportunity

Goal 3.4

Collaborate with key partners to implement policies and programs that promote local business growth and ensure equitable opportunities for all.

Performance Metrics:

- **PM 3.4.1:** Number of active partnership (CEDD)
 - 9 partnerships in 2019
 - 20 partnerships in 2020
 - 23 partnerships in 2021
 - Goal = maintain or exceed numbers set in 2020 and 2021
- **PM 3.4.2:** Number of small, woman-owned, minority-owned, or disadvantaged businesses in Riverside that are supported through City and partnership programs. (CEDD)
 - Goal = increase each year



Action Item

Action 3.4.1 . Continue facilitating relationships with microlenders, local credit unions and banks as well as private and institutional investors.

Action 3.4.2 . Identify and create targeted marketing campaigns that “Tell the Riverside Story” to capitalize on Riverside’s assets and raise community awareness. Engage developers, businesses and community leaders in becoming local storytellers.

Action 3.4.3. Evaluate opportunities to provide/enhance local business preference for city contracts and implement as appropriate.







Actions 3.4.4. Develop and support shop local and grow local initiatives, local business-to-business connections, and business advocacy groups, to promote local economic growth and resiliency.

Action 3.4.5. Develop and implement programs that support microenterprise and small businesses and encourage entrepreneurship with a focus on minority-owned, women-owned and disadvantaged businesses.

Action 3.4.6. Research and identify a feasible method to collect reliable data that identifies the number of woman-owned, minority-owned, and disadvantaged businesses in the City.





Departments	Target Starting Year	Status	Funding Status
Lead Dept: CEDD, Finance	2022/23		Funded
Lead Dept: CEDD, CMO, Office of Communications	2023/24		Unfunded
Lead Dept: Finance	2023/24		Unfunded
Lead Dept: CEDD	2022/23		Partially funded
Lead Dept: CEDD	2021/22		Pandemic-related support is funded through the CARES Act through June 2023 (program's final application deadline was April 15, 2022). Also funding through ARPA small business grant program
Lead Dept: CEDD, Finance	2023/24		Funded



Underway,
Not Fully Developed



Completed



Goal 3.5

Lead public-private partnerships to build resources and grow the capacity of the local food system.

Action Item

Action 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.

Action 3.5.2. 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.

Action 3.5.3. Acquire land resources to develop and build an urban agriculture training center in the Northside at 895 & 900 Clark Street.

Action 3.5.4. Connect greenbelt property owners to resources to facilitate transition of acreages to productive agricultural activities.

Action 3.5.5. Update the General Plan to support urban and small farm activities.

Action 3.5.6. Develop and build an urban agriculture training center in the Northside at 895 & 900 Clark Street.



Performance Metrics:

- PM 3.5.1:** Number of participants engaged in GrowRiverside initiative programs that build capacity to grow food locally. (CEDD)
 - Baseline = 406 in 2019
 - Target = 250 in 2021 (stakeholders will be re-engaged as part of post COVID-19 recovery efforts)
 - 2021 Progress = 104 in 2021
- PM 3.5.2:** Number of collaborative efforts including partnerships, projects, programs, and grants in development and/or implementation to build resources and grow capacity in the local food system to achieve a triple-bottom-line impact, including economic opportunities, stewardship of resources, and enhancing community well-being.
 - Baseline = 3
 - Target = 10



Departments	Target Starting Year	Status	Funding Status
Lead Dept: CEDD	2021/22		Implement with existing budget/staff
Lead Dept: CEDD	2021/22		Implement with existing budget/staff
Lead Dept: CEDD	2021/22		Funded
Lead Dept: CEDD	2021/22		Implement with existing budget/staff
Lead Dept: CEDD	2022/23		Implement with existing budget/staff
Lead Dept: CEDD	2022/23		Seeking additional funds to build out Northside Ag Innovation Center (early estimates = \$20 million project)



Underway



Completed



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.

Action Item

Action 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.

Action 4.1.2 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.

Action 4.1.3 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.

Action 4.1.4 Maximize development of Biogas to Energy projects by optimizing multiple alternative energy generation sources such as fuel cell electrical generation, waste-heat recovery, and heat by biogas fueled boilers.

Action 4.1.5 Maximize Renewable Natural Gas by the development of Southern California Gas pipeline interconnection and Biogas Cleanup Process Unit.

Action 4.1.6. Identify best practices and sustainable methods to address energy affordability.

Action 4.1.7. Develop a 10-year implementation plan of energy generation project priorities in the Integrated Resources Plan.



Goal 4.1

Rapidly decrease Riverside's carbon footprint by acting urgently to reach a zero-carbon electric grid with the goal of reaching 100% zero-carbon electricity production by 2040 while continuing to ensure safe, reliable and affordable energy for all residents.

Performance Metrics:

- **PM 4.1.1:** Percentage of onsite energy production (renewable natural gas and electricity) at WQCP from biogas (Public Works)
 - 2020 Production: 78,399.9 MMBtu of biogas consumed by Fuel cell – produced 8,071.5 MWh of electricity, with additional useful heat recovery of 3,771.5 MMBtu
 - 2021 Production: 75,815.2 MMBtu of biogas consumed by Fuel cell - produced 8,565.5 MWh of electricity, with additional useful heat recovery of 5,842.6 MMBtu
 - Target = increase biogas production by 100% by January 1, 2024
- **PM 4.1.2:** Percentage of renewable and GHG emissions- free electric generation resources in RPU portfolio (RPU)
 - 2019 RPS Baseline = 37.6% | 2019 Emissions-free = 6.0%
 - 2020 RPS = 42.2% (State goal was 33%) | 2020 Emissions-free = 6.2%
 - 2021 RPS = 43.1% (State goal was 35.8%) | 2021 Emissions-free = 6.2%
 - Target = combined 100% by 2040

Departments	Target Starting Year	Status	Funding Status
Lead Depts: PW, RPU	2021/22		Unfunded
Lead Depts: RPU	2021/22		Funded
Lead Depts: PW, CEDD, GS, RPU	2022/23		Unfunded
Lead Depts: PW, RPU	2022/23		Partially funded
Lead Depts: PW	2024/25		Funded
Lead Depts: RPU	2024/25		Funded
Lead Depts: RPU	2021/22		Funded



Underway



Completed



Goal 4.2

Sustainably manage local water resources to maximize reliability and advance water reuse to ensure safe, reliable and affordable water to our community.

Performance Metrics:

- **PM 4.2.1:** Water treated at RWQCP: (Public Works)
 - 9.2 billion gallons in 2020 or 25.3 MGD per day on average
 - Treat 100% of all reclaimed water meeting all regulatory requirements

Action Item

Action 4.2.1 Implement One Water through City Council-adopted policy and ordinances, as well as appropriate changes to the City organization.

Action 4.2.2 Develop stormwater conveyance systems to automatically divert dry weather water runoff into the Regional Water Quality Control Plant's sanitary sewer collection system.

Action 4.2.3 Incorporate water supply planning and stormwater management into the General Plan update

Action 4.2.4 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. *(Delayed - PFAS regulations are still being developed for recycled water/effluent discharges. RPU-Water continues to investigate PFAS removal from raw groundwater.)*



- **PM 4.2.2:** Reclaimed water produced (Public Works)
 - 9,118 million gallons in 2020 (8,146 million gallons used satisfy environmental and other settlement commitments)
 - Target = 100% of all reclaimed water meeting all regulatory requirements
- **PM 4.2.3:** Reclaimed water provided by the WQCP to deliver offsite (Public Works)
 - 60.3 MG in 2020
 - Target = Ready to deliver up to 970 million gallons to RPU by 2023
- **PM 4.2.4:** WQCP Environmental Compliance inspections completed per year (Public Works)
 - Baseline = 3,718 inspections in 2019
 - Target = 4,000 inspections by 2022

Departments	Target Starting Year	Status	Funding Status
Lead Depts: RPU, PW	2021/22		Unfunded
Lead Depts: PW	2022/23		Unfunded
Lead Depts: CEDD, PW	2022/23		Unfunded
Lead Depts: RPU	2024/25		Unfunded



Initial project completed;
Subsequent projects delayed



Completed



Goal 4.3

Implement local and support regional proactive policies and inclusive decision-making processes to deliver environmental justice and ensure that all residents breathe healthy and clean air with the goal of having zero days of unhealthy air quality per the South Coast Air Quality District's Air Quality Index (AQI).

Performance Metrics:

- **PM 4.3.1:** Reduce the number of days annually when Riverside-Rubidoux area exceeds the EPA 8-hour ozone standard of 0.070 ppm (Public Works)
 - 63 days in 2019
 - South Coast Air Quality Management District Regional Target = 0 days by August 3, 2038
- **PM 4.3.2:** Improve Air Quality Index (Public Works)
 - Target = Improve each year



Action Item

Action 4.3.1 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.





Action 4.3.2 Develop a plan for clean air centers, similar to cooling centers, where residents can get reprieve from poor air quality during large fires or smog alerts.

Action 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.

Action 4.3.4 Research and identify air monitoring equipment for installation throughout the City, for better local air quality data. (Goal - install 100 units within 5 years).





Departments	Target Starting Year	Status	Funding Status
Lead Depts: PW, CEDD	2022/23		1, 2 & 3 (funded), 2-6 (unfunded)
Lead Depts: PRCSD, RPU	2024/25		Unfunded
Lead Depts: PW	2024/25		Unfunded
Lead Depts: PW	2024/25		Unfunded



Underway



Completed



Goal 4.4

Implement measures and educate the community to responsibly manage goods, products and services throughout their lifecycle to achieve waste reduction outcomes.



Action Item

Action 4.4.1 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.

Action 4.4.2 Develop and adopt an organizational waste reduction strategy with an objective of approaching zero-waste for City operations by 2040.

Action 4.4.3 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.

Action 4.4.4 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.

Action 4.4.5 Provide resident education of responsible waste management through refuse bill attachments, vehicle decals, and waste bins.





Performance Metrics:

- **PM 4.4.1:** Tons of waste landfilled (Public Works)
 - 311,929 tons of trash landfilled in 2020
 - 146,704 tons of trash landfilled in 2021
- **PM 4.4.2:** Rate of recycling (Public Works)
 - 31.11% of waste was recycled in 2020
 - 40.92% of waste was recycled in 2021
 - Increase to 75% by 2025



Departments	Target Starting Year	Status	Funding Status
Lead Depts: PW, CEDD	2022/23		Funding contingent on grant award
Lead Depts: PW	2024/25		Unfunded
Lead Depts: PW	2022/23		Partially Funded
Lead Depts: PW	2022/23		Unfunded
Lead Depts: PW	2022/23		Funding contingent on grant award



Goal 4.5

Maintain and conserve 30% of Riverside's natural lands in green space including, but not limited to, agricultural lands, parkland, open space and urban forests in order to protect and restore Riverside's rich biodiversity and accelerate the natural removal of carbon, furthering our community's climate resilience.

Performance Metrics:

- **PM 4.5.1:** Number of acres of natural lands, open space and parkland maintained
 - Baseline = Acres currently being maintained by City, conservation districts and other mechanisms.
 - Target = Acres added to conservation districts, etc.; Develop baseline map
- **PM 4.5.2:** Number of trees planted in parks, open spaces, public and private spaces
 - Baseline = How many trees are currently planted
 - Target = Trees planted (increase by 1% annually) Develop Baseline map

Action Item

Action 4.5.1 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 neighboring cities, broadening the outreach and development of the Santa Ana River Working Group, homeless outreach, and investment in programming & placemaking at trailhead locations.

Action 4.5.2 Deploy innovative access management techniques and policies along the Santa Ana River Trail and other open spaces to reduce damage to local ecosystems

Action 4.5.3 Boost green infrastructure citywide by planting trees in parks, public spaces, and private areas along with adding landscaping around buildings, green roofs and promoting healthy soils management, including compost applications.

Action 4.5.4 Preserve and maintain existing park land, including open and natural spaces, and increase public and private greenspaces citywide.

Action 4.5.5 Support and connect community-based organizations that are spearheading action/projects that take steps to mitigate climate change burdens.



- **PM 4.5.3:** Number of Community events held to provide and facilities community education around climate change
 - Target = 4 Events
- **PM 4.5.4:** Number of Acres of invasive plants removed from Santa Ana River
 - Baseline = Number of acres of invasive plants in Santa Ana River
 - Target = Number of acres removed; develop baseline map
- **PM 4.5.5:** Number of Points of access/ access management strategies implemented along SAR
 - Baseline = Identified points of access requiring fortification
 - Target = Number of Access management techniques implemented; develop baseline map



Departments	Target Starting Year	Status	Funding Status
Lead Depts: OHS, RPU, PW, Fire, PRCSD, Mayor's Office	2021/22		Unfunded/Implement with existing budget/staff
Lead Depts: PW, PRCSD	2022/23		Partially funded through grants / Additional funding needed for long range plans
Lead Depts: PW, PRCSD, CEDD	2022/23		Partially funded through grants / Additional funding needed for long range plans
Lead Depts: PRCSD, CEDD	2022/23		Partially funded
Lead Depts: OoS, PW, RPU	2022/23		Partially funded through grants / Additional funding needed for long range plans



Underway



Completed



Goal 4.6

Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.

Action Item

Action 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.

Action 4.6.2. Update urban forestry policies to select tree species that maximize carbon sequestration and building energy reduction potential.

Action 4.6.3 Develop public private partnerships and infrastructure for food waste organic separators and digester rehab to produce beneficial soil amending byproducts for community applications.

Action 4.6.4 Prepare a CEQA qualified Climate Action Plan to ensure that GHG levels are being reduced to meet State guidance.

Action 4.6.5 Conduct studies to identify processes to produce Class A Biosolids and/or Biochar as nutrient rich organic fertilizers for community applications.

Action 4.6.6 Evaluate options for RPU to achieve carbon neutrality by 2040 for the electricity and water served to customers.

Action 4.6.7 Develop a transportation electrification strategy for the City to ensure effective infrastructure that will support widespread adoption of electric vehicles.





Performance Metrics:

- **PM 4.6.1:** Percentage of city fleet that is green (General Services)
 - 60% green fleet in 2020
 - Target = Maintain at or above 60% in 2021
- **PM 4.6.2:** Percentage of riverside organic material diverted from landfills to WQCP (Public Works)
 - Program is still in development so there is no baseline data
 - Target = Divert up to 100 tons per day of food waste to WQCP by 2025



Departments	Target Starting Year	Status	Funding Status
Lead Depts: GS	2021/22		Partially Funded
Lead Depts: PW	2022/23		Implement with existing budget/staff
Lead Depts: PW	2022/23		Funded
Lead Depts: OoS, CEDD	2022/23		Funded
Lead Depts: PW	2022/23		Funded
Lead Depts: RPU	2022/23		Unfunded
Lead Depts: RPU, GS, PW, PRCSD	2022/23		Partially Funded



Underway

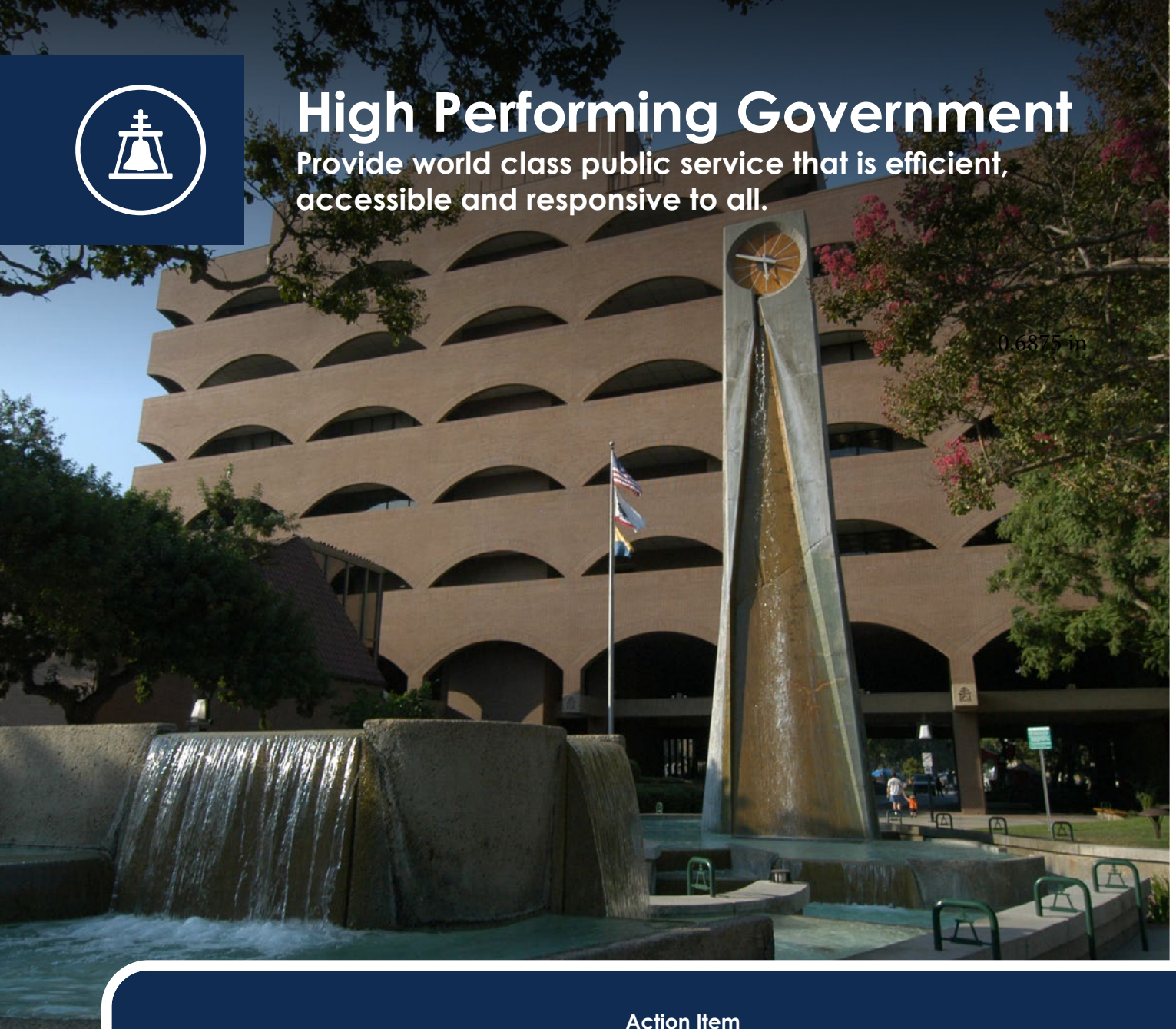


Completed



High Performing Government

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



Action Item

Action 5.1.1. Host Equity dialogue Sessions with and facilitate anonymous Equity Workplace Survey to City staff; implement Diversity, Equity and Inclusion training and investigate and implement best practices on removing discrimination and racism from the workplace.

Action 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.

Action 5.1.3. Implement a local educational institution partnership strategy resulting in experiential, on-the-job training programs and internships for high school and college students.






Goal 5.1

Attract, develop, engage and retain a diverse and highly skilled workforce across the entire city organization.

Performance Metrics:

- **PM 5.1.1:** Percentage of underrepresented racial/ethnic groups that apply for jobs at the City of Riverside (Human Resources)
 - 21.3% of the applicant pool in 2022 (YTD)
 - 18.7% of the applicant pool in 2021
 - 22.7% of the applicant pool in 2020
 - Increase to 23.7% of the applicant pool by 2023
- **PM 5.1.2:** Percentage of employees who positively rate overall training and development opportunities (per engagement survey) (Human Resources)
 - PENDING results of 2022 Engagement Survey
 - 64.21% (per 2018 HR Employee Satisfaction Survey)
 - Target = 75% by 2023
- **PM 5.1.3:** Voluntary employee turnover rate (Human Resources)
 - 8.6% in 2022 (YTD)
 - 7.8% in 2021
 - 6.77% in 2020
 - Target = 6% by 2023
- **PM 5.1.4:** Average number of job descriptions reviewed per quarter (Human Resources)
 - 10 in 2022 (YTD)
 - 14 in 2021
 - 3.75 in 2020
 - Target = Increase to 10 by 2023
- **PM 5.1.5:** Number of high school and local educational institution partnerships (Human Resources) *Note - This measure also ties to PM 3.2.1 Number of students engaged in internships.*
 - 6 in 2019
 - Target = Maintain at 6
- **PM 5.1.6:** Percentage of fully engaged staff (per engagement survey) (Human Resources)
 - PENDING results of 2022 Engagement Survey
 - 37% in 2018
 - Target = Increase to 40% by 2023
- **PM 5.1.7:** Percent utilization of education reimbursement funds per fiscal year (Human Resources)
 - 99% in 2020
 - Target = Increase to 100% by 2023

Departments	Target Starting Year	Status	Funding Status
Lead Depts: HR	2022/23		Funded
Lead Depts: HR	2022/23		Funded
Lead Depts: HR	2022/23		Unfunded

Continued on Next Page

Action Item

Action 5.1.4. Develop an employee engagement strategy that creates a culture of feedback, continuous improvement, and a highly engaged workforce.




Action 5.1.5. Implement targeted recruitment strategies to increase the pool of applicants in all underrepresented ethnicities (African American, Native American/Native Alaskan, Asian/Pacific Islander, Other).

Leverage various multi-media platforms and diversity organizations to attract diverse job applicants.

Develop an internal process including, but not limited to, review of job descriptions within industry standard requirements and in compliance with any Federal or State regulations.

Action 5.1.6. Expand training offerings to all employees, interns, and workforce development program participants. Align existing training programs to the Strategic Plan Priorities, Goals, Action Items, and the Cross-Cutting Threads. Analyze data to determine critical populations and programs needed to enhance career development opportunities for employees; increase employee retention and engagement; increase feelings of inclusion; increase retention; and decrease employee complaints and grievances.



Departments	Target Starting Year	Status	Funding Status
Lead Depts: HR	2022/23		Unfunded
Lead Depts: HR	2022/23		Implement with existing budget/staff
Lead Depts: HR	2022/23		Unfunded





Goal 5.2

Utilize technology, data and process improvement strategies to increase efficiencies, guide decision making and ensure services are accessible and distributed equitably throughout all geographic areas of the city.

Performance Metrics:

- **PM 5.2.1:** Number of public-facing City services performed online (IT)
 - 22 City services performed online in 2020
 - Target is dependent on available resources
- **PM 5.2.2:** Percentage of the community that reports being satisfied or very satisfied with the overall quality of services provided by the City. (CMO)
 - 94% in 2019 (Happy or Not)
 - Target = maintain at or above 95%

Action Item

Action 5.2.1. Assess and appropriately implement remote working that facilitates efficient and effective provision of public services, supports the needs of the workforce, reduces space needs, and reduces vehicle miles traveled by employees. 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.

Action 5.2.2. Analyze investment in IT internal resources to expand capabilities and capacity prior to consideration of external solution investments. 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.

Action 5.2.3. Provide training to all employees encouraging mindset change to execute more efficient ways of doing business; expand Technology Showcase content to all Departments.

Action 5.2.4. 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.

Action 5.2.5. Assess the geographic understanding of equity across the City to contribute to decision-making pertaining to public service demands and resource allocation needs.

Action 5.2.6 Expand performance metrics and provide tracking mechanisms for departmental set-up/use to enable KPI at the program level or other level desired by departments. *[This capability will encourage accountability and provide data for PBB – funding what we do well. It may also provide data that we want to share publicly, through a dashboard.]*





Departments	Target Starting Year	Status	Funding Status
Lead Depts: GS, IT, HR	2021/22		Funded
Lead Depts: IT	2021/22		Implement with existing budget/staff
Lead Depts: HR	2022/23		Implement with existing budget/staff
Lead Depts: CMO	2022/23		Implement with existing budget/staff
Lead Depts: OoS, CEDD, IT	2022/23		Partially Unfunded
Lead Depts: IT, CMO	2022/23		Implement with existing budget/staff



Underway



Completed



Goal 5.3

Enhance communication and collaboration with community members to improve transparency, build public trust and encourage shared decision-making.

Action Item

Action 5.3.1. 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.

Action 5.3.2. 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, local employment statistics, and parks and recreation.

Action 5.3.3. Redefine "public notices" and the City's policy on providing public notice of upcoming projects, policy proposals, meetings, etc.






Action 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, and that will lead to educating and increasing awareness among community partners, grantees, vendors, contractors, etc., about the values and practices that address racism and create a community where diversity, inclusion, and equity is valued and elevated.

Action 5.3.5 Involve local groups and leadership of diverse backgrounds and provide equitable access to decision-making processes that affect health and environmental benefits/burdens, thereby raising awareness and making effort to ensure that environmental justice is considered and incorporate into Triple Bottom Line analysis of City projects.



Performance Metrics:

- **PM 5.3.1:** Promote external communications by Ward to bring information to residents through GovDelivery and social media platforms and increase awareness of the City Council, City Council Standing Committees, and boards and commissions meeting agendas (City Clerk)
 - Enhance GovDelivery bulletins for all agendas with branding
 - Increase GovDelivery topics to include all boards and commissions for sending out agendas
 - Currently, 26 active topics: 3 boards/8 committees/City Council agenda bulletins = 181 total through June 2022
 - 6 events/8 newsletters bulletins = 709 total through June 2022
- Promote GovDelivery through social media marketing campaign to solicit subscribers to the various GovDelivery topics of all meetings on the Insite Agenda calendar.
- Agenda Bulletins can be used to send notifications of upcoming events pertaining to the boards/commissions such as recruitment for boards/commissions, etc.
- Ward newsletters sent monthly; additional updates provided as needed
- **PM 5.3.2:** Percentage of residents who report they are satisfied with their ability to engage the City in a fair and transparent manner. (CMO)
 - Included in 2022 QOL survey

Departments	Target Starting Year	Status	Funding Status
Lead Depts: CEDD	2021/22		Implement with existing budget/staff
Lead Depts: FIN, IT, CMO/Marketing	2022/23		Implement with existing budget/staff
Lead Depts: City Clerk, CMO	2022/23		Implement with existing budget/staff
Lead Depts: Mayor's Office, CMO, OoS, City Council, HR, FIN	2022/23		Implement with existing budget/staff
Lead Depts: OoS, PW	2022/23		Funded



High Performing Government

Goal 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.

Performance Metrics:

- **PM 5.4.1:** Cost of City services per capita (Finance)
 - \$3,621 per capita in FY 20/21
- **PM 5.4.2:** Number of PBB Insights submitted, vetted, and implemented (Finance). Target to be established during next PBB cycle.
- **PM 5.4.3:** Fiscal impact of PBB Insights implemented (Finance)



Action Item

Action 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. (e.g. HR Dept.'s EPIC Training)

Action 5.4.2. Implement a Corporate Partnership Program to help generate new revenues for city programs and services.

Action 5.4.3. Complete comprehensive Citywide fees and charges study to eliminate the one-off fee increases done throughout the year, enhance cost recovery, and align fees with appropriate benchmarks and City services.

Action 5.4.4. 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.

Action 5.4.5 Establish an executive PBB Working Group to actively promote and direct the citywide implementation of PBB and Insights.





Departments	Target Starting Year	Status	Funding Status
Lead Depts: CMO, HR	2021/22		Implement with existing budget/staff
Lead Depts: CMO Grants Admin Supporting Dept: CEDD	2021/22		Implement with existing budget/staff
Lead Depts: FIN	2022/23		Contract Funded
Lead Depts: CMO, IT	2022/23		Implement with existing budget/staff
Lead Depts: CMO, FIN	2022/23		Implement with existing budget/staff



Underway



Completed



Goal 5.5

Foster a culture of safety, well-being, resilience, sustainability, diversity, and inclusion across the city organization.

Action Item

Action 5.5.1. Assess and appropriately implement consolidation opportunities within the City organization to capture better synergies for implementing sustainable practices and implementing more efficient and effective provisions of public services.

Action 5.5.2. Develop a sustainability policy that includes opportunities and resources that empower the community and encourage continuity and stability within the community.

Action 5.5.3. Work with the City Council to evaluate and update the City's Mission and Core Values.

Action 5.5.4: Develop and implement a Talent Management System to provide functionality that would help advance all City development efforts including training programs, increase access, and automate manual processes and administration, including incorporating DEI, leadership, skill building and safety training. Would also integrate performance appraisals, training, and succession planning.





Performance Metrics:

- **PM 5.5.1:** Total recordable injury rate (TRIR) (number of recordable incidents per 100 full-time workers during a one-year period) (Human Resources)
 - 9.1 in 2019
 - Target = decrease to 8.0 in 2022 (goal is to decrease each year)
- **PM 5.5.2:** Days away, restricted or transferred (DART) due to employee injury (Human Resources)
 - 3.1 days
 - Target = decrease to 2.5 in 2022 (goal is to decrease each year)



Departments	Target Starting Year	Status	Funding Status
Lead Dept: OoS	2021/22		Unfunded
Lead Dept: OoS	2022/23		Unfunded
Lead Dept: CMO	2022/23		Implement with existing budget/staff
Lead Dept: HR	2024/25		Unfunded



Delayed



Completed



Action Item

Diversity, Equity, and Inclusivity Project

Action 5.5.5.a 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.

Action 5.5.5.b Host Equity dialogue Sessions with and facilitate anonymous Equity Workplace Survey to City staff; implement Diversity, Equity and Inclusion training and investigate and implement best practices on removing discrimination and racism from the workplace.

Action 5.5.6.a Develop a comprehensive Diversity, Equity and Inclusion Strategy outlining responsibilities and setting priorities toward creating and sustaining diversity, equity and inclusion throughout the City organizational structure

Action 5.5.6.b Incorporate evaluation of employee compliance with diversity and inclusion policies and demonstration of these values in annual performance appraisals.

Action 5.5.6.c Develop plans and policies including onboarding training content that support values of diversity and inclusion.

Action 5.5.6.d Establish an initiative that elevates inclusion, diversity, and equity and produce a comprehensive guide/ toolkit.

Action 5.5.7. Incorporate race and equity into the City's Legislative Platform and track relevant legislation. Strengthen our voice through memberships and advocacy.

Safety Project

Action 5.5.8.a Enhance and continuously strengthen policies and programs around work place safety including developing a strategy to build a robust safety program.

Action 5.5.8.b Continue to provide and increase access to safety training for all staff who work in the City.

Action 5.5.8.c Increase the number of and enhance workplace safety audits, assessments and safety programming (such as root-cause identification, ergonomics, and mishap incident).





Departments	Target Starting Year	Status	Funding Status
Lead Dept: CMO, HR	2022/23		Funded
Lead Dept: CMO, HR	2022/23		Funded
Lead Dept: HR	2022/23		Funded
Lead Dept: HR	2022/23		Implement with existing budget/staff
Lead Dept: HR	2022/23		Implement with existing budget/staff
Lead Dept: HR	2022/23		Implement with existing budget/staff
Lead Dept: CMO Intergovernmental Relations	2022/23		Implement with existing budget/staff
Lead Dept: HR	2021/22		Unfunded
Lead Dept: HR	2021/22		Funded
Lead Dept: HR	2021/22		Unfunded



Underway

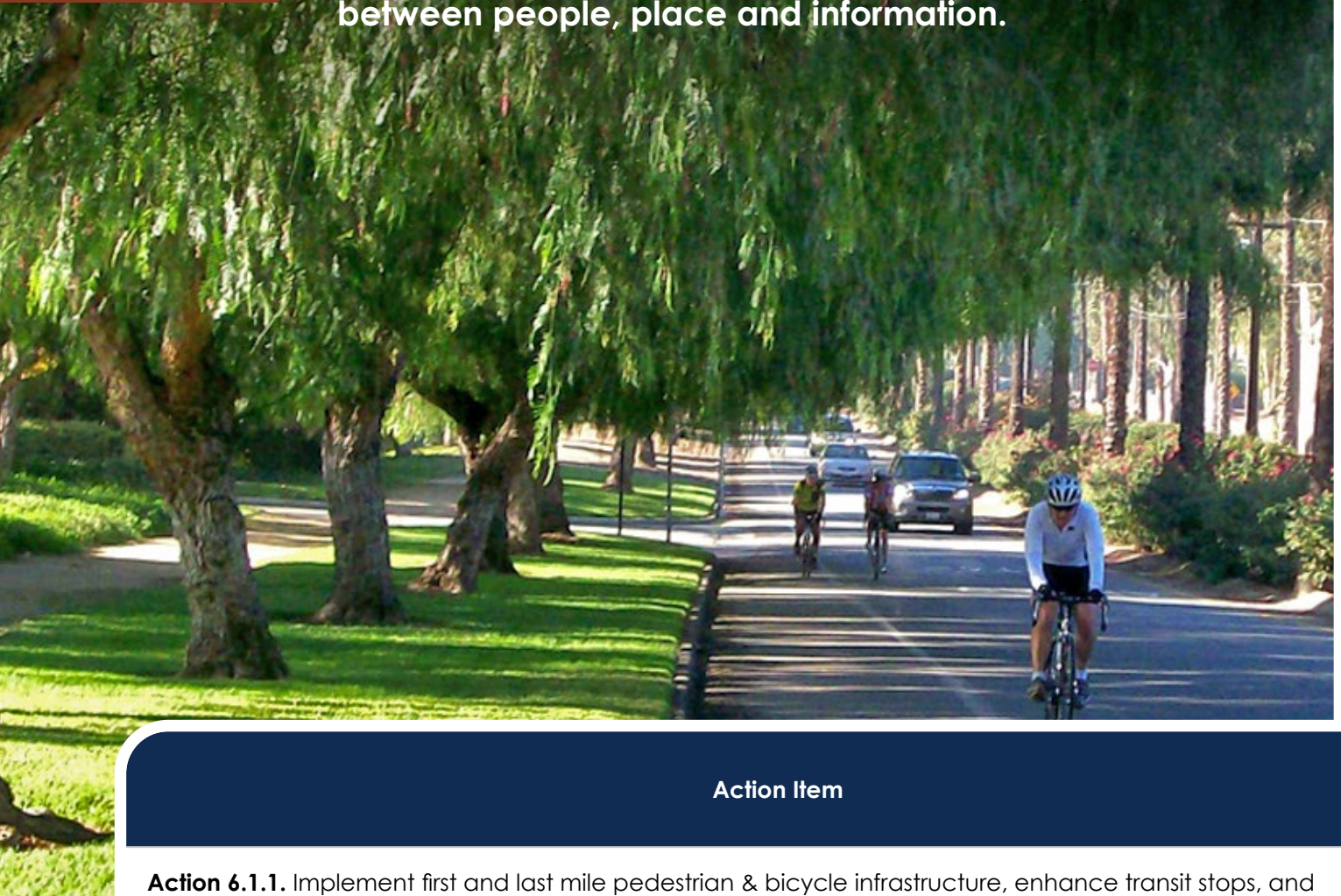


Completed



Infrastructure, Mobility & Connectivity

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



Action Item

Action 6.1.1. 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.

Action 6.1.2. Through capital projects and new private developments, encourage low emission modes of transportation such as mass transit, micromobility, biking or walking/rolling.

Action 6.1.3. Plan for a network of shared, electric, connected and autonomous vehicles, including the charging, parking, and roadway infrastructure to support them.



Goal 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.

Performance Metrics:

- **PM 6.1.1:** Improve American League of Bicyclists "Bicycle Friendly City" Ranking (Public Works)
 - Riverside is a Bronze-level Bicycle Friendly City in 2022
 - Goal = Silver-level Ranking
- **PM 6.1.2:** Miles of sidewalk rehabilitated (Public Works)
 - Goal = increase or maintain rehabilitation rate each year
- **PM 6.1.3:** Number of transit stops enhanced in partnership with RTA and through implementation of the Complete Streets Ordinance (Public Works)
 - Goal = increase or maintain enhancement rate each year



Departments	Target Starting Year	Status	Funding Status
Lead Depts: PW	2021/22		Currently unfunded but continuing to pursue grant funding or add as conditions of approval to new future developments
Lead Depts: PW, RPU	2021/22		Currently unfunded but continuing to pursue grant funding or add as conditions of approval to new future developments
Lead Depts: PW, RPU	2022/23		Currently unfunded but continuing to pursue grant funding or add as conditions of approval to new future developments



Underway



Completed



Goal 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.



Performance Metrics:

- **PM 6.2.1:** Pavement Condition Index (Public Works)
 - PCI = 61 in 2018
 - Target = increase PCI to 65 by 2027

Action Item

Action 6.2.1. Complete the vehicle GPS installations for a more efficient City asset (vehicular) management program. Develop an administrative policy for the appropriate use of GPS systems and data.

Action 6.2.2. 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.

Action 6.2.3. Capture latitude/longitude data for critical City assets. Expand the GIS system to include additional city asset layers.

Action 6.2.4. 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.



Action 6.2.5. 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. *(The City has received a draft Northside MDP study report for City and RCFC's review.)*

Action 6.2.6. 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.

Action 6.2.7. Establish a technology replacement program to sustain datacenter, network, phone system, employee and public computers, software, enterprise applications and other technology infrastructures.





Departments	Target Starting Year	Status	Funding Status
Lead Depts: GS, HR	2021/22		Funded
Lead Depts: PW	2021/22		Unfunded
Lead Depts: IT, RPU, PW	2021/22		Implement with existing budget/staff
Lead Depts: PW	2022/23		Unfunded
Lead Depts: PW, CEDD, RPU	2022/23		Funded. The MDP study is funded by RCFC.
Lead Depts: CEDD, GS, Fire	2024/25		Unfunded
Lead Depts: IT	2022/23		Funded



Underway



Completed



Goal 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.

Action Item

Action 6.3.1. Pursue public-private partnerships to fund innovative projects and programs that would provide public benefit.

Action 6.3.2. Identify and pursue grant funding opportunities to focus on alternative fuels options. *(RPU has submitted for a federal earmark to study how to make the City's electric grid sustainable and carbon neutral.)*

Action 6.3.3. Develop City owned Hydrogen fuel production for transportation and distributive energy needs

Action 6.3.4. Establish an IT internal service fund to allow for technology chargebacks to sustain the ongoing exponential growth in Citywide technology needs.






Action 6.3.5. 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 ensure long term fiscal stability.



Performance Metrics:

- **PM 6.3.1:** Grant revenue received for fleet and infrastructure projects (General Services)
 - Fleet Infrastructure Grants
 - \$383,610 received in 2019
 - Target = \$300,000 in FY 2024/25



Departments	Target Starting Year	Status	Funding Status
Lead Depts: CEDD, RPU, PW, GS	2021/22		Unfunded (convention center); funded and unfunded (housing)
Lead Depts: GS, PW, RPU	2021/22		Implement with existing budget/staff
Lead Depts: GS, RPU	2021/22		Unfunded
Lead Depts: IT, RPU	2022/23		Unfunded
Lead Depts: FIN	2023/24		Unfunded



Goal 6.4

Incorporate Smart City strategies into the planning and development of local infrastructure projects.

Performance Metrics:

- **PM 6.4.1:** Number of projects initiated and successfully completed in the Innovation District (Public Works)
 - 3 projects implemented in Innovation District in 2021
 - Target = implement 3 new mobility projects over the next 5 years



Action Item

Action 6.4.1 Partner with community-based organizations and local institutions to create a distributed data collection network.

Action 6.4.2 Develop mapping solutions to visualize community need and create consistent priority ranking systems for infrastructure planning.

Action 6.4.3 Complete the fiber loop project, which will provide redundancy, resilience, and efficiency for the City's network traffic.







Action 6.4.4 Connect new streetlights network installation for smart City initiatives.

Action 6.4.5 Expand of the use of the Internet of Things (IoT) technology to better protect and track City assets.

Action 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





Departments	Target Starting Year	Status	Funding Status
Lead Depts: PW, IT, RPU	2021/22		Partially Funded
Lead Depts: PW, CEDD, Office of Communications	2021/22		Partially Funded
Lead Depts: IT, RPU	2021/22		Partially Funded
Lead Depts: RPU	2024/25		Unfunded
Lead Depts: IT, GS, FIN, CEDD, RPU	2024/25		Unfunded
Lead Depts: PW	2024/25		Unfunded



Underway



Completed



ACKNOWLEDGMENTS

Strategic Priorities



Arts, Culture & Recreation

Team Lead Kris Martinez (CMO)
Goal Leads Margery Haupt (CEDD)
Robyn Peterson (Museum)
Noemi Lopez (PRCSD)
Alisa Sramala (PRCSD)
Bryan Crawford (PD)
Erin Christmas (Library)



Community Well-Being

Team Lead Larry Gonzalez (PD)
Goal Leads Daniel Palafox (CEDD)
Michelle Davis (CEDD)
Aggie Padilla (CEDD)
Chris Wagner (PD)
Mark Annas (Fire)



Economic Opportunity

Team Lead Rafael Guzman (CMO)
Goal Leads Jonathan Marks (CEDD)
Oswaldo Galdamez (HR)
Sherry Shimshock (CEDD)
Joyce Jong (CEDD)



Environmental Stewardship

Team Lead Todd Corbin (RPU)
Goal Leads Scott Lesch (RPU)
Michael Plinski (RPU)
Michael Roberts (PW)
Bob Rivers (PW)
Randy McDaniel (PRCSD)
Danny Garcia (RPU)
Tracy Sato (RPU)



High Performing Government

Team Leads Phaedra Norton
Donesia Gause
Michael Moore
Goal Leads Amalia Perez (HR)
Maggie Tanner (HR)
Prasad Mahale (IT)
Eva Arseo (Clerk)
Kristie Thomas (Finance)
Chuck McDonald (HR)



Infrastructure, Mobility & Connectivity

Team Lead Edward Enriquez (CMO)
Philip Nitollama (PW)
John Farley (RPU)
Shari Call (GS)
Jeff McLaughlin (CMO)
Chris Tilden (IT)

Cross-Cutting Threads



Community Trust

Team Lead Phaedra Norton
Donesia Gause
Michael Moore
Team Diana Alegria (Clerk)
Megan Stoye (CMO)



Equity

Team Lead Rene Goldman (HR)
Team Miriana Gonzalez (HR)
Gema Ramirez (CEDD)
Carlie Myers (RPU)



Fiscal Responsibility

Team Lead Edward Enriquez (CMO)
Team Kristy Garcia (PW)
Nancy Garcia (Finance)
Carlie Myers (RPU)



Innovation

Team Lead George Khalil (IT)
Team Brandi Becker (PD)
Steve Coffey (CEDD)
Ed Filadelfia (PW)



Sustainability & Resiliency

Team Lead Rafael Guzman (CMO)
Team Ted Cronin (IT)
Nathan Mustafa (PW)
Kevin Street (PW)

Strategic Plan Coordination

Randy Solis (CMO)
Lee Withers (CMO)

Graphic Design

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