



City of Arts & Innovation

City Council Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL DATE: AUGUST 11, 2020

FROM: CITY MANAGER'S OFFICE WARDS: ALL

SUBJECT: RIVERSIDE 2025 STRATEGIC PLAN – CONFIRM STRATEGIC PRIORITIES, INDICATORS AND CROSS-CUTTING VALUES; AND IDENTIFY VISION, CHALLENGES AND ADVANTAGES FOR THE CITY OF RIVERSIDE FOR THE NEXT FIVE-YEAR PERIOD

ISSUE:

Conduct a workshop to review and confirm the Strategic Priorities, Indicators and Cross-Cutting Values for the Riverside 2025 Strategic Plan; and identify the Vision, Challenges and Advantages for the City of Riverside for the next five-year period.

RECOMMENDATION:

That the City Council:

1. Review and approve the City Council's Strategic Priorities, Indicators and Cross-Cutting Values for the Riverside 2025 Strategic Plan;
2. Identify the Vision, Challenges and Advantages for the City of Riverside for the next five-year period;
3. Direct staff to develop Strategic Actions and Performance Metrics to implement the Riverside 2025 Strategic Plan and measure progress toward achieving the City Council's Strategic Priorities; and
4. Direct staff to return to City Council on September 15, 2020 to review and approve the final Riverside 2025 Strategic Plan.

BACKGROUND:

In February 2015, the City Council approved the Riverside 2.0 Strategic Plan and adopted the following seven strategic priorities to advance the City's mission of providing high quality municipal services to ensure a safe, inclusive and livable community. Strategic goals for each department were identified during the development process to help departments track their progress in implementing the City Council's seven strategic priorities.

- 1) Enhanced Customer Service and Improved Quality of Life;

- 2) Economic Development;
- 3) City Transportation;
- 4) Community Services;
- 5) Improve Housing Diversity and Options;
- 6) Reduce Taxpayer Liability and Reduce Costs Whenever Possible; and
- 7) Improve Teamwork and Communications.

In June 2017, the City Council approved an update to the Strategic Plan (Riverside 2.1), which included revisions to several department strategic goals and the addition of new performance measures to help quantify progress in implementing the City Council's strategic priorities. A Quarterly Performance Report was also developed at this time to provide the City Council and public with regular updates on financial highlights, vital indicators, department accomplishments, strategic goal progress, and Measure Z funding priorities.

In January 2020, the City Manager's Office issued a request for proposals (RFP) to identify a consultant to work in partnership with City staff to facilitate the development of a new citywide strategic plan for the period of 2020-2025. The Organizational Network (Consultant) was selected through this process and brings with them 35 years of experience in strategic planning, conflict resolution, performance measurement, and alignment of services and programs to municipal goals. Their experience includes developing the Riverside 2.0 strategic plan.

Over the past several months, the Consultant has conducted several one-on-one interviews with the Mayor, Council Members, and key City staff to identify priorities and goals for the city organization over the next five-year period. Based on the information provided during these interviews, a list of eight priority areas was developed (Attachment 1) for further discussion at the City Council Strategic Planning Workshop on July 14, 2020. This strategic planning process, like the previous process that resulted in Riverside 2.0 strategic plan, included the Consultant conducting the foundational work of the process; now, like then, City staff, is building upon the foundational work to facilitate the City Council's progress toward finalization of its strategic plan.

DISCUSSION:

For purposes of ensuring shared understanding of the terminology used for the strategic plan, please consider the following definitions:

- **Vision:** An ideal statement that captures the essence of what the City Council wants Riverside to be as a result of implementing the strategic plan and its priorities. The Vision is stated in the present tense – describing the way Riverside will be as a result of the Strategic Plan.
- **Priorities:** Those themes contributing to and embodied within the Vision about which the City Council wants the City Team and the community to invest time, energy and resources to accomplish. Priorities are necessarily organized in a particular order – to help focus attention and resources given the many demands for limited City resources.
- **Indicators:** Categories of statistics and other forms of evidence that enable the City to assess progress toward achieving the Vision and Priorities. Also known as "signals of success."
- **Goals:** Broad ends or aims (expressed as outcomes) toward which effort will be directed by the City Team to accomplish the City Council Strategic Plan, as framed by the Vision and Priorities. More than one Goal may be developed for each City Council priority; each Goal drives the definition of Actions (or tasks) that comprise the work plans for the City Team.

- **Actions:** Specific activities, tasks or “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, data-driven measures that determine the extent to which Goals and Actions (i.e. work plans) are resulting in progress toward attaining the City Council’s Vision and Priorities.
- **Cross-Cutting Values:** Values of Riverside, reflected in all the City considers or undertakes.

The Vision, Priorities, Indicators, and Cross-Cutting Values will result from the July 14th and August 11th Strategic Planning Workshops and will frame the work of the City Team to prepare Goals, Actions, and Performance Metrics that will culminate in the City Council’s consideration on September 15, 2020, of its Riverside 2025 Strategic Plan.

Priorities

The collective discussion during the July 14, 2020 Strategic Planning Workshop brought to light several opportunities to consolidate the original eight priority areas and create a wider umbrella for each priority that encompasses the big picture goal of what the City Council aims to achieve over the next five-year period. Based on the feedback provided during this workshop, the original eight priority areas were consolidated into the following six Strategic Priorities that incorporate broad themes the City Council is passionate about and is willing to invest time, energy and resources to accomplish.

1. **High Performing Government** – Provide efficient, high quality public service that is accessible and responsive to all.
2. **Community Well-Being** – Work in partnership with community stakeholders to ensure community well-being.
3. **Economic Empowerment** – Promote a thriving, enduring economy that reflects community values and provides opportunity for all.
4. **Infrastructure, Investment and Connectivity** – Ensure safe and reliable infrastructure that benefits the community and facilitates connection between people, place and information.
5. **Culture, Recreation and Lifelong Learning** – Provide broad community experiences and opportunities for learning that enrich the lives of all.
6. **Ecological Health** – Meet the present needs of the community and those of future generations without compromising the ecosystems on which all depend.

Indicators

In order to assess whether progress is being made toward achieving the City Council’s Strategic Priorities, staff has identified several potential Indicators for each of the six priority areas that will help determine whether progress is being made toward the intended result. These Indicators are precursors of future success in each Priority area and will help departments identify Goals, Actions, and Performance Metrics to focus on what matters most and create operational improvement strategies to achieve desired outcomes.

Below is a list of the Indicators identified for each priority area. Specific programs and actions discussed by the City Council at the July 14th workshop that correlate with the Indicators are provided in Attachment 2.

PRIORITIES	INDICATORS
1. High Performing Government <i>Provide efficient, high quality public service that is accessible and responsive to all.</i>	a. Customer-Centered Service
	b. Adaptive Organization
	c. Fiscal Solvency
	d. Community Satisfaction
	e. Community Engagement
	f. Employee Satisfaction
2. Community Well-Being <i>Work in partnership with community stakeholders to ensure community well-being.</i>	a. Housing Supply and Attainability
	b. Safety and Security
	c. Public Health
	d. Placemaking
	e. Household Resilience
3. Economic Empowerment <i>Promote a thriving, enduring economy that reflects community values and provides opportunity for all.</i>	a. Workforce Development
	b. Business Retention and Attraction
	c. Entrepreneurial Atmosphere
	d. Economic Mobility
4. Infrastructure, Investment & Connectivity <i>Ensure safe and reliable infrastructure that benefits the community and facilitates connection between people, place and information.</i>	a. Multimodal Transportation
	b. Condition of Infrastructure
	c. Local Investment
	d. Intelligent and Green Development
5. Culture, Recreation and Lifelong Learning <i>Provide broad community experiences that enrich the lives of all.</i>	a. Educational Attainment
	b. Shared Uses and Partnerships
	c. Art and Cultural Assets
	d. Recreational Programming and Amenities
6. Ecological Health <i>Meet the present needs of the community and those of future generations without compromising the ecosystems on which all depend.</i>	a. Water Quality, Supply and Efficiency
	b. Climate Resiliency, Carbon Footprint and Air Quality
	c. Usage, Condition and Quality of Public Lands
	d. Local Food System Vitality
	e. Renewable Resource Usage and Waste Reduction

Cross-Cutting Values

On a going forward basis, the following Cross-Cutting Values express values of Riverside and are reflected in all the City considers or undertakes.

1. Diversity, Equity and Inclusion – Riverside supports the community's considerable racial, ethnic, religious, identity and other types of diversity and advances fairness of treatment, recognition of rights, acceptance of responsibilities, commitment to equality, and dedication to expanding opportunities for all.
2. Innovation – Issues and opportunities are viewed, considered, and addressed through collaborative engagement with community members and others to ensure an inventive and multi-disciplinary approach.
3. 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 survive, adapt and grow during difficult times. Municipal decisions will be evaluated using the triple bottom line framework considering environmental, economic, and social implications to increase awareness, mitigate negative impacts and improve overall outcomes.
4. Community Trust – Decisions are transparent, based on sound policy and ample opportunities for community engagement and feedback. Successful strategies that build community trust involve efforts to make information available in a timely manner and shared consistently.
5. Public Benefit – Activities and actions meet the needs of the public, respect the public funds paid through taxes, fees, and rates, support the many rather than the few, and reflect shared responsibilities and partnerships.

Next Steps

Prior to this workshop, the City Manager's Office will distribute an online survey to the Mayor and Council Members to seek input on their vision for the "ideal Riverside" and identify what they believe are the major challenges and advantages facing the City. The findings of this survey will be discussed during the workshop and be used to create a Vision Statement that summarizes what the City Council would like to achieve for the City over the next five-year period. A list of challenges to achieving this vision will also be identified during the workshop, as well as Riverside's advantages to help overcome these challenges.

In mid to late-August, following the City Council's review, refinements, and confirmation of the Priorities and Indicators, City Manager's Office staff will facilitate a workshop with Department Heads and other City staff to identify Goals and Actions that departments will implement to further the City Council's Priorities. The City Team will also draft Performance Metrics for the City Council's consideration to measure City progress in implementing the Strategic Plan. The entire system making up the draft Strategic Plan – including the Vision, Priorities, Indicators, Goals, Actions, Performance Metrics, and Cross-Cutting Values – will be brought to the City Council for its consideration on September 15, 2020. Preliminarily, the Strategic Plan will be entitled: The Riverside 2025 Strategic Plan.

FISCAL IMPACT:

There is no fiscal impact associated with the confirmation of the Strategic Priorities and Indicators for the Riverside 2025 Strategic Plan. The City is transitioning to a priority-based budgeting process beginning in Fiscal Year 2021/22 and the strategic plan will be used as the foundation for determining budgetary priorities. Additionally, the strategic plan will provide framing direction for the City of Riverside General Plan Update, which is soon to begin. It is anticipated that the final approved Riverside 2025 Strategic Plan will have a significant fiscal impact based on the priority-based budgeting process; however, the extent of this impact is unknown at this time.

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Attachments:

1. Discussion Document from July 14, 2020 Workshop
2. Presentation