

Riverside City Council Strategic Goals

Discussion Document

Meeting July 14, 2020

Mayor and City Council Members:

Rusty Bailey - Mayor

Erin Edwards – Ward 1

Andy Melendrez – Ward 2

Ronaldo Fierro – Ward 3

Chuck Conder – Ward 4

Gaby Plascencia – Ward 5

Jim Perry – Ward 6

Steve Hemenway – Ward 7

City Manager: Al Zelinka

General Guidelines Established by the City Council:

- *The City Council is committed to developing meaningful metrics to track the implementation of each goal on a regular and real time basis.*
- *The City Council is committed to ensuring each approach is sustainable both economically and environmentally*
- *The City Council has agreed that strategic planning will be focused on developing high level goals. The strategies and tactics that will be employed to realize the goals will be developed by staff after this meeting. Once strategies and tactics are developed, these recommendations will be reviewed by the City Council. The City Council will have the opportunity to approve or modify these various approaches as well as the metrics recommended by staff to track each priority.*

Team Process Issues for this Session:

We believe in the power of teams. After our multiple interviews with each of you and key City staff, we have identified the following strategic priority areas for further discussion. We believe the diversity and intelligence of this City Council bode well for you to work productively together on this project. Each Council person brings different backgrounds, ideas and experiences to the table for each issue. Often, diverse teams take a little longer to work through issues, but the quality of their joint decisions is high.

We have found when teams harness the variety of inputs from their diverse members, they are able to exceed the power of any one member of the team. They create a synergy that produces higher levels of creativity, analysis, and problem solving.

Questions for Council Team Members:

- *How does the team benefit from the differences between members?*
- *What unique contributions does each person bring to the table?*
- *How does the combination of styles work to help solve problems and generate new ideas?*

Here are behaviors we see most often supporting a well-functioning team process. What are your thoughts? Anything else you would add?

- *Climate – informal, comfortable, relaxed*
- *Members are involved and interested*
- *Everyone participates*
- *Discussion stays on the subject*
- *Goals and objectives are accepted by entire team*
- *Members listen to each other*

- *Disagreement is accepted – focus on the reasons behind conflict – not personal differences*
- *Criticism is common, frank and constructive*
- *Reach decisions by consensus –delay formal voting until necessary*
- *Members feel free to express feelings – no hidden agendas*

- *Group Decisions have clear follow through*
- *No power struggles*
- *Group periodically checks on how well it is doing with its process*

1) Promote High Performing City Government that is Efficient, Responsive, and Innovative

a) Build transparency

*How? _____

b) Ensure all voices are heard

*How? _____

c) Have each Department develop cross functional Process Improvement Teams and use them on a regular basis to drive continual improvement and streamline processes and operations for greater responsiveness and cost savings. These teams will learn and use basic process improvement technologies and improvement methods including flow charting, and causal analysis - such as fishbone analysis.

◇ _____
◇ _____

d) Support and continue Leadership Development throughout the city to enhance employee engagement for all levels

- ◇ Develop enhanced employee feedback processes for supervisors
- ◇ Employees need regular and timely feedback in order to improve—can't depend on yearly performance reviews

◇ _____
◇ _____

e) Continue to support and develop World Class Customer Service Delivery by all staff for both internal and external contacts.

- ◇ _____
- ◇ _____

f) Consolidate Duplicated Processes and Positions where possible to reduce costs and enrich jobs through cross training. Positions no longer required can be gradually reduced through attrition as people retire.

- ◇ E.g. General Services, Public Works, Water areas, Maintenance
- ◇ Get specific opportunities from Department Heads
- ◇ Review possibilities for outsourcing and contracting:

- ◇ _____
- ◇ _____

g) Emphasize procurement from local businesses as a priority

- ◇ _____
- ◇ _____

h) Modernize Libraries and consider restructuring many smaller units to incorporate a broad range of functions. Maintain main libraries (N=3?)

- ◇ Support outreach to communities where internet and computer access are limited

◇ *Explore meeting and educational opportunities for transitioned space*

- _____
- _____

i) *Audit and critically evaluate all overtime use in the City and reduce use wherever possible*

◇ *Examine use throughout the city that is not justified by an emergency status – do not accept the status quo*

◇ *Examine benefits of alternative work schedules to offset overtime use*

◇ *Develop better systems to track and monitor overtime use*

◇ _____

◇ _____

j) *Examine opportunities to enhance city revenue:*

◇ *Sell off unused assets to generate revenue? e.g. land?*

◇ *Divest from unprofitable entities?*

◇ _____

◇ _____

k) *Enhance Equity opportunities –e.g. contracts*

l) *How to ensure sustainability?*

2) ***Develop Welcoming, Inclusive, Affordable and Livable Housing and Neighborhoods.***

a) *Require housing projects to include ____% of affordable units to a broad range of incomes*

◇ _____
◇ _____

b) *Design projects around the needs of the people who will live there*

◇ _____
◇ _____

c) *Ensure projects built with high livability and attractiveness such as: ample green spaces and walkability*

◇ _____
◇ _____

d) *Create connection routes to public transportation, walkways, and bicycle paths for housing projects*

◇ _____
◇ _____

e) *Support and honor ethnic and age diversity*

◇ _____
◇ _____

f) *Equity indicator?*

◇ _____

g) Ensure sustainability

◇ *Environmental?*

◇ *Economic*

◇ _____

3) Attract New Businesses to Riverside and Support Existing Businesses

a) Continue to streamline, guide, and support the development of new businesses in Riverside

◇ _____
◇ _____

b) Develop Land Suitable for Business

◇ _____

c) Explore developing local bank or credit union partnership and gain better credit opportunities for local businesses

◇ _____

d) Support existing businesses: create funds by partnering with private investment groups to promote business development

◇ _____

e) Support catalysts for business development- explore opportunities for developing partnerships for local investment

◇ _____

f) Develop motivated and trained local workforce

◇ _____

- g) Work with educational institutions to connect students with jobs in City of Riverside – create career pathways*
- h) Develop more apprenticeship programs to create work pipelines to many technical jobs – ex: Oasis Tech Park*
- i) Create regional job hub*
- j) Provide attractive venues for businesses*
- k) Equity indicator?*
- l) Sustainable?*

4) Ensure City is a Safe and Secure Place for Working, Learning and Recreation -- Collaborate and Support Police Department:

a) Engage, support, and partner with key community assets.

◇ _____

b) Provide opportunities for regular police training on de-escalation strategies, non-lethal use of force options, and judgment and decision making abilities

◇ _____

c) Enhance police appreciation of diversity and provide regular training on how to work effectively with all members of the community

◇ _____

d) Support Police Department in expanding Community Based Policing strategies and Problem Oriented Policing approaches

◇ _____

e) Make greater use of non-sworn to support police and free up their time at lower cost

◇ _____

f) Equity Indicator?

5) Develop a Vibrant Downtown –Riverside Alive (Public-private partnership)

a) *Create a strong city identity*

◇ _____

b) *Make Riverside a destination City*

◇ _____

c) *Bring revenue into the city*

◇ _____

d) *Equity Indicator?*

6) Reduce Homelessness:

a) Find affordable transitional housing to stabilize homeless persons with long term aim of moving them into long term housing

◇ _____

b) Support job finding for homeless to help them become self-supporting

◇ _____

c) Shorten cycle of homelessness and poverty where possible and support homeless to transition to greater stability and independence

◇ _____

d) Collaborate with other agencies and cities to identify human service needs and how homeless come to Riverside

◇ _____

e) Address mental health, drug use and poverty drivers of homelessness

◇ _____

f) Ensure general feelings of safety and aesthetics are maintained in the City

◇ _____

g) Equity indicator?

h) Sustainable?

7) Build Infrastructure: Ensure Safe and Reliable Multi-Faceted Travel to, from and throughout the City

a) Traffic

- ◇ *Needs to coordinate and support housing projects*
- ◇ *Manage traffic congestion*
- ◇ *Encourage alternatives to personal vehicles*
- ◇ *Support transit options*
- ◇ *Continue to develop bicycle paths*
- ◇ *Address parking needs – Should the city be involved in parking or encourage privatizing*

b) Roads –repair and upgrade on a regular basis

c) Parks: Ensure high level of support for attractive park venues

d) Deal with the deferred maintenance on buildings

e) Evaluate City Hall for Earthquake Safety

f) Telecommuting?

- ◇ *Shared workspace?*
- ◇ *Smaller space for cost savings*

g) Equity Indicator?

8) Culture and Recreation:

a) *Parks:*

◇ _____

b) *Bicycle and walking trails*

◇ _____

c) *Support for Visual Arts and Music*

◇ _____

d) *Museum*

◇ _____

e) *Support Sports teams for youth: Soccer, ice hockey etc. address space needs, stadium*

◇ _____

f) *Equity Indicator?*