



*City of Arts & Innovation*

# City Council Memorandum

**TO: HONORABLE MAYOR AND CITY COUNCIL**      **DATE: SEPTEMBER 15, 2020**  
**FROM: CITY MANAGER'S OFFICE**      **WARDS: ALL**  
**SUBJECT: RIVERSIDE 2025 STRATEGIC PLAN – VISION STATEMENT, CROSS-CUTTING  
THREADS, STRATEGIC PRIORITIES, INDICATORS AND GOALS**

## **ISSUE:**

Approval of the Riverside 2025 Strategic Plan Vision Statement, Cross-Cutting Threads, Strategic Priorities, Indicators, and Goals.

## **RECOMMENDATION:**

That the City Council:

1. Approve the Vision Statement, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals for the Riverside 2025 Strategic Plan; and
2. Direct staff to return to City Council on October 20, 2020 to present the final Riverside 2025 Strategic Plan document, including Actions to implement the Strategic Plan and Performance Metrics to measure progress toward achieving the City Council's Strategic Priorities.

## **BACKGROUND:**

In February 2015, the City Council approved the Riverside 2.0 Strategic Plan and adopted 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 to provide the City Council and the 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 an RFP to facilitate the development of a new strategic plan for the period of 2020-2025, as Riverside 2.0 and Riverside 2.1 were nearing the end of their lifecycle. Following a competitive bidding process, the Organizational Network (Consultant) was selected. The Consultant's experience includes the facilitation of the Riverside 2.0 strategic planning process.

### Building Blocks

The Riverside 2025 Strategic Plan builds upon the exceptionally important past work of City Councils, Boards, Commissions, and community members. These include, and are not limited to, the following:

- Seizing Our Destiny (see <https://www.riversideca.gov/citymanager/sod>)
- General Plan 2025 (see <https://riversideca.gov/cedd/planning/city-plans/general-plan-0>)
- Riverside 2.0 (<https://riversideca.gov/pdf/2015/StrategicPlan.pdf>)
- Riverside 2.1  
(<https://riversideca.gov/transparency/results/PDF/2018/Strategic%20Goals%202.0%20&%202.1.pdf>)
- Inclusive Community Statement (see <https://riversideca.gov/mayor/advisory-boards/mayor%E2%80%99s-multicultural-forum>)
- Green Riverside and the Green Action Plan (see <http://www.greenriverside.com/>)
- Integrated Resource Plan (see [https://www.riversideca.gov/utilities/about-rpu/pdf/RPU\\_Full\\_IRP\\_2018\\_Final.pdf](https://www.riversideca.gov/utilities/about-rpu/pdf/RPU_Full_IRP_2018_Final.pdf))

### Definition of Terms

For the purpose of ensuring a shared understanding, below is a list of common terms and definitions that are used throughout this report in reference to the 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.

### City Council Interviews and Strategic Planning Workshops

From February - July 2020, the Consultant 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) and presented to the City Council for initial discussion at the Strategic Planning Workshop on July 14, 2020.

The City Council’s collective discussion at the July 14<sup>th</sup> workshop brought to light several opportunities to consolidate the original eight priority areas into six Strategic Priorities that incorporate broad areas in which the City Council is passionate about and is willing to invest time, energy and resources to accomplish. Several indicators were also identified for each Strategic Priority to help determine whether progress is being made toward achieving the intended result. Additionally, a list of recurring themes (identified as Cross-Cutting Values) that were present in all priority areas was developed based on the City Council’s discussion. These six Strategic Priorities, Indicators, and Cross-Cutting Values (Attachment 2) were presented to City Council for further discussion at a second Strategic Planning Workshop on August 11, 2020, along with a draft Vision statement that was created based on input provided by City Council through an online survey distributed prior to the workshop.

During the August 11<sup>th</sup> workshop, significant input was provided by the City Council regarding modifications they would like to have made to the Cross-Cutting Values, Strategic Priorities and Indicators. Staff captured the City Council’s feedback and incorporated their recommendations into the various sections of the Strategic Plan, which are discussed in more detail below. A redline document identifying all the changes made these sections is provided as Attachment 3.

## **DISCUSSION:**

### Cross-Cutting Threads

At the Strategic Planning Workshop on August 11, 2020, several questions arose about whether the Cross-Cutting Values were meant to replace the City’s current Core Values. This section is not intended to replace the City’s existing Core Values and is rather a list of recurring themes or threads that exist throughout all areas of the Strategic Plan and should be reflected in all our outcomes. As such, the term “Values” was removed, and the section was renamed to Cross-

Cutting Threads. However, it has been noted that the City has a range of Values that have been identified over the years which exist in different forms and in different places. Therefore, staff will be including an Action item in the Strategic Plan to revisit the Core Values with City Council to ensure they are consistent and reflect the character of the City organization as it exists today.

The City Council also provided the following recommendations for the Cross-Cutting Threads: 1) include Fiscal Responsibility as a new thread; 2) do not group Diversity, Equity and Inclusion together as one thread; 3) incorporate the concept of timeliness into the definition of Innovation; 4) combine Public Benefit with Community Trust as one thread; and 5) remove numbering from the threads. Based on the City Council's feedback, the Cross-Cutting Threads and their associated definitions have been revised as follows and are presented in alphabetical order:

- **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 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 and Indicators

A significant portion of the August 11<sup>th</sup> workshop was spent discussing each of the Strategic Priorities and the Indicators identified for each priority. While the majority of the City Council concurred with the six Strategic Priorities identified in the plan, recommendations were provided on slight modifications that could be made to the priority definitions and several of the Indicators. Based on the City Council's feedback, the Strategic Priorities and Indicators section was revised and is presented below in alphabetical order:

STRATEGIC PRIORITIES	INDICATORS
<b>Arts, Culture and Recreation</b> <i>Provide diverse community experiences and personal enrichment opportunities for people of all ages.</i>	a. Lifelong Learning
	b. Shared Uses and Partnerships
	c. Arts and Cultural Opportunities
	d. Access to Parks, Trails and Open Spaces
	e. Programs and Amenities

STRATEGIC PRIORITIES	INDICATORS
<b>Community Well-Being</b> <i>Ensure safe and inclusive neighborhoods where everyone can thrive.</i>	a. Housing Supply and Attainability
	b. Public Safety
	c. Public Health
	d. Placemaking
	e. Homelessness
	f. Household Resilience
<b>Economic Opportunity</b> <i>Champion a thriving, enduring economy that provides opportunity for all.</i>	a. Workforce Development
	b. Business Development and Success
	c. Local Investment
	d. Regional Partnerships
	e. Economic Mobility
<b>Environmental Stewardship</b> <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, Efficiency & Reliability
	b. Climate Resiliency, Carbon Footprint & Air Quality
	c. Usage, Condition & Quality of Public Lands
	d. Local Food System Vitality
	e. Environmental Justice
	f. Renewable Resource Usage & Waste Reduction
<b>High Performing Government</b> <i>Provide world class public service that is efficient, accessible and responsive to all.</i>	a. Community-Centered Service
	b. Adaptive Organization
	c. Financial Health
	d. Equity in Delivery of City Services
	e. Civic Engagement
	f. City Team Engagement
<b>Infrastructure, Mobility &amp; Connectivity</b> <i>Ensure safe, reliable infrastructure that benefits the community and facilitates connection between people, place and information.</i>	a. Access to Transportation Choices
	b. Infrastructure Quality and Reliability
	c. Outside Investment
	d. Smart City Ecosystem
	e. Greening Facilities, Fleet and Systems

### Vision Statement

A draft Vision Statement (Attachment 4) was prepared and presented to the City Council at the August 11<sup>th</sup> Strategic Planning Workshop based on input provided by the Council via an online survey. In the survey, the City Council was asked to identify five strengths for the City of Riverside, five challenges they anticipate the City will face over the next five-year period, and to describe their ideal Riverside in 50 words or less. Initial input was provided on the draft Vision Statement during the workshop and in follow-up discussions with the City Council. Based on this input, the Vision Statement was revised to the following:

## 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.***

## Goals

Immediately following the Strategic Planning Workshop on August 11<sup>th</sup>, the City Manager's Office began working with departments to identify Goals that will help the City make progress toward achieving the City Council's Strategic Priorities. During mid- to late-August, several meetings and brainstorming sessions were held with Department Heads and key City staff to develop multiple Goals for each Strategic Priority that encourage collaboration between departments and further the outcomes of Fiscal Responsibility, Equity, Innovation, Sustainability & Resiliency, and Community Trust – all of which are identified as Cross-Cutting Threads. A list of the Goals is summarized in the table below:

STRATEGIC PRIORITIES	GOALS
<b>Arts, Culture and Recreation</b> <i>Provide diverse community experiences and personal enrichment opportunities for people of all ages.</i>	1.1. Strengthen Riverside's portfolio of arts, culture, recreation and lifelong learning programs and amenities through expanded community partnerships, shared use opportunities, and fund development.
	1.2. Facilitate 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 and welfare in City parks, trails, and cultural and recreation facilities.
	1.5. Support the development, literacy, health, and education of children and youth throughout the community.

STRATEGIC PRIORITIES	GOALS
<b>Community Well-Being</b> <i>Ensure safe and inclusive neighborhoods where everyone can thrive.</i>	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. Grow neighborhood identities and improve community health and the physical environment through investments 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 and disruptive events to ensure effective response and recovery.
<b>Economic Opportunity</b> <i>Champion a thriving, enduring economy that provides opportunity for all.</i>	3.1. Facilitate partnerships and programs to develop, attract and retain innovative business sectors.
	3.2. Work with key partners to develop and prepare the local workforce and connect workers with high quality employment opportunities in Riverside.
	3.3. Cultivate a business ecosystem that supports a climate of innovation, entrepreneurship and investment.
	3.4. Enhance policies and programs that promote local business investment and ensure equitable opportunities for all.
<b>Environmental Stewardship</b> <i>Meet the present needs of the community and those of future generations without compromising the ecosystems on which all depend.</i>	4.1. Maximize the City's production and use of sustainable energy while ensuring safe, reliable and affordable energy for the community.
	4.2. Sustainably manage local water resources to maximize reliability and advance water reuse to ensure safe, reliable and affordable water to our community.
	4.3. Support and implement policies and decision making that ensures the community has healthier air to breath.
	4.4. Lead public-private partnerships to build resources and grow the capacity of the local food system.
	4.5. Ensure that open spaces and natural lands are managed to support healthy ecosystems that are resilient to climate change and urban pressures.
	4.6. Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.
<b>High Performing Government</b> <i>Provide world class public service that is efficient, accessible and responsive to all.</i>	5.1. Attract, develop, engage and retain a diverse and highly skilled workforce across the entire City organization.
	5.2. Utilize technology, data, and process improvement strategies to increase efficiencies, guide decision making, and improve access to and delivery of financially sustainable City services.
	5.3. Enhance communication and collaboration with community members to improve transparency, build public trust, and encourage shared decision-making.
	5.4. Achieve and maintain financial health by addressing gaps between revenues and expenditures and aligning resources with strategic priorities to yield the greatest impact.
	5.5. Foster a culture of safety, well-being, resilience and sustainability across the City organization.



STRATEGIC PRIORITIES	GOALS
<b>Infrastructure, Mobility &amp; Connectivity</b> <i>Ensure safe, reliable infrastructure that benefits the community and facilitates connection between people, place and information.</i>	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 City assets and infrastructure to ensure reliability, enhance 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. Implement land use policies and development practices that support a structural shift toward a more sustainable environment.
	6.5. Incorporate smart city strategies into the planning and development of local infrastructure projects.

### Mission Statement

A brief discussion occurred during the August 11<sup>th</sup> Strategic Planning Workshop regarding the City's Mission Statement. Below is the existing mission statement for the City of Riverside:

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

### Next Steps

Following the City Council's approval of the Vision Statement, Cross-Cutting Threads, Strategic Priorities, Indicators, and Goals, the City Manager's Office will continue working with the Department Heads and key staff to finalize a list of Actions the City Team can take to help achieve each of the Goals identified in the Riverside 2025 Strategic Plan. These Actions will serve as a Work Plan to help the City Team implement the Strategic Plan over the next five-year period. Additionally, Performance Metrics are also being developed which are tied to the Indicators and will help measure the extent to which the City Council's Strategic Priorities are being accomplished. Based on the outcome of the Vision, Strategic Priorities, Indicators and Goals, a revised Mission Statement will be prepared to align the focus of the City organization in achieving the Riverside 2025 Strategic Plan. The Actions, Performance Metrics and revised Mission Statement will be included as part of the final Riverside 2025 Strategic Plan document, which will be presented to the City Council on October 20, 2020 for review, comments, and acceptance.

In early August, the City Team began implementing a priority-based budgeting process using a tool known as Program Based Business Intelligence (PBBi) by ResourceX to help guide the budget development process for Fiscal Year 2021/22. PBBi aims to align our City budget with the City Council's Strategic Priorities. Staff is currently working with departments to create an inventory of all City programs and costs, and next steps will be to determine a score or value for each program based on how closely it aligns with the City Council's Strategic Priorities. This will ultimately produce citywide insights about all programs offered and will help the City make decisions about how to allocate our resources.

The priority-based budgeting process is anticipated to take approximately four months to complete and is expected to be finalized in late-November 2020 in order to stay on track with the timeline for the Fiscal Year 2021/22 budget development, which will begin in early-December 2020. The Strategic Plan is a critical component of the priority-based budgeting process and staff will not be able to move forward without City Council's approval of their Strategic Priorities.



Following the City Council's final review and acceptance of the Riverside 2025 Strategic Plan, the City Manager's Office will revise the template of the City Council staff reports to include a section that identifies how the items presented City Council align with the Strategic Plan. This will help ensure and communicate how everything the City does is contributing toward the advancement of the City Council's Strategic Priorities.

### **FISCAL IMPACT:**

There is no current fiscal impact associated with the City Council's approval of the Vision Statement, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals for the Riverside 2025 Strategic Plan. As the City continues with the priority-based budgeting process to help guide the Fiscal Year 2021/22 budget development process, the Strategic Priorities will play a critical role in helping the City make decisions about how to allocate its resources. Therefore, it is anticipated that the Strategic Priorities will have a significant fiscal impact based on the outcome of the priority-based budgeting process; however, the extent of this impact is unknown at this time.

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### **Attachments:**

1. July 14, 2020 Workshop – Original Discussion Document
2. August 11, 2020 Workshop – Strategic Priorities, Indicators and Cross-Cutting Values
3. Redline Changes to Strategic Priorities, Indicators and Cross-Cutting Values/Threads
4. Draft Vision Statement
5. Presentation