



City of Arts & Innovation

# City Council Memorandum

**TO: HONORABLE MAYOR AND CITY COUNCIL**      **DATE: OCTOBER 20, 2020**  
**FROM: CITY MANAGER'S OFFICE**      **WARDS: ALL**  
**SUBJECT: RIVERSIDE 2025 STRATEGIC PLAN – REVISIONS TO GOALS TO FINALIZE CITY COUNCIL STRATEGIC POLICY AND REVIEW ACTIONS AND PERFORMANCE METRICS TO FORM OPERATIONAL WORKPLAN**

## **ISSUE:**

Approve clean-up revisions to the Goals and finalize the City Council Strategic Policy for the Riverside 2025 Strategic Plan; and review and provide input on the Actions and Performance Metrics, which will form an Operational Workplan to help guide the implementation of the Riverside 2025 Strategic Plan.

## **RECOMMENDATION:**

That the City Council:

1. Approve clean-up revisions to the Riverside 2025 Strategic Plan Goals;
2. Approve the City Council Strategic Policy for the Riverside 2025 Strategic Plan;
3. Review and provide input on the Actions and Performance Metrics, which will form a City Manager-prepared Operational Workplan to help guide the implementation of the Riverside 2025 Strategic Plan; and
4. Authorize the City Manager, or his designee, to update the Operational Workplan as needed based on influencing factors impacting the City organization and share each update with the City Council as part of regular progress reports.

## **BACKGROUND:**

### **Strategic Plan Organizational Structure**

The Riverside 2025 Strategic Plan is comprised of two components:

1. City Council Strategic Policy – This part sets forth the priorities and policy direction of the City Council to advance Riverside's potential and to frame the work efforts of City staff over the next five years.

2. **Operational Workplan** – This part sets forth envisioned actions to be carried out by City staff to implement the City Council Strategic Policy, as well as related performance metrics to track the trendlines of progress toward achieving City Council priorities.

### 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:

#### **City Council Strategic Policy:**

- **Vision:** An ideal statement that captures the spirit 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.

#### **Operational Workplan:**

- **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

In January 2020, the City Manager’s Office issued a Request for Proposals (RFP) for a consultant to facilitate the development of a new strategic plan for the period of 2020-2025. Four proposals were received and evaluated by a cross-departmental team consisting of staff from the City Manager’s Office, Finance Department and Information Technology Department. Following a review of all proposals submitted, the Organizational Network (Consultant) was selected as the most qualified firm to facilitate this project.

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 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 Threads) that were present in all priority areas was developed based on the City Council's discussion. These six Strategic Priorities, Indicators, and Cross-Cutting Threads 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 see made to the Cross-Cutting Threads, Strategic Priorities and Indicators. Staff captured the City Council's feedback and incorporated their recommendations into the various sections of the Strategic Plan, which was presented to the City Council for their review and approval on September 15, 2020.

On September 15, 2020, the City Council approved the Riverside 2025 Vision Statement, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals for the Riverside 2025 Strategic Plan and directed staff to: 1) distribute the draft Riverside 2025 Strategic Plan to board and commission members for comment; 2) explore incorporation of the Anti-Racist Riverside recommendations into the Strategic Plan; and 3) return to the 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. A copy of the Vision Statement, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals approved by the City Council are provided as Attachment 1.

## **DISCUSSION:**

### **Board Member & Commissioner Feedback**

On September 17, 2020, at the City Council's direction, staff emailed the Riverside 2025 Strategic Plan (as presented to the City Council on September 15, 2020) to the individual board members and commissioners for their review and feedback. A summary of the feedback received from the board members and commissioners is provided in Attachment 2.

### **Anti-Racist Riverside Recommendations**

On June 30, 2020, the City Council adopted a Resolution declaring racism a public health crisis (Attachment 3). Included in this resolution are several commitments made by the City Council to promote equality and discourage racism within the City of Riverside. In order to adhere to these commitments, a workplan was developed and incorporated into the Actions section of the Riverside 2025 Strategic Plan to ensure the City takes appropriate steps to carryout the

commitments made in the Resolution. Below is a summary of these Actions:

***Actions Recommended for the Riverside 2025 Strategic Plan to Implement Commitments Made in the City Council Resolution Declaring Racism a Public Health Crisis***

| <b>STRATEGIC PRIORITY</b>  | <b>ACTION</b>   |
|----------------------------|---|
| Arts, Culture & Recreation | Utilize our libraries, parks, arts, and cultural assets for intergenerational support, lifelong education, and personal enrichment through meaningful community engagement. Support community participation and engagement for all members of the community.  |
| Community Well-Being       | Focus on enhancing needs for stability, well-being and resiliency throughout the lifespan. Ensure that everyone has access to the services they need from infants to seniors.   |
| Community Well-Being       | Create a network of resources through community partnerships to support the community with social services that promote health and well-being.  |
| Community Well-Being       | Collaborate with community organizations to identify strategies to confront racism.   |
| Community Well-Being       | Actively participate in local and regional discussions on racism and host community meetings with experts to learn about successful practices to confront racism.   |
| Community Well-Being       | Establish an initiative that elevates inclusion, diversity and equity and produce a comprehensive guide/toolkit.  |
| Community Well-Being       | Establish a small grant program to support organizations that focus on issues of racism.  |
| High Performing Government | Prepare and communicate an assessment of the entire City organization to understand how it can better represent the Riverside community and identify recommended actions and metrics to better support diversity, equity and inclusion. Establish baseline and recommended increase of women and minorities within the organization, middle management, and at the executive level. |
| High Performing Government | Host equity dialogue sessions with and facilitate anonymous Equity Workplace Survey to City staff; implement Trauma Informed Cultural Sensitivity Training as considered by the Human Relations Commission on July 23, 2020; and investigate resources at the Society for Human Resources Management on removing discrimination and racism from the workplace.                      |
| High Performing Government | 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.  |
| High Performing Government | 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.   |
| High Performing Government | Provide on-going education to community partners, grantees, vendors, and contractors that outlines the values and practices that address racism and create a community where diversity, inclusion, and equity is valued and elevated.   |
| High Performing Government | 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.  |

| STRATEGIC PRIORITY         | ACTION   |
|----------------------------|--|
| High Performing Government | Incorporate race and equity into the City's Legislative Platform and work with contracted lobbyists to track legislation pertaining to race and equity. Strengthen our voice through memberships and advocacy. |

### Actions & Performance Metrics

The City Manager's Office worked with the Executive Leadership Team to prepare a list of Actions to achieve the Goals identified in the Riverside 2025 Strategic Plan and further the City Council's Strategic Priorities. These Actions are intended to be cross-departmental and encourage collaborative efforts both within and outside of the City organization to improve efficiencies and break down operational silos. Each of these Actions were developed with the Cross-Cutting Threads in mind of maintaining fiscal responsibility, building community trust, improving equity, fostering innovation, and ensuring sustainability and resiliency.

The City Manager's Office and Executive Leadership Team also identified several Performance Metrics that will help measure the City's progress in achieving the City Council's Strategic Priorities. The Performance Metrics are tied to each Indicator and are comprised of three different categories of data:

- 1) Operational metrics, which are measured using quantitative data collected through the City's daily operations and activities;
- 2) Community survey data, which measures public perception provided through the City of Riverside Quality of Life Survey and other community surveys; and
- 3) Community indicators, which are related to topics for which City efforts can influence through our actions, such as the economy and environment, but can also be impacted by outlying factors beyond the City's control.

As noted above, the Riverside 2025 Strategic Plan is comprised of two components: City Council Strategic Policy and Operational Workplan. The Operational Workplan, which includes Actions and Performance Metrics, is provided as Attachment 4. The Operational Workplan is intended to be the "means" through which the City Council Strategic Policy (i.e., the "ends") is achieved. The Operational Workplan is to be evaluated and updated by the City Manager on an as-needed basis and in conjunction with the City's budget cycle in order to most effectively implement the actions needed to achieve the City Council's priorities.

The agile nature of the Operational Workplan is especially important at this time due to the Priority Based Budgeting process that is underway, as well as the ever-changing demands on City resources resulting from the Covid-19 pandemic. Implementation of the Priority Based Budgeting process will provide a better understanding of how City resources should be allocated to current programs and services based on the City Council's Strategic Priorities and identify where funding may be available to dedicate toward specific Actions. Further, as the pandemic evolves, the City better understands the impacts and, with that understanding, Actions will likely be modified or replaced to implement the Riverside 2025 Strategic Plan.

As updates are made to the Operational Workplan, benchmarks and targets will be established for the Performance Metrics based on the Actions identified in the Workplan. Staff will share each update to the Operational Workplan with the City Council as part of regular progress reports.

### Revisions to Goals & Final Strategic Policy Direction

During the process of preparing the Actions and Performance Metrics, additional perspectives were provided on the wording of the Goals for the strategic plan. In order to make the Goals more feasible within the context of the Operational Workplan, some minor cleanup language has been proposed and is provided in redline as Attachment 5. Since the original Goal language was approved by the City Council at their September 15, 2020 meeting, staff is requesting the City Council approve the revised Goal language as part of the final Riverside 2025 Strategic Plan.

The Vision Statement, Cross-Cutting Threads, Strategic Priorities, Goals, and Indicators, as approved by the City Council, are recommended to serve as the City Council's final Strategic Policy Direction for the Riverside 2025 Strategic Plan. The Actions and Performance Metrics are recommended to serve as the Operational Workplan for staff to implement the Riverside 2025 Strategic Plan and measure progress toward achieving the City Council's Strategic Priorities. The Operational Workplan will remain in agile form and be updated by the City Manager on an as-needed basis based on factors influencing the City Organization. All proposed updates to the Operational Workplan will be presented to the City Council for their review and input.

### Next Steps

The Priority Based Budgeting process is currently underway and is expected to wrap up in late-December 2020. Priority Based Budgeting will help build an understanding of how much money the City spends on programs and determine how closely each of our programs align with the City Council's Strategic Priorities, which will in turn produce insights on how best to allocate City resources. As we complete Priority Based Budgeting and move into the budget development process for Fiscal Year 2021/22, staff will have a better understanding of the resources available and complete the Operational Workplan to implement the Riverside 2025 Strategic Plan.

Staff will return to the City Council in the first quarter of 2021 to present and receive input on the Operational Workplan and provide a progress report on implementation of the Riverside 2025 Strategic Plan.

### **FISCAL IMPACT:**

As the City implements Priority Based Budgeting strategies, which will guide the budget development process for future fiscal years, the City Council's Strategic Priorities will play a critical role in helping the City make decisions on how to allocate resources. Therefore, it is anticipated that the Riverside 2025 Strategic Plan will have a significant fiscal impact; however, the extent of this impact is unknown at this time.

Prepared by: Donna Finch, Principal Management Analyst  
Certified as to  
availability of funds: Edward Enriquez, Chief Financial Officer/City Treasurer  
Approved by: Al Zelinka, FAICP, City Manager  
Approved as to form: Gary G. Geuss, City Attorney

### Attachments:

1. Vision Statement, Cross-Cutting Threads, Strategic Priorities, Goals and Indicators
2. Board Member & Commissioner Feedback
3. Resolution Declaring Racism a Public Health Crisis
4. Actions & Performance Metrics

5. Redline Changes to Goals
6. Presentation