



RIVERSIDE 2025 STRATEGIC PLAN: FINAL STRATEGIC POLICY DIRECTION & OPERATIONAL WORKPLAN

City Manager's Office

Budget Engagement Commission
November 12, 2020

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BACKGROUND

1. January 2020 – City Manager's Office selected a consultant to facilitate development of a new strategic plan for 2020-2025;
2. February – July 2020 – Consultant held one-on-one interviews with Mayor, Council Members, and key staff to identify priorities;
3. July 14, 2020 – Strategic Planning Workshop #1 to discuss priorities;
4. August 11, 2020 – Strategic Planning Workshop #2 to discuss Vision Statement, Cross-Cutting Values, Strategic Priorities, and Indicators;



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BACKGROUND (cont.)

5. September 15, 2020 – City Council:
 - a) Approved Vision Statement, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals;
 - b) Directed staff to distribute Strategic Plan to board & commission members;
 - c) Directed staff to explore incorporating Anti-Racist Riverside recommendations into Strategic Plan.
6. October 20, 2020 – City Council approved the Strategic Policy for the Riverside 2025 Strategic Plan and authorized the City Manager to update the Operational Workplan as needed.



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DISCUSSION

The Riverside 2025 Strategic Plan is comprised of two components:

1. **City Council Strategic Policy** – 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 next five years.
2. **Operational Workplan** – sets forth activities to be carried out by City staff to implement the City Council Strategic Policy and metrics to track trendlines of progress toward achieving City Council priorities.



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DISCUSSION (cont.)

City Council Strategic Policy:

1. Vision – the spirit of what City Council wants the organization to achieve;
2. Cross-Cutting Threads – major themes reflected in all our outcomes;
3. Strategic Priorities – broad areas to invest time, energy and resources to achieve the Vision;
4. Indicators – forms of evidence to assess progress toward achieving the Vision and Strategic Priorities;
5. Goals – general aspirations to advance Strategic Priorities

Operational Workplan:

1. Actions – specific activities to achieve Goals; and
2. Performance Metrics – specific measurements tied to Indicators to determine progress in attaining Vision and Strategic Priorities.



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VISION STATEMENT

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.



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VISION STATEMENT

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



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CROSS-CUTTING THREADS

1. **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.
2. **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.



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CROSS-CUTTING THREADS (CONT.)

3. **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.
4. **Innovation** – Riverside is inventive and timely in meeting the community's changing needs and prepares for the future through collaborative partnerships and adaptive processes.
5. **Sustainability & 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.



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ARTS, CULTURE & REREATION

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



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COMMUNITY WELL-BEING

Ensure safe and inclusive neighborhoods where everyone can thrive.

Indicators

Housing Supply and Attainability

Public Safety

Public Health

Placemaking

Homelessness

Household Resilience



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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



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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



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HIGH PERFORMING GOVERNMENT

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

Strategic Indicators:

Community-Centered Service
 Adaptive Organization
 Financial Health
 Equity in Delivery of City Services
 Civic Engagement
 City Team Engagement



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INFRASTRUCTURE, MOBILITY & CONNECTIVITY

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

Strategic Indicators:

Access to Transportation Choices

Infrastructure Quality and Reliability

Outside Investment

Smart City Ecosystem

Greening Infrastructure, Fleet & Systems



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ACTIONS & PERFORMANCE METRICS

1. City Manager's Office worked with ELT to prepare Actions to achieve Strategic Plan Goals;
2. Actions are cross-departmental and encourage collaborative efforts within and outside the organization;
3. Actions developed with Cross-Cutting Threads in mind to:
 1. Maintain **fiscal responsibility**;
 2. Build **community trust**;
 3. Improve **equity**;
 4. Foster **innovation**; and
 5. Ensure **sustainability and resiliency**.



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ACTIONS & PERFORMANCE METRICS (cont.)

4. Performance Metrics measure progress in achieving City Council's Strategic Priorities; comprised of three categories of data:
 - a) Operational metrics – measured using quantitative data collected through daily operations and activities;
 - b) Community survey data – measures public perception provided through Quality of Life survey and other community surveys; and
 - c) Community indicators – related to topics influenced by City Actions, but also impacted by outlying factors beyond our control.
5. Actions and Performance Metrics will form an Operational Workplan to achieve City Council Strategic Policy; and
6. Operational Workplan to remain agile and be evaluated and updated by City Manager on an as-needed basis.



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NEXT STEPS

1. Continue implementation of Priority Based Budgeting process:
 - a) Builds understanding of how to best allocate City resources and inform Operational Workplan;
 - b) Estimated completion December 2020;
2. Finalize Operational Workplan to implement year 1 of Riverside 2025 Strategic Plan.



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RECOMMENDATIONS

That the Budget Engagement Commission receive this report on the Riverside 2025 Strategic Plan, including the City Council Strategic Policy and the Operational Workplan.



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