



City of Arts & Innovation

City Council Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL DATE: MAY 4, 2021
FROM: CITY MANAGER'S OFFICE WARDS: ALL
SUBJECT: RIVERSIDE 2025 STRATEGIC PLAN – OPERATIONAL WORKPLAN AND REVISIONS TO GOALS

ISSUE:

Review and provide input on the Operational Workplan to help guide the implementation of the Riverside 2025 Strategic Plan; and approve revisions to the Goals.

RECOMMENDATIONS:

That the City Council:

1. Review and provide input on the Operational Workplan to help guide the implementation of the Riverside 2025 Strategic Plan; and
2. Approve revisions to Environmental Stewardship Goals 4.1. and 4.3.

BACKGROUND:

On October 20, 2020, the City Council approved the Riverside 2025 Strategic Plan (Attachment 1). The 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 City staff over the next five years; includes the Vision, Mission, Cross-Cutting Threads, Strategic Priorities, Indicators, and Goals (see Attachment 1 for definitions of terms).
2. Operational Workplan – sets forth the actions to be carried out by City staff to implement the City Council Strategic Policy and metrics to track the trendlines of progress toward achieving City Council priorities; includes Actions and Performance Metrics (see Attachment 1 for definition of terms).

The development of the strategic plan occurred over a nine-month period beginning in February 2020 and consisted of one-on-one interviews with the Mayor, City Council and key City staff to identify priorities for the organization over the next five-year period; two City Council workshops on July 14 and August 11, 2020 to discuss and refine priorities; and two City Council meetings on September 15 and October 20, 2020 to review, receive input, and ultimately approve the City

Council Strategic Policy and authorize the City Manager to develop and update the Operational Workplan as-needed with regular updates provided to the City Council.

DISCUSSION:

Operational Workplan

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 2 and is intended to be the “means” through which the City Council Strategic Policy (i.e., the “ends”) is achieved. The Operational Workplan is developed by the City Manager’s Office in consultation with the departments and will be evaluated and updated 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 strategic priorities.

For the past several months, the City Manager’s Office has worked closely with departments to develop the Operational Workplan and refine the list of Actions the City can undertake to achieve the Goals in the strategic plan. The Actions are intended to be cross-departmental and encourage collaborative efforts both within and outside the City organization to improve efficiencies and break down operational silos. Each Action was developed with the five Cross-Cutting Threads in mind: 1) Fiscal Responsibility; 2) Community Trust; 3) Equity; 4) Innovation; and 5) Sustainability and Resiliency.

Included with each Action is a list of departments responsible for implementing the action and an implementation timeline, which is divided into the following four tiers:

1. Tier 1 – currently underway/ongoing
2. Tier 2 – program in FY 21/22 – 22/23
3. Tier 3 – program in FY 23/24 – 24/25
4. Tier 4 – contingent on capacity and resources for implementation

Departments also identified several Performance Metrics in the Operational Workplan that will help measure the City’s progress in achieving the Goals. The Performance Metrics consist of a baseline that identifies where the City currently is for each metric, and in most cases, a performance target which shows where the City wants to be after implementing the Actions in the Operational Workplan. While the majority of metrics include performance targets, certain metrics are presented as broader community indicators, which are areas the City can influence through our actions, but can also be impacted by external factors beyond the City’s control (ex: unemployment and air quality). For these types of metrics, staff is recommending the City only track the data but not include a performance target, as there are several external factors that can affect the City’s ability to achieve a target.

Cleanup Revisions to Goals

During the process of preparing the Operational Workplan, 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 implementing the Actions and Performance Metrics, some minor cleanup language and justifications have been proposed below (in bold) to the following Goals under *Priority 4: Environmental Stewardship*:

Goal 4.1: Rapidly decrease Riverside’s carbon footprint by acting urgently to reach a zero-carbon electric grid with the goal of reaching 100% ~~renewable energy~~ **zero-carbon electricity** production by 2040 while continuing to ensure safe, reliable, and affordable energy for all residents.

- **Justification:** The updated language is consistent with the State’s goal established as part of SB 100 in 2017, which includes a goal of 100% zero-carbon energy production by 2045. The term “zero-carbon” recognizes that the State’s definition of renewables does not include nuclear and large-hydro (dams). Both types of generation are seen by California as necessary to meet the 2045 goal. Additionally, Riverside has both nuclear and large hydro contracts that technically would not qualify as renewable but do meet the zero-carbon definition.

Goal 4.3. Implement **local and support regional** proactive policies and inclusive decision-making to deliver environmental justice and ensure that all residents breath healthy and clean air with the goal of having zero days of unhealthy air quality per the ~~CalEnviroScreen by 2030~~ **South Coast Air Quality District’s Air Quality Index (AQI)**.

- **Justification:** CalEnviroScreen is only updated every 3-5 years and is a static dataset. The South Coast Air Quality District’s AQI is updated every 15 minutes and provides continuous data. Additionally, air quality is a regional issue and the City alone cannot ensure healthy and clean air. A large portion of pollution is generated in Orange and LA Counties and blows inland. Natural inversion layers trap naturally occurring dust in this air basin, which traps ozone generating pollution. An aspirational goal of zero days of unhealthy air quality is important to strive for, but Riverside alone cannot ensure it will happen.

Next Steps

Refinements to the City organization and decision-making systems are well underway that are manifesting the Strategic Plan – including its strategic priorities and cross-cutting threads – in the DNA of the City.

The Priority Based Budgeting (PBB) process is currently wrapping up for year one and staff anticipates presenting the first year PBB data to City Council later this month. PBB is a multi-year process that 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. PBB will be implemented gradually as a decision-making tool to help make informed decisions about how City resources could be allocated based on the City Council’s strategic priorities. Initial concepts from PBB that are included in the Fiscal Year 2021/22 budget are department insights that came out of the first year PBB process, which include ideas on how departments can improve efficiencies in their programs or generate revenue to help better align resources with the City Council’s strategic priorities. As staff continues to refine our PBB model in year two, we will take additional steps to implement PBB as a decision-making tool beginning with the Fiscal Year 2022 – 2024 Biennial Budget process, which departments will begin in December 2021.

The Operational Workplan will remain in agile form to allow the City Manager to make updates as needed and in conjunction with the budgetary process. As the PBB model continues to be improved and refined, the City will be able to identify when and where funding may be available to dedicate toward specific Actions in the Operational Workplan that will help achieve the City Council’s strategic priorities. As updates are made to the Operational Workplan, the City Manager’s Office will share them with the City Council for their review and input.

Included in the Operational Workplan is Action 5.2.4 to update the City Council staff report template to include a justification of how items brought before the City Council contribute toward the implementation of the strategic plan. To carry out this action, the City Manager's Office is developing a revised City Council Memorandum template, which includes an additional section for departments to identify the Strategic Priority their item aligns with and how the item contributes to the five Cross Cutting Threads. This revised template, along with a tracking tool for monitoring how items approved by the City Council align with the Strategic Plan, will be presented to the City Council in early Summer 2021.

Progress reports on the implementation of the strategic plan will also be provided to the City Council on a quarterly basis. Staff will return to City Council in Summer 2021 to present the first quarterly progress report on the actions and performance metrics included in the Operational Workplan.

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 the 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: Kristi J. Smith, Interim City Attorney

Attachments:

1. Envision Riverside 2025 Strategic Plan
2. Operational Workplan
3. Presentation