

# The City's Mission

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

## The City's Core Values

### *Integrity and Credibility*

We seek to earn the public's trust and the trust of one another.

### *Commitment to Service and Action*

We put our customers first. We facilitate, enable and problem solve. We communicate regularly with our customers to determine their satisfaction with our performance.

### *Accountability*

We establish measurable performance goals and recognize achievement. We define and assign responsibility and authority and hold ourselves accountable for results.

### *Inclusiveness and Diversity*

We appreciate the uniqueness of each individual. We treat each person within the organization and the larger community with respect and dignity.

### *Loyalty*

We identify ourselves with pride as part of the City of Riverside. As City representatives, we commit ourselves to advancing the goals of the entire City organization.

### *Personal Growth*

We believe Riverside employees want to excel and will create a learning environment that maximizes the potential of each person.

### *Innovation*

We are creative in meeting the community's changing needs and preparing for the future. We strive for excellence and timeliness in the quality of our work.

### *Teamwork*

We form effective work groups that maximize resources and deliver high quality services within and across departments. We listen to each other and give honest feedback.

# The Community Vision

The Community Visioning process was launched in the Spring of 2002 to gather community input into the update of the City's General Plan. The Strategic Plan is designed to chart a concrete course toward realizing this multi-faceted vision.

## How We Work

### *Economic and Workforce Development*

Riversiders pursue the American Dream. We focus on creating economic development opportunities that provide high skilled, high paid employment for all members of our community.

## How We Live

### *Housing*

We empower neighborhoods. We listen to each other and pay attention to the details because it matters. Neighborhoods enable the City and the residents to work together to solve the needs of all.

## How We Play

### *Arts/Culture/Entertainment Parks/Recreation/Libraries Physical Amenities*

Riverside is an oasis. This City combines trees, water, and the arts to create a distinctive comfortable gathering place that enriches the lives of residents and visitors alike.

## How We Get Around

### *Transportation and Land Use*

Riverside has responded to the traffic challenge by becoming a more self-contained city. Residents have easy access to an efficient, multi-option transportation system that enables them to meet their needs within the community.

## How We Learn

### *K-12 Education: Parental, Community, and Business Involvement*

Excellence in education is the key to economic growth. Riversiders work together to achieve quality education at all levels.

# Strategic Goals and Intended Results

## Goal One

### *Improve and Preserve our Quality of Life*

- ◆The City has a thriving private sector economy and high paying job opportunities
- ◆Residents are safe and secure in their habitat and home
- ◆Homeownership among all walks of life and age groups is significantly increased
- ◆Riverside becomes a dynamic arts and cultural center
- ◆Seniors live with dignity and independence in community settings they prefer

## Goal Two

### *Reduce Transportation Congestion and Improve Traffic*

- ◆The City is free of congestion
- ◆Traffic signals are effectively synchronized
- ◆Grade separations appear at major railroad crossings

## Goal Three

### *Address Riverside's Social Concerns with Community Involvement*

- ◆A community engaged in partnering to resolve Riverside's social concerns
- ◆Riverside is a model Inclusive City
- ◆Residents from all walks of life, age groups, social classes, and ethnic, racial and cultural groups live with dignity

## Goal Four

### *Beautify the City*

- ◆Our entryways are attractive and provide a unique identity
- ◆Our urban forest is thriving
- ◆Market Street and other major thoroughfares are aesthetically pleasing
- ◆Our City is generally clean and free of graffiti and unwanted debris

## Goal Five

### *Increase our Investment in Youth and Children*

- ◆Our youth and children have a safe place to go before and after school
- ◆Our youth are sufficiently prepared and trained for higher or technical education and the job market
- ◆Our youth are free of violence and have learned to be violence free

## Community Visioning, Strategic Planning, and the Budget

Riverside is a city on the cusp of a change. In order to make the right change happen, we must capitalize on our strengths to ensure we are well positioned to take advantage of and create new opportunities for moving our city forward to a better, brighter future.

Our strengths reside in our highly diverse, sophisticated, and civic-minded people, and in our sense of place and legacy. Riverside is beautiful with its urban landscape of trees, arroyos, and vistas, as well as our historic buildings and landmarks. But maintaining and enhancing these strengths takes work—and vision.

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*“The City has set a vision for itself to not only preserve the character and quality of these assets and our heritage but to pave the way for meaningful improvement along the way.”*

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To this end, the City launched a Citywide Strategic Planning process that allowed us to identify our strengths and weaknesses, understand our internal and external capacities, and set priorities and goals to achieve the vision we have set out for the City.

Through a twin process of visioning and strategic planning, begun in the Spring of 2002, elected officials, the community, and city employees spoke out as to what they value in the community, what economic, social and environmental problems concern them, and what types of actions we might take in order to afford a higher quality of life for all.

Five Strategic Goals, Intended Results, and Action Steps, expressly designed to realize these

goals, were identified for the next three years. Although the 3-year period for the Strategic Plan has ended, the City continues to strive to meet the strategic goals and achieve the intended results.

The five goals (Spring 2002) are as follows:

**GOAL ONE**  
Preserve and improve our quality of life

**GOAL TWO**  
Reduce transportation congestion and improve traffic flow

**GOAL THREE**  
Address Riverside's social concerns with community involvement

**GOAL FOUR**  
Beautify the City

**GOAL FIVE**  
Increase our investment in youth and children

Also, the City Council has established four additional goals for the City to focus on.

The four goals (2004) are as follows:

**GOAL ONE**  
Economic Development

**GOAL TWO**  
Growth and Annexation

**GOAL THREE**  
Transportation

**GOAL FOUR**  
Livable Communities and Neighborhoods

## **Community Visioning, Strategic Planning, and the Budget**

Riverside seeks to solve the community's current problems while reaching forward to becoming a key economic and cultural center of Southern California. The City is committed to enabling our residents to play a meaningful role in the evolution of the City, and ensuring that their values are reflected both in the work that we do and in the results we achieve.

The 2005-2006 fiscal year will be a transition year for the City. In addition to the 3-year strategic plan ending our new city manager will be launching the upcoming fiscal year. The City of Riverside looks forward to developing and striving towards our new and existing goals and further improve the quality of life in the City of Riverside.

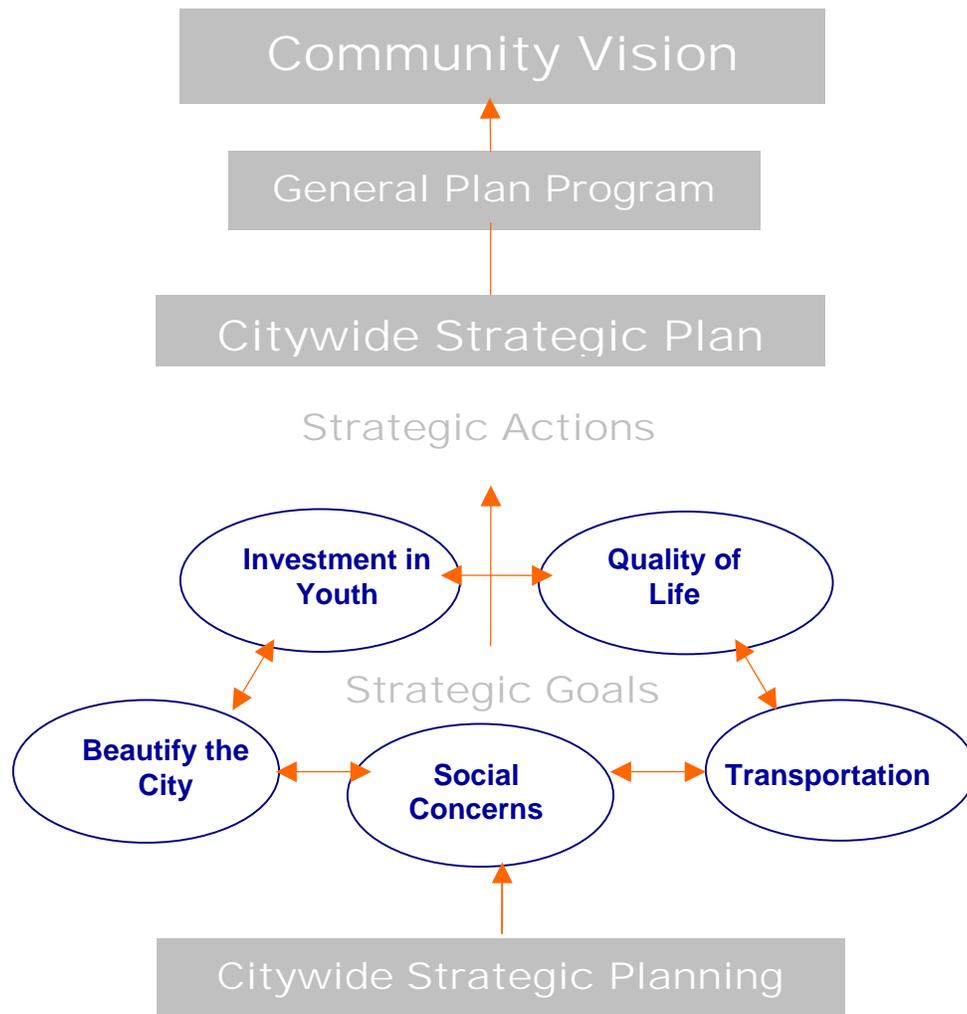
## Community Visioning, Strategic Planning, and the Budget

Strategic planning is a vital process that allows cities to take control of and shape their futures. Strategic planning is proactive: it is about thinking, planning, and anticipating the kinds of things we will need to do in order to achieve our vision and goals. Effective strategic planning involves an understanding of what business we are in, who our customers are, and how well we are meeting their expectations and needs.

Strategic planning allows the city organization to better align its services with City Council and community priorities. Through the strategic planning process, we *collectively* formulate goals, expectations, and strategies for improving life in the City. When done well, strategic planning involves input and participation from a broad

cross-section of the community and City employees. This guarantees that we are harnessing the best resources possible in planning our future, as well as providing an all-important forum for civic participation, ownership, and engagement.

Finally, strategic planning ensures a wise and effective utilization of City resources, mainly through the annual budget process. Because we have identified our goals and expectations, we can now concertedly allocate resources, where necessary, to ensure that we are positioned to meet these goals. The Citywide Strategic Plan document outlines how we will achieve our goals and focuses attention on the results the community seeks.



## **Community Visioning, Strategic Planning, and the Budget**

Strategic Planning allows the City to establish alignment among the community, elected officials, and City employees. The outcome is a unified vision; strategy and implementation plan for improving life in the City.

In order to best achieve this alignment, the development of the City's strategic planning process has entailed a variety of meetings, workshops and surveys. These events were designed to elicit information ranging from City Council input on the strengths and weaknesses

of the City, and key issues the City needs to resolve; to employee input on whether they are given the right tools to get the right job done; to community input on the most pressing issues of the day – and of the future.

The Strategic Plan represents the synthesis of this myriad input. The City then uses this plan to assess and realign resources where necessary, hence, to build its budget, ensuring concerted focus on realizing the Community Vision.

### ***COMMUNITY INPUT***

#### **Resident Survey**

Since 1998, the City of Riverside has conducted an annual resident survey mailed to randomly selected households throughout the City. Through this medium, residents are asked to let us know "how well" we are serving them. Survey questions run the gamut from perception of personal safety, to accessibility of public library services, to satisfaction with neighborhood cleanliness. The results are presented annually to City Council, and also influence our budgetary decision-making as we continually strive for improvement.

The City also conducts "Mayor's Night Out" once a month at various locations throughout the City's neighborhoods. Mayor's Night Out is intended to provide information to residents about City programs and projects. Similarly, residents have the opportunity to voice input about City performance. City Council members, the City Manager, and City staff from various departments are on hand to respond to questions and comments. In addition, material regarding City services and neighborhood accomplishments is available.