
CITY MANAGER'S MESSAGE



Dear Riverside residents, businesses, employees and visitors –

On behalf of Riverside's Mayor, City Council and management team, I am pleased to present to you the City's first Biennial Report. This report focuses on accomplishments during the last two calendar years (2016 and 2017), and establishes a framework for the next two-year budget (July 1, 2018 through June 30, 2020).

When the City embarked on the development of the current two-year budget, we outlined four key themes for the next five years, as presented in the City Manager's Proposed Biennial Budget for FY 2016-2018. The themes are:

1. **Striving for Financial Accuracy:** This administration continues to focus diligently on the ongoing analysis of revenue sources and expenditure components, and eliminating the long-standing practices that in past years had led to artificially balanced budgets.
2. **Maintaining Financial Responsibility and Discipline:** Key indicators of the City's stability include a high and stable bond rating and maintenance of healthy reserves in key funds. Fiscal discipline is an on-going commitment which we take seriously and practice on a daily basis.
3. **Taking Care of Essential Services and Infrastructure:** With the help of Measure Z, a one-percent local sales tax, the City increased funding available to maintain high quality of life in Riverside by enhancing public safety services, and investing wisely in our existing facilities, roads and sidewalks, and vehicles.
4. **Implementing a Transparent and Participatory Budget Deliberation Process:** For the first time two years ago, the City's budget process involved a variety of efforts designed to both inform and solicit feedback from the various internal and external stakeholders. The City is committed to a transparent and participatory budget deliberation process and continues to utilize the above methods to inform, educate, and seek input from our various stakeholders.

In addition, the City remains focused on and committed to excellent customer service. We expect each department and each City employee, intern, volunteer or contractor to serve our customers in the most effective way possible, continuously analyzing our processes and making improvements as necessary.

The inside of this report highlights the City's most significant accomplishments and outstanding challenges using the organizational structure that places our departments in one of three groups: Administration, People or Place; further categorized into the four themes outlined above along with Excellent Customer Service. The complete schedule of budget meetings and ways to provide input is on the back cover of this report.

We hope that you will find this Biennial Report useful, particularly as the City moves forward with the development of the next two-year budget.

Sincerely,
John Russo, City Manager



CITY MANAGER'S BIENNIAL REPORT



ACCOMPLISHMENTS IN 2016-2017

AS A FOUNDATION FOR THE **FY 2018-2020 TWO-YEAR BUDGET**

ADMINISTRATION

Finance, General Services, Human Resources, Innovation & Technology, Office of Organizational Performance & Accountability

- Financial Accuracy**
 - Received awards for the biennial budget and financial audit
- Financial Responsibility & Discipline**
 - Developed reserve requirements for major funds and actions to meet minimum reserves
 - Conducted several rotating departmental audits on financial and operational performance
 - Implemented an innovative program on measuring and reporting on organizational performance
 - Negotiated long-term labor contracts with salary increases tied to revenue growth, and cost sharing on medical and retirement costs
- Essential Services & Infrastructure**
 - Measure Z passed by Riverside voters to provide \$50 million annually in local sales tax dollars for Riverside's quality of life programs
 - Closed 26 marijuana dispensaries
 - Opened the first Hydrogen fueling station at the City Corporate Yard
- Transparent and Participatory Decision Making**
 - Implemented a Sunshine Ordinance that requires agenda materials for public meetings to be available 12 days ahead of time
 - Launched a public records portal
 - Social media and City website were effectively utilized to reach broader audiences and distribute critical information
- Excellent Customer Service**
 - Instituted a one-business day acknowledgment requirement for all public requests
 - Implemented in several City locations "Happy or Not" customer satisfaction terminals
 - The Business Tax Administration program was successfully redesigned in collaboration with the business community to further improve business relations and strengthen compliance

PEOPLE

Fire, Library, Museum, Police, Community Police Review Commission, Office of Homeless Solutions

- Essential Services & Infrastructure**
 - Approved Measure Z funding, location and conceptual design for the new Main Library
 - Approved Measure Z funding to rehabilitate and expand the Metropolitan Museum
 - Approved innovative plans to reuse the current Main Library building for the Chicano Art Museum housing Cheech Marin's art collection
 - Measure Z funding approved for additional sworn personnel; nine new officers hired as of September 2017
 - Successfully housed 13 homeless individuals and helped 27 additional people get prequalified for housing assistance
 - Enhanced provision of homeless programs and services through partnerships with other government and private sector players
- Transparent and Participatory Decision Making**
 - Launched multi-agency Ward Action Teams to focus on quality of life issues in various City neighborhoods
- Excellent Customer Service**
 - The Library offered computer classes and Science, Technology, Engineering and Math (S.T.E.M.) programming to over 1,000 children and teens and 76 adult participants
 - The 2017 Summer reading programs for youth were offered to prevent learning loss and increase literacy during the summer months
 - All Police Department staff participated in customer service training and sworn personnel are now reviewing updates on public service interactions; the department's Chaplain now extends to assist the community in need
 - The Fire Department transitioned to a new EMS system and is evaluating the system's reliability and data

PLACE

Community & Economic Development, Parks, Recreation, & Community Services, Public Works, Public Utilities, Office of Communications

- Financial Accuracy**
 - Revisions to a Utilities collections process resulted in a \$200,000 increase in revenue
- Financial Responsibility & Discipline**
 - Ongoing efforts to control costs and increase revenues including excess water and renewable energy and sales, installation of solar technology, transmission and cap-and-trade revenues, and scheduling services for other public utilities
- Essential Services & Infrastructure**
 - Approved an agreement to open an innovative Food Lab at the Riverside Fox Theater
 - Groundbreaking of the Stalder Lofts mixed-use project
 - Received a \$250,000 grant to purchase 5 acres of regional park land to be incorporated into Sycamore Canyon Wilderness Park
 - Funding secured through SCAG's sustainability planning program for a biking and walking master plan
 - Efforts underway on various electric modernization, cable replacement, streetlight retrofit and recycled water projects
- Transparent and Participatory Decision Making**
 - Neighborhood Engagement Workshop series started in October 2017
- Excellent Customer Service**
 - In collaboration with the business community, implemented an innovative Streamline Riverside initiative, coupled with the One Stop Shop for all planning and building projects
 - StreetPlus began downtown safety patrol
 - Additional Public Utilities dispatchers hired to address staffing shortages

CITY COUNCIL PRIORITIES



ENHANCED CUSTOMER SERVICE AND IMPROVED QUALITY OF LIFE



ECONOMIC DEVELOPMENT



CITY TRANSPORTATION



COMMUNITY SERVICES



IMPROVE HOUSING DIVERSITY AND OPTIONS



REDUCE TAXPAYER LIABILITY AND REDUCE COSTS WHENEVER POSSIBLE



IMPROVE TEAMWORK AND COMMUNICATION

RIVERSIDE CITY LEADERSHIP



Rusty Bailey
Mayor



Mike Gardner
Ward 1



Andy Melendrez
Ward 2



Mike Soubirous
Ward 3



Chuck Conder
Ward 4



Chris Mac Arthur
Ward 5



Jim Perry
Ward 6



Steve Adams
Ward 7



Gary Geuss
City Attorney



John Russo
City Manager



Colleen Nicol
City Clerk



Community and Economic Development



Finance



Fire



General Services



Human Resources



Innovation & Technology



Library



Museum & Cultural Affairs



Parks, Recreation and Community Services



Police



Public Works



Riverside Public Utilities

RIVERSIDE REORGANIZES TO FOCUS ON INNOVATION, ORGANIZATIONAL EXCELLENCE AND TAXPAYER ACCOUNTABILITY



The City of Riverside completed a reorganization aimed at enhancing the City's focus on innovation, organizational excellence and taxpayer accountability. The reorganization is expected to make the City more entrepreneurial in its approach to delivering city

services to Riverside residents and business owners. These changes utilize existing employees and budgets and do not have a fiscal impact.

The reorganization includes creating a new Innovation Division to better help drive change within city government, and restructuring the Internal Audit Division into the new Office of Organizational Performance and Accountability to focus on how Riverside can provide services in the most cost-effective manner. These two entities will work together to assist City departments by examining existing processes and introducing new and creative solutions to deliver services in a more efficient way.

WE WELCOME YOUR INPUT ON THE NEXT TWO-YEAR BUDGET FISCAL YEARS 2018-2020

- Jan 16** City Council Meeting to Review Initial Budget Projections
- Jan 24, 30 & 31** Budget Engagement Commission Meetings to Review Initial Budget Projections and Potential Balancing Measures

Ward-Specific Community Meetings to Review Initial Budget and Balancing Measures

- Feb 7** Ward 3 and Ward 4 (Separate Meetings)
- Feb 8** Ward 1
- Feb 12** Ward 2
- Feb 15** Ward 6 & 7 (Joint Meeting)
- Feb 21** Ward 5
- Feb 22** Budget Engagement Commission Meeting to Develop Recommendations for City Council on the 2018-2020 Budget
- May 1** City Council Meeting to Review Proposed 2018-2020 Biennial Budget
- May 8 & 15** City Department Budget Presentations to City Council
- June 12** City Council Meeting to Discuss Final 2018-2020 Biennial Budget

For meeting times and locations and details on additional meetings with employees and businesses, please visit RiversideCA.gov/Finance