Arts, Culture and Recreation

Provide diverse community experiences and personal enrichment opportunities for people of all ages.

Goal 1.1: Strengthen Riverside's portfolio of arts, culture, recreation, senior and lifelong learning programs and amenities through expanded community partnerships, shared use opportunities and fund development

Performance Metrics:

- **PM 1.1.1:** Number of non-profits providing services through partnerships and collaborations
  - Parks, Recreation and Community Services Department (Parks)
    - 56 non-profit collaborations in 2020
    - Target = Increase to 60 non—profit collaborations in FY 21/22
  - Museum Department (Museum)
    - 26 non-profit partnerships in 2020
    - Target = Maintain at or above 24 partnerships
  - Arts & Culture (CEDD)
    - 90 non-profit partnerships in 2020
    - Target = Maintain at or above 90 partnerships

Action 1.1.1: Prepare a strategy to assess the City's role, priorities, and commitment as a partner, operator and/or manager in City-owned arts, culture, and entertainment facilities, including, but not limited to, The Box, The Cheech, Fox Performing Arts Center, and Riverside Municipal Auditorium. Ensure clarity in communications regarding the City's role for each facility.	**Lead Dept:** CEDD, Library, Museum, PRCSD	**Status: Tier 1** Currently underway/ ongoing
Action 1.1.2: Develop a thorough and easily accessible database and/or system for the community to access arts, culture, library and entertainment opportunities, including, but not limited to, cultural mapping and web presence.	**Lead Dept:** CEDD, Library, Museum	**Status: Tier 1** Currently underway/ ongoing
Action 1.1.3: Complete the Museum of Riverside renovation and expansion project to enrich the Mission Inn Avenue cultural corridor.	**Lead Dept:** Museum, General Services	**Status: Tier 1** Currently underway/ ongoing
Action 1.1.4: Identify, implement and communicate an equitable fund development program with dedicated staff to pursue additional funding and resources for arts, culture, entertainment, library, recreation and senior programs and opportunities.	**Lead Dept.:** CEDD, Library, Museum, PRCSD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 1.1.5: Prepare an Arts Master Plan for the City to become an "outdoor art gallery" and create sustainable process, procedures, and policies for all arts, culture and entertainment.	**Lead Dept:** CEDD, Library, Museum, PRCSD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 1.1.6: Develop the mechanism and authority for instituting up to a one percent charge on all development projects for an art program for both private and public capital projects exceeding $10 million in construction costs to support arts and cultural programs that include, but are not limited to public art, grants and programming (internal and community).	**Lead Dept:** CEDD, Library, Museum, PRCSD	**Status: Tier 3** Program in FY 23/24 – 24/25

Goal 1.2.: Enhance equitable access to arts, culture, entertainment and recreational service offerings and facilities.		
Performance Metrics: • **PM 1.2.1:** Demographic information on program participants (race/ethnicity, age, location/ward) o Parks, Library and Museum will begin collecting and tracking demographic data across a broad range of programming in FY 21/22		
Action 1.2.1: Provide diverse year-round programming including arts, culture, entertainment, adult mentoring, and volunteer support programs for youth that focuses on collaboration, opportunities, and resources in the community at the Youth Innovation Center, Youth Opportunity Center, Riverside Arts Academy and other locations throughout the City.	**Lead Dept:** PRCSD, Museum	**Status: Tier 1** Currently underway/ ongoing
Action 1.2.2: Utilize our libraries, parks, arts, and cultural assets cross-departmentally and equitably for intergenerational support, lifelong education, and personal enrichment through meaningful community engagement. Support community participation and engagement for all members of the community.	**Lead Dept:** Library, Parks, Museum	**Status: Tier 1** Currently underway/ ongoing
Action 1.2.3: Enhance and expand formal and informal relationships with all external educational institutions to integrate city and non-profit arts, culture, and recreational programming with curriculum and ensure equitable access with shared facilities and uses.	**Lead Dept:** Library **Supporting Dept:** Museum, PRCSD	**Status: Tier 1** Currently underway/ ongoing
Action 1.2.4: Develop and implement a diverse and dynamic marketing plan, including, but not limited to, digital, print, graphic, web and social media for all arts, culture, library, recreation, and cultural tourism programming citywide.	**Lead Dept:** Museum, CMO/ Marketing	**Status: Tier 2** Program in FY 21/22 – 22/23
Goal 1.3: Improve parks, recreational amenities, open space, and trail development, and fulfill critical lifecycle and facility maintenance needs.		

Performance Metrics:
 	
• **PM 1.3.1:** Percent of residents who say the parks and recreational spaces in Riverside meet their needs (Parks)
    o 73.4% in 2019 (per QOL Survey)
    o Target = increase to 75%		

Action 1.3.1: Complete trails master plan, including a detailed five-year spending plan.	**Lead Dept:** PRCSD, CEDD, Public Works	**Status: Tier 1** Currently Underway/ ongoing
Action 1.3.2: Create three park master plans every two years.	**Lead Dept:** PRCSD, CEDD, Library, Museum	**Status: Tier 4** Contingent on capacity and resources for implementation
Action 1.3.3: Create a GIS-based Park Inventory and Assessment Plan for each park, including existing park and facility improvements and amenities.	**Lead Dept:** PRCSD, CEDD, Library, Museum, General Services	**Status: Tier 3** Program in FY 23/24 – 24/25

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<table>
<tr><td colspan="3">Goal 1.4: Prioritize safety at parks, trails, arts, cultural and recreational facilities.</td></tr>
<tr><td colspan="3">Performance Metrics:

• PM 1.4.1: Percentage of residents who feel safe at park and recreation facilities (Parks)
    ○ 75% (per P&R Master Plan survey)
    ○ Target = Increase by 5% annually over 5 years
• PM 1.4.2: Number of incident reports at City Libraries (Library)
    ○ 382 incidents in FY 2018/19
    ○ Target = reduce incidents by 5% annually over 5 years (25% total reduction)</td></tr>
<tr><td>Action 1.4.1: Develop and strengthen policies and programs that ensure all residents can access city facilities in a safe manner (e.g. Safe Space designation, unaccompanied minor policies, Codes of Conduct, etc.)</td><td>Lead Dept:
Library, Museum, PRCSD, General Services</td><td>Status: Tier 1
Currently underway/ ongoing</td></tr>
<tr><td>Action 1.4.2: Provide safety training for all staff who work in libraries, museums, recreational public sites and arts and culture programs.</td><td>Lead Dept:
HR

Supporting Dept: Library, Museum, PRCSD</td><td>Status: Tier 1
Currently underway/ ongoing</td></tr>
<tr><td>Action 1.4.3: Modify Safety Survey, analyze and prioritize safety results to address the public's perception of safety at all arts, culture, entertainment and recreation events, programs, trails and facilities, including the Santa Ana River.</td><td>Lead Dept:
PRCSD, CEDD, Library, Museum, General Services, PD, Fire</td><td>Status: Tier 2
Program in FY 21/22 – 22/23</td></tr>
<tr><td>Action 1.4.4: Create a plan to reinstate the Park Ranger Program and expand program to include Libraries. Identify goals, expectations and funding to implement the plan.</td><td>Lead Dept:
PRCSD, Library</td><td>Status: Tier 2
Program in FY 21/22 – 22/23</td></tr>
</table>

Goal 1.5: Support programs and amenities to further develop literacy, health and education of children, youth and seniors throughout the City.		

Performance Metrics:

- **PM 1.5.1:** Percentage of children entering Kindergarten ready (read 1,000 books before Kindergarten) (Library)
  - Library will start tracking data beginning September 2021
  - Target = 3% annual increase over 5 years
- **PM 1.5.2:** Completion of adult/family literacy goals on an annual basis (Library)
  - Baseline = 30%
  - Target = 3% annual increase over 5 years
- **PM 1.5.3:** Number of participants attending Senior programs (Parks)
  - Baseline = 55,200 seniors in FY 18/19
  - Target = increase by 5% annually over 5 years (25% total)
- **PM 1.5.4:** Number of Art Classes provided by PRCSD (Parks)
  - 137 classes offered in FY 2021
  - Target = increase by 5% annually over 5 years (25% total)
- **PM 1.5.5:** Number of education-based community programs offered by PRCSD (Parks)
  - 319 classes offered in FY 2021
  - Target = increase by 2% annually over 5 years (10% total)

	Lead Dept:	**Status: Tier 1**
Action 1.5.1: Launch citywide early childhood literacy campaign and enhance visibility of adult literacy programs	Library, Museum, PRCSD, CEDD	Currently underway/ ongoing
Action 1.5.2: Expand volunteer opportunities and program offerings for seniors.	**Lead Dept:** HR, Library, Museum, PRCSD	**Status: Tier 1** Currently underway/ ongoing
Action 1.5.3: Expand Project Bridge program to reduce rates of dropout, gang recruitment and similar.	**Lead Dept:** PRCSD, Library, Museum, CEDD, PD	**Status: Tier 3** Program in FY 23/24 – 24/25
Action 1.5.4: Expand opportunities for all non-profits to offer arts, culture, entertainment, educational and recreational programs at city facilities for youth through seniors.	**Lead Dept:** CEDD,Library, Museum, PRCSD	**Status: Tier 3** Program in FY 23/24 – 24/25

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Community Well-Being
Ensure safe and inclusive neighborhoods where everyone can thrive.

Goal 2.1. Facilitate the development of a quality and diverse housing supply that is available and affordable to a wide range of income levels.

Performance Metrics:

- **PM 2.1.1:** Number of new residential units, including ADUs and JADUs, permitted annually (CEDD)
  - 449 units permitted in 2020 (388 residential and 61 ADUs)
  - Target = 683 units in 2021 (600 residential and 83 ADUs)
- **PM 2.1.2:** Percentage of new residential units permitted annually that are affordable (subsidized or unsubsidized) (CEDD)
  - 0% of permitted units affordable in 2020
  - Target = 11% of permitted units affordable in 2021
- **PM 2.1.3:** Time to process housing project entitlements through the City (CEDD)
  - Planning will begin tracking data in FY 21/22
  - Target = Process 80% of Housing Element site entitlements within 6 months

Action 2.1.1 Update the City's General Plan, including the Housing Element, to implement adopted housing policies that promote housing production. (CEDD)	**Lead Dept:** CEDD	**Status: Tier 1** Currently underway/ ongoing
Action 2.1.2 Develop a promotional campaign that focuses on attracting housing developers to Riverside by promoting Streamline Riverside, opportunities for by-right housing development and the City as pro-housing to protect neighborhood quality of life.	**Lead Dept:** CMO/ Marketing	**Status: Tier 1** Currently underway/ ongoing
Action 2.1.3 Update the City's zoning ordinance and other relevant portions of the RMC to encourage compact development promoting housing near transit to ensure affordable housing options throughout Riverside.	**Lead Dept:** CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 2.1.4 Prepare creative land use regulations that include: Adaptive Reuse Ordinance, Inclusionary Zoning, Density Bonus Ordinance, and Infill Ordinance to create incentives for housing development.	**Lead Dept:** CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 2.1.5 Develop standard plans, streamlined processes and promotional materials that promote ADUs, and other unique types of housing, to increase housing production in the City.	**Lead Dept:** CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23

Goal 2.2. Collaborate with partner agencies to improve household resiliency and reduce the incidence and duration of homelessness.

Performance Metrics:

- Number of homeless individuals identified through the Point in Time (PIT) count (CMO/OHS)
  - 587 individuals in FY 19/20 (PIT count did not occur in 2020 due to COVID-19)
- Number of individuals housed through Tenant Based Rental Assistance (CMO/OHS)
  - 72 individuals in FY 20/21
- Number of homeless shelter beds (CMO/OHS)
  - 169 existing beds in 2020
  - 51 proposed beds in 2020
- Percentage of residents who say they are satisfied with the progress the City has made in addressing homelessness (CMO)
  - 30.7% in 2019 (per QOL survey)
  - Increase to 40%

Action 2.2.1 Identify and apply for grants, and pursue other funding strategies, that facilitate the development of affordable housing in partnership with high-quality developers, public agencies, and non-profit organizations.	**Lead Dept:** Office of Homeless Solutions	**Status: Tier 1** Currently underway/ ongoing
Action 2.2.2 Pursue partnerships with high-quality developers and other public agencies and non-profit organizations to aggressively pursue grant funding opportunities that facilitate the development of housing that is affordable to the City's residents.	**Lead Dept:** Office of Homeless Solutions	**Status: Tier 1** Currently underway/ ongoing
Action 2.2.3 Develop a coordinated ecosystem of programs alongside partner agencies and non-profit organizations that effectively prevent the incidence of homelessness by proactively working to address the varied issues that lead to it.	**Lead Dept:** Office of Homeless Solutions	**Status: Tier 1** Currently underway/ ongoing
Action 2.2.4 Update the City's Homeless Strategy for the broad spectrum of individuals experiencing homelessness and with a focus on regional equity, efficient and effective use of resources, addresses disparities, provides supportive services, prevents homelessness, and supports housing stability.	**Lead Dept:** Office of Homeless Solutions	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 2.2.5 Refine outreach efforts to include needs-based best practices to better address the broad spectrum of individuals experiencing homelessness and that facilitate an exit of the condition.	**Lead Dept:** Office of Homeless Solutions	**Status: Tier 4** Contingent on capacity & resources for implementation

Goal 2.3. Strengthen neighborhood identities and improve community health and the physical environment through amenities and programs that foster an increased sense of community and enhanced feelings of pride and belonging citywide**.**

Performance Metrics:

- **PM 2.3.1:** Percentage of residents who say they feel a sense of belonging to their community (CMO)
    - 84% in 2019 (per QOL survey)
    - Target = Increase to 90%
- **PM 2.3.2:** Percentage of residents who say they are proud to live in Riverside (CMO)
    - 92% in 2019 (per QOL survey)
    - Target = Increase to 95%

Action 2.3.1. Develop and implement creative solutions focusing on technology that expands and enhances community outreach and engagement opportunities.	**Lead Dept:** CEDD, IT	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 2.3.2. Conduct meetings with neighborhoods on a rotating basis to engage residents and understand their vision for their community and the improvements needed or desired.	**Lead Dept:** CEDD, Police	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 2.3.3. Prepare a long-range Urban Design Strategy focused on strengthening the image of Riverside, including future design projects that contribute to healthy, equitable, resilient, and economically vibrant community.	**Lead Dept:** CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 2.3.4. Create a network of resources through community partnerships to support the community with social services that promote health and well-being.	**Lead Dept:** Office of Sustainability, CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 2.3.5 Create an Urban Design Studio within the City that focuses on community-based placemaking resulting in more attractive, functional, and playful neighborhoods, public spaces, and districts.	**Lead Dept:** CEDD	**Status: Tier 2** Program in FY 23/24 – 24/25

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Action 2.3.6 Prepare Urban Design Plans for neighborhoods that promote walkability, access to services and proximity to public transit.	**Lead Dept:** CEDD	**Status: Tier 4** Contingent on capacity & resources for implementation
Action 2.3.7. Focus on enhancing needs for stability, well-being, and resiliency throughout the lifespan, ensuring that everyone has accesses to the services they need from infants to seniors.	**Lead Dept:** CMO, CEDD, PRCSD, Library	**Status: Tier 4** Contingent on capacity & resources for implementation
Action 2.3.8. Develop a community benefit fund to use for projects and programs that eliminate barriers to access safe and healthy food for all community members.	**Lead Dept:** RPU, CEDD	**Status: Tier 4** Contingent on capacity & resources for implementation
Action 2.3.9. Convert parkways to community gardens through maintenance agreements with community-based organizations and grant funding	**Lead Dept:** CEDD, PW	**Status: Tier 4** Contingent on capacity & resources for implementation

Goal 2.4. Support programs and innovations that enhance community safety, encourage neighborhood engagement and build public trust.

Performance Metrics:

- **PM 2.4.1:** Percentage of residents who feel safe to walk in their neighborhood (CMO)
  - 70% in 2019 (per QOL survey)
  - Increase to 75%
- **PM 2.4.2:** Average time to fulfill public records requests (City Clerk)
  - 4 days in 2020
  - Target = Maintain below 6 days

Action 2.4.1 Collaborate with community organizations to identify strategies to confront racism.	**Lead Dept:** Office of Sustainability	**Status: Tier 1** Currently underway/ ongoing
Action 2.4.2 Using trained City employees, engage community members, especially those historically marginalized, in a timely, accessible, and respectful manner on topics they prioritize.	**Lead Dept:** CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 2.4.3 Conduct and report out on a bi-annual Quality of Life Survey (odd years) to understand the perspectives of Riverside residents.	**Lead Dept:** CMO	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 2.4.4 Create a marketing program which instills reminders to sworn officers regarding expected conduct, behavior, and ethics.	**Lead Dept:** Police, Marketing	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 2.4.5 Establish an initiative that elevates inclusion, diversity, and equity and produce a comprehensive guide/ toolkit.	**Lead Dept:** Office of Sustainability	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 2.4.6 Actively participate in local and regional discussions on racism and host community meetings with experts to learn about successful practices to confront racism.	**Lead Dept:** Office of Sustainability	**Status: Tier 4** Contingent on capacity & resources for implementation

Action 2.4.7. Establish a small grant program to support organizations that focus on issues of racism.	**Lead Dept:** Office of Sustainability	**Status: Tier 4** Contingent on capacity & resources for implementation

Goal 2.5. Foster relationships between community members, partner organizations and public safety professionals to define, prioritize and address community safety needs and social services.

Performance Metrics:
 • Number of community meetings attended by Police Department staff (Police)
     o 850 meetings in 2019
     o Target = increase by 3% over a five-year period (875 by 2025)
 • Number of emergency calls responded to by the Fire Department (Fire)
     o 2018 = 37,216 calls
     o 2019 = 37,999 calls
     o 2020 = 37,468 calls

Action 2.5.1 Create a shared understanding with the community about what constitutes timely, equitable, and effective safety outcomes and align performance expectations and resource investments accordingly.	**Lead Dept:** CEDD, Police, Fire	**Status: Tier 1** Currently underway/ ongoing
Action 2.5.2 Foster relationships by providing and promoting services that increase the well-being of our residents and increase safety awareness. Pursue programs that increase safe and thriving environments that positively impact residents.	**Lead Dept:** CEDD, Police, Fire	**Status: Tier 1** Currently underway/ ongoing
Action 2.5.3 Prepare a plan and implement a camera collaborative between public safety, public works, and private entities.	**Lead Dept:** Police, IT	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 2.5.4 Develop a Holistic Community-Based Safety Strategy that identifies programs that improve safety that help neighborhoods thrive, identifies actions that positively impact residents and ensures timely, equitable, and effective safety outcomes for the City.	**Lead Dept:** CEDD, Police, Fire	**Status: Tier 3** Program in FY 23/24 – 24/25
Action 2.5.5 Review and revise public safety policy and procedures to enhance community transparency, accountability, and conflict de-escalation training.	**Lead Dept:** Police	**Status: Tier 4** Contingent on capacity & resources for implementation
Action 2.5.6. Integrate happiness-related indicators into health impact assessments during new community projects.	**Lead Dept:** PRCSD, CEDD	**Status: Tier 4** Contingent on capacity & resources for implementation
Action 2.5.7. Develop micro and macro safety prediction models to develop effective community preparedness programs.	**Lead Dept:** Police, Fire	**Status: Tier 4** Contingent on capacity & resources for implementation
Action 2.5.8. Create and implement a Quality Improvement Program to improve the performance of public safety services.	**Lead Dept:** Police	**Status: Tier 4** Contingent on capacity & resources for implementation

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<table>
<tr><td colspan="3">Goal 2.6. Strengthen community preparedness for emergencies to ensure effective response and recovery.</td></tr>
<tr><td colspan="3">Performance Metrics:

- PM 2.6.1: Number of local volunteers trained in Community Emergency Response Teams (CERT) (Fire)
  - 1,696 volunteers trained in CERT
- PM 2.6.2: Number of Basic CERT classes conducted: (Fire)
  - 84 classes conducted since CERT program began in 2004
  - Increase to 87 classes in FY 21/22 (3 new classes beginning in August 2021)</td></tr>
<tr><td>Action 2.6.1 Develop consistent ongoing training to develop knowledge and skills across all City departments for emergency preparedness, response, and recovery with a particular focus on our ability to deliver safety services to vulnerable and historically marginalized communities.</td><td>Lead Dept: Police, CMO</td><td>Status: Tier 2 Program in FY 21/22 – 22/23</td></tr>
<tr><td>Action 2.6.2 Develop and implement a strategy to expand participation in CERT classes to enhance the public's awareness of emergency response situations.</td><td>Lead Dept: Police, CMO</td><td>Status: Tier 2 Program in FY 21/22 – 22/23</td></tr>
<tr><td>Action 2.6.3. Create and implement Citywide policies and programs to advance sustainability and resiliency goals to mitigate/adapt for climate change, and ensure the City is better prepared to survive and recover from natural and human caused disasters.</td><td>Lead Dept: Office of Sustainability, CEDD, PW, RPU</td><td>Status: Tier 2 Program in FY 21/22 – 22/23</td></tr>
<tr><td>Action 2.6.4 Communicate through mail, email, and Everbridge "Ready Riverside" information to the Riverside community.</td><td>Lead Dept: Fire, CMO/ Marketing</td><td>Status: Tier 2 Program in FY 21/22 – 22/23</td></tr>
<tr><td>Action 2.6.5 Assess the vulnerabilities and interdependencies that exist for critical City infrastructure and facilities. Prioritize actions and investments to prevent and mitigate the identified risks.</td><td>Lead Dept: General Services, CEDD</td><td>Status: Tier 3 Program in FY 23/24 – 24/25</td></tr>
<tr><td>Action 2.6.6 Advance the City's ability to engage and communicate with the community before, during, and after a disaster or emergency in ways that effectively connect people with accurate information, critical assistance, and support systems for response and recovery.</td><td>Lead Dept: Fire, CMO/ Marketing</td><td>Status: Tier 4 Contingent on capacity & resources for implementation</td></tr>
<tr><td>Action 2.6.7 Create an inventory of community organizations and resources that are available to all residents and can assist with meeting their needs at all stages of life.</td><td>Lead Dept: PRCSD, CEDD</td><td>Status: Tier 4 Contingent on capacity & resources for implementation</td></tr>
</table>

Economic Opportunity

Champion a thriving, enduring economy that provides opportunity for all.

Goal 3.1. Facilitate partnerships and programs to develop, attract and retain innovative business sectors.		

Performance Metrics:
 	
• **PM 3.1.1:** Number of businesses attending city-sponsored and partner organization mentoring, coaching and technical assistance activities [1] (CEDD)
  o 755 businesses (2019), 1031 businesses (2020)
• **PM 3.1.2:** New and renewing business license [2] (CEDD)
  o 564 business licenses in Q4 CY2020
• **PM 3.1.3:** Business closures[2] (CEDD)
  o 36 in Q4 CY 2020		

Action 3.1.1. Develop, market and maintain effective channels for information sharing with the business community to provide access to knowledge and resources.	**Lead Dept:** CEDD, CMO/ Marketing	**Status: Tier 1** Currently underway/ ongoing
Action 3.1.2. Foster and strengthen partnerships for collaborative Economic Development including continued support for various Chambers of Commerce, representation on relevant boards and commissions, facilitation of initiative-based partnerships, and creation of an Economic Development Corporation to oversee citywide economic development.	**Lead Dept:** CEDD	**Status: Tier 1** Currently underway/ ongoing
Action 3.1.3. Identify local industry gaps and develop and implement specific business attraction and expansion programs to promote business mix diversification.	**Lead Dept:** CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 3.1.4. Grow local business relationships and partnerships through dedicated outreach and visitation programs.	**Lead Dept:** CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 3.1.5. Work with partners to promote the region as a viable business friendly incubator with a large pool of college educated workers.	**Lead Dept:** CEDD, CMO/ Marketing	**Status: Tier 3** Program in FY 23/24 – 24/25

Goal 3.2: Work with key partners in implementing workforce development programs and initiatives that connect local talent with high quality employment opportunities and provide access to education and training in Riverside.

Performance Metrics:
 	
• **PM 3.2.1:** Number of CTE/vocational programs and alternative workforce development programs (e.g. apprenticeships).[1] (CEDD)
  o 34 (RUSD & AUSD) in 2019
• **PM 3.2.2:** Number of graduates from CTE/vocational programs.[1] (CEDD)
  o 13,634 graduates in 2019
• **PM 3.2.3:** City unemployment rate. (CEDD)
  o 8.4% (December 2020)
  o Target = Maintain at or below 4% (multiple factors impact unemployment rate that are not under the purview of the City)

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1   The ED team is working to strengthen partnerships and develop new collaborations with local organizations to enhance programs; a target number may be provided for this metric once these efforts materialize.

2   A target number may be provided for this metric once the impacts of COVID-19 subside.

Action 3.2.1. Identify local workforce strengths and weaknesses/ barriers, with a special focus on people of color and historically marginalized communities and create a city workforce development roadmap to track and meet regional goals.	**Lead Dept:** CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 3.2.2. Support and promote programs that encourage the retention of workforce talent such as first-time homebuyer programs for targeted professionals, forgivable student loan opportunities, job placement programs, community integration (welcome programs, and job fairs.	**Lead Dept:** CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 3.2.3. Work with local partners to implement and support innovative apprenticeship, internship and corporate engagement programs.	**Lead Dept:** CEDD, HR, PRCSD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 3.2.4. Support and promote educational and vocational training programs to address evolving workforce needs and increase opportunities for economic mobility.	**Lead Dept:** CEDD	**Status: Tier 3** Program in FY 23/24 – 24/25
Action 3.2.5. Collaborate with partners to leverage local college pool and hold large mixers or "meet the firms" bringing together businesses seeking highly qualified applicants and college educated students looking for local opportunities.	**Lead Dept:** CEDD	**Status: Tier 3** Program in FY 23/24 – 24/25

Goal 3.3. Cultivate a business climate that welcomes innovation, entrepreneurship and investment.

Performance Metrics:

- **PM 3.3.1:** Number of businesses, developers, brokers, etc. that were provided market research. (CEDD)
  - 20 businesses in 2020
  - Target = 30 businesses in 2021
- **PM 3.3.2:** Total amount of space that was developed or leased through staff efforts (CEDD)
  - 16,287 sf in 2020
  - Target = 15,000 sf in 2021
- **PM 3.3.3:** Number of businesses that obtained angel, seed or venture capital funding (CEDD)
  - 14 businesses in 2020Target = 15 businesses in 2021

Action 3.3.1. Complete the Economic Development Action Plan as directed by the City Council and consider rebranding it as an Economic Prosperity Action Plan.	**Lead Dept:** CEDD	**Status: Tier 1** Currently underway; complete in FY 2021/22
Action 3.3.2. Continue to improve city services and promote the One Stop Shop and business liaison services for business expansion and development.	**Lead Dept:** CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 3.3.3. Create and implement a development strategy for the first and any subsequent Innovation Districts that establishes it as a testing ground for innovative economic development and investment concepts.	**Lead Dept:** CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 3.3.4. Develop a public-facing portal on the City's website to promote investments such as citywide land inventory for both commercial and residential investors and highlighting opportunities to invest in the first Innovation District.	**Lead Dept:** CEDD, CMO/ Marketing, IT	**Status: Tier 3** Program in FY 23/24 – 24/25

Action 3.3.5. Promote and implement measures and pilot programs that facilitate or advance clean-tech/green-tech and an innovation and advanced manufacturing economy, including zoning ordinance transformations, public infrastructure investments, feasibility studies and other initiatives.	**Lead Dept:** CEDD, PW, RPU, Office of Sustainability	**Status: Tier 3** Program in FY 23/24 – 24/25
Action 3.3.6. Encourage co-working, flexible and creative office space concepts and facilitate development and reuse efforts in appropriate areas to focus on creative spaces and mixed-use environments for entrepreneurs.	**Lead Dept:** CEDD	**Status: Tier 3** Program in FY 23/24 – 24/25
Action 3.3.7. Identify green jobs citywide and relaunch the "Green-Business Network" program to facilitate and acknowledge local businesses transition, mitigation and adaption for climate change and activities that reduce their GHG emissions.	**Lead Dept:** OoS, CEDD	**Status: Tier 3** Program in FY 23/24 – 24/25

Goal 3.4. Collaborate with key partners to implement policies and programs that promote local business growth and ensure equitable opportunities for all.

Performance Metrics:

- **PM 3.4.1:** Percent of city business contracts with local, women and minority-owned businesses.[3] (CEDD)
  - Total contracts reported where a PO was created = 160 in 2019
    - Local businesses = 30%
    - Women-owned = 0%
    - Minority-owned = 0%
- **PM 3.4.2:** Number of active partnership projects (CEDD)
  - 9 partnerships in 2019
  - Target = 5 partnerships in 2021

Action 3.4.1. Foster and support relationships with microlenders, local credit unions and banks as well as private and institutional investors.	**Lead Dept:** CEDD, Finance	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 3.4.2. Create "Tell the Riverside Story" campaign to capitalize on Riverside's assets and raise community awareness. Engage developers, businesses and community leaders in becoming local storytellers.	**Lead Dept:** CEDD	**Status: Tier 3** Program in FY 23/24 – 24/25
Action 3.4.3. Evaluate opportunities to provide/enhance local business preference for city contracts and implement as appropriate.	**Lead Dept:** Finance	**Status: Tier 3** Program in FY 23/24 – 24/25
Actions 3.4.4. Identify and advance local business-to-business connections, ship local initiatives and business advocacy groups that minimize gentrification and reduce the leakage of dollars, businesses and talent from the City.	**Lead Dept:** CEDD	**Status: Tier 3** Program in FY 23/24 – 24/25
Action 3.4.5. Assess outcomes of city programs that support entrepreneurship and designated small, minority-owned, women-owned and disadvantaged businesses and optimize for participant success (e.g. business expansion, revenue, profitability)	**Lead Dept:** CEDD	**Status: Tier 3** Program in FY 23/24 – 24/25
Action 3.4.6. Develop and launch a "buy local" campaign to support distribution and increase consumption of local grown foods.	**Lead Dept:** CEDD, CMO/ Marketing	**Status: Tier 3** Program in FY 23/24 – 24/25

3   CEDD and Finance are identifying strategies to increase the number of City contracts awarded to women and minority-owned businesses; a target may be provided for this metric once these strategies materialize.

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Goal 3.5. Lead public-private partnerships to build resources and grow the capacity of the local food system.		

Performance Metrics:
 	
• **PM 3.5.1:** Number of participants engaged in programs that build capacity to grow food locally. (CEDD)
    o Baseline = 406 in 2019
    o Target = 250 in 2021 (stakeholders will be re-engaged as part of post COVID-19 recovery efforts)
• **PM 3.5.2:** Numbers of acres maintained in agriculture production (CEDD)
    o Baseline = 2,666 acres
    o Target = maintain at or above 2,666 acres (includes transition to different specialty crop varieties)		

Action 3.5.1. Continue to facilitate new and existing programs that attract investments and development of small farms in the greenbelt and across the City.	**Lead Dept:** CEDD	**Status: Tier 1** Currently underway/ ongoing
Action 3.5.2. Continue to facilitate new and existing programs to build capacity (skills, knowledge) among local and regional farmers to produce, distribute and market locally grown food.	**Lead Dept:** CEDD	**Status: Tier 1** Currently underway/ ongoing
Action 3.5.3. Acquire land resources to develop and build an urban agriculture training center in the Northside at 895 & 900 Clark Street.	**Lead Dept:** CEDD	**Status: Tier 1** Currently underway/ ongoing
Action 3.5.4. Connect greenbelt property owners to resources to facilitate transition of acreages to productive agricultural activities.	**Lead Dept:** CEDD	**Status: Tier 1** Currently underway/ ongoing
Action 3.5.5. Update the General Plan to support urban and small farm activities.	**Lead Dept:** CEDD	**Status: Tier 3** Program in FY 23/24 – 24/25

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.

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% zero-carbon electricity production by 2040 while continuing to ensure safe, reliable and affordable energy for all residents.

Performance Metrics:

- **PM 4.1.1:** Percentage of onsite energy production (renewable natural gas and electricity) at WQCP from biogas (Public Works)
    - 186 million cubic feet of renewable biogas produced in 2020
    - 336 mega watts of renewable electricity produced is used onsite
    - Target = increase biogas production by 100% by January 1, 2023
- **PM 4.1.2:** Percentage of renewable and GHG emissions- free electric generation resources in RPU portfolio (RPU)
    - Baseline = 37.6% in 2019;
    - Target = 100% by 2040

Action 4.1.1. Establish partnerships with UCR, public agencies and public private partnerships to maximize opportunities for renewable energy implementation and productions, including, but not limited to, biogas, hydrogen and solar.	**Lead Dept:** Public Works, RPU	**Status: Tier 1** Currently underway/ ongoing
Action 4.1.2 Procure adequate power supplies to provide renewable and GHG emissions free electricity to comply with, and where possible, exceed, state laws and regulations and reduce GHG emissions by dates specified to meet the State of California goals of GHG emissions free electricity for electric utility customers by 2045.	**Lead Depts:** RPU	**Status: Tier 1** Currently underway/ ongoing
Action 4.1.3 Study opportunities to integrate solar generation, energy efficiency, fuel switching, energy storage and other advanced technology to support reduction of GHG emissions and integration of all renewable energy resources at public and private facilities, including parking structures, parking lots, and buildings.	**Lead Depts:** Public Works, CEDD, General Services, RPU	**Status: Tier 2** Program in FY 21/22 – 22/23
4.1.4 Maximize development of Biogas to Energy projects by optimizing multiple alternative energy generation sources such as microturbine electrical generation, fuel cell electrical generation, wasteheat recovery, and heat by biogas fueled boilers. (PW, RPU) RG	**Lead Dept:** Public Works, RPU	**Status: Tier 2** Program in FY 21/22 – 22/23
4.1.5 Maximize Renewable Natural Gas by the development of Southern California Gas pipeline interconnection and Biogas Cleanup Process Unit.	**Lead Dept:** Public Works	**Status: Tier 3** Program in FY 23/24 – 24/25
4.1.6. Identify best practices and sustainable methods to address energy affordability.	**Lead Dept:** RPU	**Status: Tier 3** Program in FY 23/24 – 24/25
4.1.7. Develop a 10-year implementation plan of energy generation project priorities in the Integrated Resources Plan.	**Lead Dept:** RPU	**Status: Tier 1** Currently underway/ ongoing

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<table>
<tr><td colspan="3">Goal 4.2. Sustainably manage local water resources to maximize reliability and advance water reuse to ensure safe, reliable and affordable water to our community.</td></tr>
<tr><td colspan="3">Performance Metrics:

• PM 4.2.1: Water treated at RWQCP: (Public Works)
    o 9.2 billion gallons in 2020 or 25.3 MGD per day on average
    o Treat 100% of all reclaimed water meeting all regulatory requirements
• PM 4.2.2: Reclaimed water produced (Ed will remove numbers for Rubidoux, Jurupa and Edgemont CSDs) (Public Works)
    o 9,118 million gallons in 2020 (8,146 million gallons used satisfy environmental and other settlement commitments)
    o Target = 100% of all reclaimed water meeting all regulatory requirements
• PM 4.2.3: Reclaimed water provided by the WQCP to deliver offsite (Public Works)
    o 60.3 MG in 2020
    o Target = Ready to deliver up to 970 million gallons to RPU by 2023</td></tr>
<tr><td>4.2.1 Implement One Water through City Council-adopted policy and ordinances, as well as appropriate changes to the City organization.</td><td>Lead Dept: RPU</td><td>Status: Tier 1 Currently underway/ ongoing</td></tr>
<tr><td>4.2.2 Develop stormwater conveyance systems to automatically divert dry weather water runoff into the Regional Water Quality Control Plant's sanity sewer collection system.</td><td>Lead Dept: Public Works</td><td>Status: Tier 2 Program in FY 21/22 – 22/23</td></tr>
<tr><td>4.2.3 Incorporate water supply planning and stormwater management into the General Plan update</td><td>Lead Dept: CEDD, Public Works</td><td>Status: Tier 3 Program in FY 23/24 – 24/25</td></tr>
<tr><td>4.2.4 Develop projects to remove salt and pollution of emerging concerns such as Per- and polyfluoroalkyl (PFAS) to produce high quality recycled water for community reuse and support Santa Ana River habitat.</td><td>Lead Dept: Public Works</td><td>Status: Tier 3 Program in FY 23/24 – 24/25</td></tr>
<tr><td colspan="3">Goal 4.3. Implement local and support regional proactive policies and inclusive decision-making processes 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 South Coast Air Quality District's Air Quality Index (AQI).</td></tr>
<tr><td colspan="3">Performance Metrics:

• PM 4.3.1: Reduce the number of days annually when Riverside-Rubidoux area exceeds the EPA 8-hour ozone standard of 0.070 ppm (Public Works)
    o 63 days in 2019
    o South Coast Air Quality Management District Regional Target = 0 days by August 3, 2038
• PM 4.3.2: WQCP Environmental Compliance inspections completed per year (Public Works)
    o Baseline = 3,718 inspections in 2019
    o Target = 4,000 inspections by 2022</td></tr>
<tr><td>4.3.1 Develop and implement new actions and strategies that will reduce transportation induced emissions, including, but not limited to: 1) congestion and freight roadway pricing; 2) reduced parking requirements or parking maximums in High Quality Transit Areas; 3) lane reduction projects and use planned roadway widening projects to enhance active transportation or provide a transit lane; 4) upgrade and/or install Fiber Optic traffic Signal Interconnect along the major arterials with the objective of enabling eco-driving signal and connected vehicle technology; 5) create an internal Travel Demand Policy for City employees; 6) implement Bus Rapid Transit with RTA Route 1/Gold Line as a first priority.</td><td>Lead Dept: Public Works, CEDD</td><td>Status: Tier 2 Program in FY 21/22 – 22/23</td></tr>
</table>

4.3.2 Activate clean air centers, similar to cooling center, where residents can get reprieve from poor air quality during large fires.	**Lead Dept:** PRCSD, RPU	**Status: Tier 2** Program in FY 21/22 - 22/23
4.3.3 Ensure that environmental justice is considered in decision making at the City by: 1) including it in the development of a Triple-Bottom-Line evaluation process for City projects; and 2) raising public awareness of the issues through ongoing meetings with community members and partner agencies.	**Lead Dept:** Office of Sustainability	**Status: Tier 2** Program in FY 21/22 – 22/23
4.3.4 Involve local groups and leadership of diverse backgrounds and provide equitable access to the decision-making process that affects health and environmental benefits/burdens.	**Lead Dept:** Office of Sustainability	**Status: Tier 2** Program in FY 21/22 – 22/23
4.3.4 Establish a multi-jurisdictional Traffic Management Center to facilitate implementation of transportation policies on a regional scale. Partner with Caltrans, Moreno Valley, Colton, Corona and other agencies.	**Lead Dept:** Public Works	**Status: Tier 3** Program in FY 23/24 – 24/25
4.3.5 Study the potential to implement Transfer of Development Rights and Land Banks to facilitate separation of non-compatible uses.	**Lead Dept:** CEDD	**Status: Tier 3** Program in FY 23/24 – 24/25

Goal 4.4. Implement measures and educate the community to responsibly manage goods, products and services throughout their lifecycle to achieve waste reduction outcomes.

Performance Metrics:

- **PM 4.4.1:** Tons of waste landfilled (Public Works)
  - 311,929 tons of trash landfilled in 2020
- **PM 4.4.2**: Rate of recycling (Public Works)
  - 31.11% of waste was recycled in 2020
  - Increase to 33% by 2023

4.4.1 Collaborate with local food industry partners to encourage a zero-waste mentality through measures including: customer incentive programs, restaurant recycling programs, and sustainable purchasing practices.	**Lead Dept:** Public Works, CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
4.4.2 Develop and adopt an organizational waste reduction strategy with an objective of approaching zero-waste for City operations by 2040.	**Lead Dept:** Public Works	**Status: Tier 2** Program in FY 21/22 – 22/23
4.4.3 Support Organic and Green Waste management by pursuing grants and public/private partnerships to put in place refuse and organics service contracts that divert waste from the landfill/transfer station to the RWQCP for bio-methane production and energy generation in support of state legislative requirements.	**Lead Dept:** Public Works	**Status: Tier 2** Program in FY 21/22 – 22/23
4.4.4 Pursue all available programs to receive waste reduction credits and maximize the value of those credits to support City incentives for waste reduction and diversion by 2040.	**Lead Dept:** Public Works	**Status: Tier 2** Program in FY 21/22 – 22/23
4.4.5 Provide resident education of responsible waste management through refuse bill attachments, vehicle decals, and waste bins.	**Lead Dept:** Public Works	**Status: Tier 2** Program in FY 21/22 – 22/23

Goal 4.5. Maintain and conserve 30% of Riverside's natural lands in green space including, but not limited to, agricultural lands and urban forests in order to protect and restore Riverside's rich biodiversity and accelerate the natural removal of carbon, furthering our community's climate resilience.		

Performance Metrics:
 	
• **PM 4.5.1**: Number of identified parkways to be converted to Community Gardens using community-based organizations. (Public Works)
   ○ Baseline = 0 parkways converted
   ○ Target = establish one new Community Garden in the public ROW by 2024		

4.5.1 Pursue a variety of funding sources & partnership opportunities to preserve, protect and enliven the natural resource of the Santa Ana River through habitat and species conservation, advancement of 'One Water One Riverside', fire prevention engagement, regional collaboration with County and neighboring cities, homeless outreach, and investment in programming & placemaking at trailhead locations.	**Lead Dept:** OHS, RPU, Public Works, Fire, PRCSD, Mayor's Office	**Status: Tier 1** Currently underway / ongoing
4.5.2 Deploy innovative access management techniques and policies along the Santa Ana River Trail and other open spaces to reduce damage to local ecosystems	**Lead Dept:** Public Works, PRCSD	**Status: Tier 2** Program in FY 21/22 – 22/23
4.5.3 Boost green infrastructure citywide by planting trees in parks, public spaces, and private areas along with adding landscaping around buildings, green roofs and promoting healthy soils management, including compost applications.	**Lead Dept:** Public Works, Parks, CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
4.5.4 Preserve and maintain existing park land, including open and natural spaces, and increase public and private greenspaces citywide.	**Lead Dept:** PRCSD, CEDD	**Status: Tier 2** Program in FY 21/22 – 22/23
4.5.5 Support community-based organizations that are spearheading action/projects that take steps that mitigate climate change burdens with resources and funding.	**Lead Dept:** Office of Sustainability	**Status: Tier 2** Program in FY 21/22 – 22/23

Goal 4.6. Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.		

Performance Metrics:
 	
 • **PM 4.6.1:** Percentage of city fleet that is green (General Services)
      o   60% green fleet in 2020
      o   Target = Maintain at or above 60% in 2021
 • **PM 4.6.2**: Percentage of riverside organic material diverted from landfills to WQCP (Public Works)
      o   Program is still in development so there is no baseline data
      o Target = Divert up to 100 tons per day of food waste to WQCP by 2025		

4.6.1. Expand the use of zero and low-emission vehicles as part of the City's fleet, including electric, hybrid, and hydrogen vehicles, and develop the charging/fueling infrastructure to support to meet state mandates and timelines.	**Lead Dept:** General Services	**Status: Tier 1** Currently underway/ ongoing
4.6.2. Update urban forestry policies to select tree species that maximize carbon sequestration and building energy reduction potential.	**Lead Dept:** Public Works	**Status: Tier 2** Program in FY 21/22 – 22/23
4.6.3 Develop public private partnerships and infrastructure for food waste organic separators and digester rehab to produce beneficial soil amending byproducts for community applications.	**Lead Dept:** Public Works	**Status: Tier 2** Program in FY 21/22 – 22/23
4.6.4 Prepare a CEQA qualified Climate Action Plan to ensure that GHG levels are being reduced to meet State guidance.	**Lead Dept:** Office of Sustainability	**Status: Tier 2** Program in FY 21/22 -22/23
4.6.4 Conduct studies to identify processes to produce Class A Biosolids and/or Biochar as nutrient rich organic fertilizers for community applications. (PW)	**Lead Dept:** Public Works	**Status: Tier 3** Program in FY 23/24 – 24/25
4.6.6 Evaluate the use of drone technology to facilitate field inspections.	**Lead Dept:** Public Works, RPU	**Status: Tier 4** Contingent on capacity & resources for implementation

APPENDIX A

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

Goal 5.1. Attract, develop, engage and retain a diverse and highly skilled workforce across the entire city organization.		

Performance Metrics:

- **PM 5.1.1:** Percentage of underrepresented racial/ethnic groups that apply for jobs at the City of Riverside (Human Resources)
  - 22.7% of the applicant pool in 2020
  - Increase to 23.7% of the applicant pool by 2023
- **PM 5.1.2:** Percentage of employees who positively rate overall training and development opportunities (per engagement survey) (Human Resources)
  - 64.21% (per 2018 HR Employee Satisfaction Survey)
  - Target = 75% by 2023
- **PM 5.1.3:** Voluntary employee turnover rate (Human Resources)
  - 6.77% in 2020
  - Target = 6% by 2023
- **PM 5.1.4:** Average number of job descriptions reviewed per quarter (Human Resources)
  - 3.75 in 2020
  - Target = Increase to 10 by 2023
- **PM 5.1.5:** Number of high school and local educational institution partnerships (Human Resources)
  - 6 in 2019
  - Target = Maintain at 6
- **PM 5.1.6:** Percentage of fully engaged staff (per engagement survey) (Human Resources)
  - 37% in 2018
  - Target = Increase to 40% by 2023
- **PM 5.1.7:** Percent utilization of education reimbursement funds per fiscal year (Human Resources)
  - 99% in 2020
  - Target = Increase to 100% by 2023

Action 5.1.1. Leverage various multi-media platforms and diversity organizations to attract diverse job applicants.	**Lead Dept:** CMO, HR	**Status: Tier 1** Currently underway/ongoing
Action 5.1.2. Host Equity dialogue Sessions with and facilitate anonymous Equity Workplace Survey to City staff; implement Diversity, Equity and Inclusion training and investigate and implement best practices on removing discrimination and racism from the workplace.	**Lead Dept:** HR	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.1.3. Prepare and communicate an assessment of the entire City organization to understand how it can better represent the Riverside community and to identify recommended actions and metrics to better support diversity, equity and inclusion; and establish baseline and recommended increase of women and minorities within the organization, middle management, and at the executive level.	**Lead Dept:** HR	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.1.4. Develop an internal process including, but not limited to, review of job descriptions within industry standard requirements and in compliance with any Federal or State regulations.	**Lead Dept:** HR	**Status: Tier 2** Program in FY 21/22 – 22/23

Action 5.1.5. Align core learning programs to performance and align a dynamic suite of learning solutions to data resulting in curriculum for supervisory and leadership training, succession planning for mission-critical positions, and career development.	**Lead Dept:** HR	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.1.6. Implement a local educational institution partnership strategy resulting in experiential, on-the-job training programs and internships for high school and college students.	**Lead Dept:** HR	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.1.7. Develop an employee engagement strategy that creates a culture of feedback, continuous improvement, and a highly engaged workforce.	**Lead Dept:** HR	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.1.8. Implement targeted recruitment strategies to increase the pool of applicants in all underrepresented ethnicities (African American, Native American/Native Alaskan, Asian/Pacific Islander, Other).	**Lead Dept:** HR	**Status: Tier 2** Program in FY 21/22 – 22/23

Goal 5.2. Utilize technology, data and process improvement strategies to increase efficiencies, guide decision making and ensure services are accessible and distributed equitably throughout all geographic areas of the city.

Performance Metrics:

- **PM 5.2.1:** Number of public-facing City services performed online (IT)
  - 22 City services performed online in 2020
  - Target is dependent on available resources
- **PM 5.2.2:** Percentage of the community that reports being satisfied or very satisfied with the overall quality of services provided by the City. (CMO)
  - 94% in 2019 (Happy or Not)
  - Target = maintain at or above 95%

Action 5.2.1. Assess and appropriately implement remote working that facilitates efficient and effective provision of public services, supports the needs of the workforce, reduces space needs, and reduces vehicle miles traveled by employees.	**Lead Dept:** General Services, IT, HR	**Status: Tier 1** Currently underway/ ongoing
Action 5.2.2. Analyze investment in IT internal resources to expand capabilities and capacity prior to consideration of external solution investments.	**Lead Dept:** IT	**Status: Tier 1** Currently underway/ ongoing
Action 5.2.3. Provide training to all employees encouraging mindset change to execute more efficient ways of doing business; expand Technology Showcase content to all Departments.	**Lead Dept:** HR	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.2.4. Update City Council staff report template to include justification of how items brought before the City Council contribute toward the implementation of the strategic plan.	**Lead Dept:** CMO	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.2.5. Develop governance structure to vet all proposed service automations to include steering committee review of problem to be solved, silo vs central systems, return on investment, how the system will be sustained, value the system will provide, resources needed, and the funding source.	**Lead Dept:** IT, CMO	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.2.6. Assess the geographic understanding of equity across the City to contribute to decision-making pertaining to public service demands and resource allocation needs.	**Lead Dept:** Office of Sustainability, CEDD, IT	**Status: Tier 2** Program in FY 21/22 – 22/23

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Goal 5.3. Enhance communication and collaboration with community members to improve transparency, build public trust and encourage shared decision-making.		

Performance Metrics:
 	
• **PM 5.3.1:** Frequency of external communications by Ward to bring information to residents (City Clerk)
    o Ward newsletters sent monthly; additional updates provided as needed
• **PM 5.3.2:** Percentage of residents who report they are satisfied with their ability to engage the City in a fair and transparent manner. (CMO)
    o Question will be added to next QOL survey		

Action 5.3.1. 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.	**Lead Dept:** CEDD	**Status: Tier 1** Currently underway/ ongoing
Action 5.3.2. 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.	**Lead Dept:** Finance, HR, Office of Sustainability, Mayor's Office	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.3.3. Provide more outward facing data and its importance through the open data portal or global dashboarding telling the story of City services and performance that constituents care about, such as public safety statistics, financial performance measures, and parks and recreation.	**Lead Dept:** Finance, IT	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.3.4. Redefine "public notices" and the City's policy on providing public notice of upcoming projects, policy proposals, meetings, etc.	**Lead Dept:** City Clerk, CMO	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.3.5. 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.	**Lead Dept:** Mayor's Office, CMO, City Council	**Status: Tier 2** Program in FY 21/22 – 22/23
Goal 5.4. Achieve and maintain financial health by addressing gaps between revenues and expenditures and aligning resources with strategic priorities to yield the greatest impact.		
Performance Metrics: • **PM 5.4.1:** Cost of City services per capita (Finance) o $3,621 per capita in FY 20/21		
Action 5.4.1. Implement and train city employees on priority-based budgeting and provide training to all employees on City Council strategic priorities and goals and develop a detailed understanding of how the employee's role provides critical support to these goals.	**Lead Dept:** CMO	**Status: Tier 1** Currently underway/ ongoing

Action 5.4.2. Implement a Corporate Partnership Program to help generate new revenues for city programs and services.	**Lead Dept:** CMO	**Status: Tier 1** Currently underway/ ongoing
Action 5.4.3. Complete comprehensive Citywide fee study to eliminate the one-off fee increases done throughout the year and align fees with appropriate benchmarks to ensure customers pay reasonable fees.	**Lead Dept:** Finance	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.4.4. Conduct Citywide inventory of all fees charged to ensure that fees for services are aligned with valid City services, including analysis of ongoing implementation and maintenance.	**Lead Dept:** Finance	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.4.5. Minimize City-utilized spaces to reduce liability of maintenance, unnecessary use of utilities, etc., to become a more efficient operator by restacking employee workspaces and reducing external sites beyond City Hall.	**Lead Dept:** General Services	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.4.6. Establish a return on investment test for any new initiative to eliminate duplicate systems and assess ongoing financial impacts prior to authorization to proceed on new systems.	**Lead Dept:** CMO, IT	**Status: Tier 2** Program in FY 21/22 – 22/23

Goal 5.5. Foster a culture of safety, well-being, resilience, sustainability, diversity, and inclusion across the city organization**.**

Performance Metrics:

- **PM 5.5.2:** Total recordable injury rate (TRIR) (number of recordable incidents per 100 full-time workers during a one-year period) (Human Resources)
  - 9.1 in 2019
  - Target = decrease to 8.0 in 2021
- **PM 5.5.3**: Days away, restricted or transferred (DART) due to employee injury (Human Resources)
  - 3.1 days
  - Target = decrease to 2.5 in 2021

Action 5.5.1. Assess and appropriately implement consolidation opportunities within the City organization to capture better synergies for implementing sustainable practices and implementing more efficient and effective provisions of public services.	**Lead Dept:** Office of Sustainability	**Status: Tier 1** Currently underway/ ongoing
Action 5.5.2. 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.	**Lead Dept:** CMO	**Status: Tier 2** Program in FY 21/22 – 22/23

Action 5.5.3. Develop plans and policies including onboarding training content that support values of diversity and inclusion.	**Lead Dept:** HR	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.5.4. Incorporate evaluation of employee compliance with diversity and inclusion policies and demonstration of these values in annual performance appraisals.	**Lead Dept:** HR	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.5.5. Develop a Diversity, Equity and Inclusion Strategic Planning Toolkit to outline responsibilities and set priorities toward creating and sustaining diversity, equity and inclusion	**Lead Dept:** HR, Office of Sustainability	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.5.6. Develop a sustainability policy that includes opportunities and resources that empower the community and encourage continuity and stability within the community to adjust and change with success	**Lead Dept:** Office of Sustainability	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.5.7. 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.	**Lead Dept:** CMO	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 5.5.8. Work with the City Council to evaluate and update the City's Mission and Core Values.	**Lead Dept:** CMO	**Status: Tier 2** Program in FY 21/22 – 22/23

Infrastructure, Mobility & Connectivity

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

Goal 6.1. Provide, expand and ensure equitable access to sustainable modes of transportation that connect people to opportunities such as employment, education, healthcare and community amenities.		

Performance Metrics:
• **PM 6.1.1:** Average citywide Walk Score, Bike Score and Transit Score (Public Works)
  ○ Walkability score = 42
    ▪ Target = increase to 50-69 "Somewhat Walkable by 2030
  ○ Transit score = 33
    ▪ Target = increase to 50-69 "Good Transit" by 2030 [4]
  ○ Bike score = 49
    ▪ Target = increase to 50-69 "Bikeable" by 2030		

Action 6.1.1. Implement first and last mile pedestrian & bicycle infrastructure, enhance transit stops, and upgrade traffic signals and striping to improve the quality, accessibility, and frequency of public transportation opportunities within the City.	**Lead Dept:** PW	**Status: Tier 1** Currently underway/ ongoing
Action 6.1.2. Through capital projects and new private developments, encourage low emission modes of transportation such as mass transit, micromobility, biking or walking/rolling.	**Lead Dept:** PW, RPU	**Status: Tier 1** Currently underway/ ongoing
Action 6.1.3. Plan for a network of shared, electric, connected and autonomous vehicles, including the charging, parking, and roadway infrastructure to support them.	**Lead Dept:** PW, RPU	**Status: Tier 3** Program in FY 23/24 – 24/25
Goal 6.2. Maintain, protect and improve assets and infrastructure within the City's built environment to ensure and enhance reliability, resiliency, sustainability and facilitate connectivity.		

Performance Metrics:
• **PM 6.2.1:** Pavement Condition Index (Public Works)
  ○ PCI = 61 in 2018
  ○ Target = increase PCI to 65 by 2027 [5]		

Action 6.2.1. Complete the vehicle GPS installations for a more efficient City asset (vehicular) management program.	**Lead Dept:** General Services	**Status: Tier 1** Currently underway/ ongoing
Action 6.2.2. Improve Riverside's Pavement Condition Index towards a score of 65 through implementation of the pavement management program and exploration of innovative and sustainable paving techniques and materials.	**Lead Dept:** PW	**Status: Tier 1** Currently underway/ ongoing
Action 6.2.3. Capture latitude/longitude data for critical City assets. Expand the GIS system to include additional city asset layers.	**Lead Dept:** IT, RPU, PW	**Status: Tier 1** Currently underway/ ongoing

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4   This is an aspirational goal since the City of Riverside is not the primary transit provider and does not have full control over the City's transit score.

5   Paving budget of $34.5 million annually required to achieve this target.

Action 6.2.4 Complete infrastructure improvements to the City's wastewater collection system and treatment facilities as identified within the Integrated Master Plan for Wastewater Collection and Treatment Facilities, constructing and rehabilitating facilities to meet population, flow, and organic loading projections.	**Lead Dept:** PW	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 6.2.5 Collaborate with Riverside County Flood Control to update master drainage plans within the City to align with projected development patterns and construct necessary stormwater infrastructure to reduce flooding risk, prioritizing the Northside Specific Plan area / University MDP. Continue regional collaborative efforts to reduce the potential discharge of trash and other pollutants from the storm drain system.	**Lead Dept:** PW, CEDD, RPU	**Status: Tier 2** Program in FY 21/22 – 22/23
Action 6.2.6 Establish a Seismic Safety Program that identifies vulnerabilities in the built environment to improve resiliency and response to natural disasters while protecting public safety and investment within the City.	**Lead Dept:** CEDD, GS, Fire	**Status: Tier 3** Program in FY 23/24 – 24/25
Action 6.2.7. Establish a technology replacement program to sustain datacenter, network, phone system, employee and public computers, software, enterprise applications and other technology infrastructures.	**Lead Dept:** IT	**Status: Tier 3** Program in FY 23/24 – 24/25

Goal 6.3. Identify and pursue new and unique funding opportunities to develop, operate, maintain and renew infrastructure and programs that meet the community's needs.

Performance Metrics:
- **PM 6.3.1**: Grant revenue received for fleet and infrastructure projects (General Services)
  - Fleet Infrastructure Grants
    - $383,610 received in 2019
    - Target = $300,000 in FY 2021

Action 6.3.1. Pursue public-private partnerships to fund innovative projects and programs that would provide public benefit.	**Lead Dept:** CEDD, RPU, PW, General Services	**Status: Tier 1** Currently underway/ ongoing
Action 6.3.2. Identify and pursue grant funding opportunities to focus on alternative fuels options.	**Lead Dept:** General Services, PW, RPU	**Status: Tier 1** Currently underway/ ongoing
Action 6.3.3. Develop City owned Hydrogen fuel production for transportation and distributive energy needs	**Lead Dept:** General Services, RPU	**Status: Tier 1** Currently underway/ ongoing
Action 6.3.4. Establish an IT internal service fund to allow for technology chargebacks to sustain the ongoing exponential growth in Citywide technology needs.	**Lead Dept:** IT, RPU	**Status: Tier 2** Program in FY 21/22 – 22/23

Action 6.3.5. Establish a mandatory return on investment test and long-term funding and staffing sustainability plan prior to funding or approving new projects, initiatives or purchases to insure long term fiscal stability. FINANCE (awaiting response)	**Lead Dept:** Finance	**Status: Tier 3** Program in FY 23/24 -24/25
Goal 6.4. Incorporate Smart City strategies into the planning and development of local infrastructure projects.		

Performance Metrics:
• **PM 6.4.1**: Number of projects initiated and successfully completed in the Innovation District (Public Works)
    o   3 projects implemented in Innovation District
    o Target = implement 3 new mobility projects over the next 5 years		

Action 6.4.1 Partner with community-based organizations and local institutions to create a distributed data collection network.	**Lead Dept:** PW, IT, RPU	**Status: Tier 1** Currently underway/ ongoing
Action 6.4.2 Develop mapping solutions to visualize community need and create consistent priority ranking systems for infrastructure planning.	**Lead Dept:** PW, CEDD, Marketing	**Status: Tier 1** Currently underway/ ongoing
Action 6.4.3 Complete the fiber loop project, which will provide redundancy, resilience, and efficiency for the City's network traffic.	**Lead Dept:** IT, RPU	**Status: Tier 1** Currently underway/ ongoing
Action 6.4.4 Connect new streetlights network installation for smart City initiatives.	**Lead Dept:** RPU	**Status: Tier 3** Program in FY 23/24 – 24/25
Action 6.4.5 Expand of the use of the Internet of Things (IoT) technology to better protect and track City assets.	**Lead Dept:** IT, General Services, Finance, CEDD, RPU	**Status: Tier 3** Program in FY 23/24 – 24/25
Action 6.4.6 Expand the testing and deployment of new technology along the City's Innovation Corridor to adopt technology that improves safety or facilitates transportation movement	**Lead Dept:** PW	**Status: Tier 3** Program in FY 23/24 – 24/25