Continue to implement Neighborhood Livability program.

Continue to support City departments to accomplish objectives.
CITY ATTORNEY
Updated Strategic Goals

Enhance the quality of life in the City through participation in the Community Livability program.

2 Performance Measures

Reduce outside counsel costs.

1 Performance Measures
### CITY ATTORNEY

**Performance Measures with Related Goals**

<table>
<thead>
<tr>
<th>Updated Strategic Goal</th>
<th>Performance Measure</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the quality of life in the City through participation in the Community Livability program.</td>
<td><strong>Percentage of distressed properties brought into receivership</strong></td>
<td>Maintain above 80% Annually</td>
</tr>
<tr>
<td></td>
<td><strong>Percentage of total medical marijuana dispensaries closed</strong></td>
<td>Maintain above 75% Annually</td>
</tr>
<tr>
<td>Reduce outside counsel costs.</td>
<td><strong>Actual dollars spent on outside legal costs</strong></td>
<td>Maintain below $2.5 million Annually</td>
</tr>
</tbody>
</table>
CITY CLERK
Original Riverside 2.0 Strategic Goals

Transfer board/commission legislative records to transparency portal.

Automate workflow for contracts/agreements with electronic signatures.

Automate board/commission application/appointment/administration process.

Showcase transparency initiatives to community organizations.

Centralize public records requests/launch tool on transparency portal.
CITY CLERK
Updated Strategic Goals

Achieve and maintain prompt responses across all City departments for routine public records requests.

1 Performance Measure

Grow and diversify board/commission applicant pool.

Continue incremental automation of contracts/agreements.

Automate board/commission application, appointment, and administration process.
<table>
<thead>
<tr>
<th>UPDATED STRATEGIC GOAL</th>
<th>PERFORMANCE MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve and maintain prompt responses across all City departments for routine public records requests.</td>
<td>Number of days to fulfill routine public records requests</td>
<td>Maintain below 6 days Quarterly</td>
</tr>
</tbody>
</table>
CITY MANAGER
Original Riverside 2.0 Strategic Goals

Implement a customer service initiative to instill a culture of helpfulness through all departments and employees.

Establish regular survey processes to 1) obtain feedback from residents, businesses and customers regarding City services and activities; 2) identify community needs and priorities; 3) inform the City’s economic development program on business opportunities and losses; and 4) understand the perspective of City employees.

Create a culture of continuous improvement and innovation in the workplace through regular process improvement activities, rewarding innovative practices and regular review of department operations on a triennial basis.
CITY MANAGER
Original Riverside 2.0 Strategic Goals

Undertake process improvement initiatives in the following areas: communication tools such as Gov Delivery; California Public Records Act responses; Entitlement processes; Claims process; Employee Recruitment and Selection; Permit Processing/One Stop Counter and Virtual Assistance; Virtual meetings.

Create economic development focus areas for process improvement, updated specific plans, and focused attraction/retention/expansion with Downtown, University and the Marketplace as the first phase.

Conduct feasibility reviews of proposed community facilities analyzing demand, location, design, cost estimates and financing alternatives, including grants and public-private partnerships to all the City Council to prioritize new projects.
CITY MANAGER
Original Riverside 2.0 Strategic Goals

Develop metrics to measure community and City progress; include community in identification of key measures, leverage academic resources in Riverside and evaluate measurement tools such as STAR communities and Seizing Our Destiny in the development process. Tie metrics to survey processes and publicize results.

Showcase Riverside as a desirable place to live, work and play through multiple channels in collaboration with key community stakeholders.

Strengthen internal and external communications with all audiences including residents, local businesses and media, with streamlined messaging and cross-departmental collaboration.
CITY MANAGER
Original Riverside 2.0 Strategic Goals

Create and implement message deck to ensure consistent messaging across all City departments to varying audiences.

Share key City messages through Social Media and engagement tools such as EngageRiverside.com and Nextdoor.

Implement citywide marketing calendar to strengthen and unify marketing efforts across the City.

Coordinate legislative and intergovernmental efforts with key local agencies, including but not limited to advocating for local control of Ontario Airport.
CITY MANAGER
Original Riverside 2.0 Strategic Goals

Open a new production studio to consolidate GTV staff & enhance capabilities.

Broaden variety and quality of GTV programming for diverse City audience.

Produce and Annual Report to include departmental accomplishments and progress on implementing the Strategic Plan.
CITY MANAGER
Updated Strategic Goals

Continue leading a Citywide customer service initiative that instills a culture of helpfulness throughout all departments and employees.

1 Performance Measure

Continue a biennial Quality of Life survey to obtain feedback from residents, businesses and customers regarding City services and activities, and community needs and priorities.

1 Citywide Vital Statistic
CITY MANAGER
Updated Strategic Goals

Continue facilitating a culture of continuous improvement and innovation in the workplace through regular process improvement activities, rewarding innovative practices and regular review of department operations on a triennial basis.

Conduct feasibility reviews of proposed community facilities analyzing demand, location, design, cost estimates and financing alternatives including grants and public-private partnerships.

Develop Performance Measures to assess and track effectiveness and quality of City programs and services; regularly publish results.
CITY MANAGER
Updated Strategic Goals

Strengthen external media communications with targeted outreach efforts to showcase the activities of the City.

Grow our audience by developing a range of content that reaches a diverse audience through a variety of mediums with a focus on social, web, and email marketing.

Maintain Citywide calendar to strengthen and unify marketing efforts across the City. Implement internal calendar option for highlighting initiatives from all departments.
CITY MANAGER
Updated Strategic Goals

Coordinate legislative and intergovernmental efforts with key local agencies.

Develop video content for RiversideTV that is uniquely Riverside.

Develop a Biennial Report of City-wide accomplishments and efforts that have been achieved during the preceding two years.

Establish an effective Grants Administration Program that provides tracking and management tools to City departments, elected officials and the public.
### CITY MANAGER Performance Measure with Related Goals

<table>
<thead>
<tr>
<th>UPDATED STRATEGIC GOAL</th>
<th>PERFORMANCE MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue leading a Citywide customer service initiative that instills a culture of helpfulness throughout all departments and employees.</td>
<td>Customer satisfaction with City Hall concierge services.</td>
<td>Maintain above 80% Quarterly</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CITYWIDE VITAL STATISTIC</th>
<th>Maintain above 95% Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average satisfaction with City services</td>
<td></td>
</tr>
</tbody>
</table>

Continue a biennial Quality of Life survey to obtain feedback from residents, businesses and customers regarding City services and activities, and community needs and priorities.
Achieve consistency in implementation of General Plan & Zoning Code.

Implement the Riverside Food Systems Alliance Food Policy to develop the local food & agricultural economy.

Reach housing element compliance.

Accomplish Successor Agency disposition.

Realize the Chicago Linden Neighborhood improvement.

Implement neighborhood-and district-based planning.
Annually review and implement Economic Development Action Plan to increase employment in the City and better connect jobs, housing, and mobility (including multiple modes such as pedestrian and bicycling facilities).

Coordinate with RTA, RCTC and City departments to develop and implement a comprehensive mass transit system plan that equitably serves the City.

Complete Phase 1 Implementation of Smart Code Specific Plan focused on Downtown, Marketplace, University Avenue and environs as applicable.

Develop and implement a plan with Caltrans, RCTC, RTA, City departments, and the community for a multi-modal transit center on Vine including bike share program and potential cross-91 pedestrian bridge and other pedestrian connections to Downtown.
Achieve consistency between General Plan land use designations and zoning map designations.

Develop the local food and agricultural economy.

Accomplish Successor Agency disposition.

Integrate neighborhood-based outreach.

Achieve housing element compliance.

Create a more resilient Riverside.
COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT
Updated Strategic Goals

Build and grow local partnerships to support tech and entrepreneurship, stimulate local investment, sustain vital infrastructure, tell the unique Riverside story and focus on a place-based economic development strategy.

1 Performance Measure

Promote and maintain a safe and desirable living and working environment.

1 Performance Measure

Reduce homelessness by providing an array of housing options and programs based on community needs.

1 Performance Measure
Enhance the customer service experience through Streamline Riverside initiatives including uniform plan check, expedited after-hours review, Development Review Committee, efficient software applications, and the One-Stop Shop.

2 Performance Measures
### COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

#### Performance Measures with Related Goals

<table>
<thead>
<tr>
<th>UPDATED STRATEGIC GOAL</th>
<th>PERFORMANCE MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build and grow local partnerships to support tech and entrepreneurship, stimulate local investment, sustain vital infrastructure, tell the unique Riverside story and focus on a place-based economic development strategy.</td>
<td><strong>Number of businesses assisted through site selections, permitting assistance, resource referrals and research.</strong></td>
<td>Increase above 68 Businesses Quarterly</td>
</tr>
<tr>
<td>Promote and maintain a safe and desirable living and working environment.</td>
<td><strong>Percentage of Code Enforcement complaints responded to within 5 days.</strong></td>
<td>Increase above 90% Quarterly</td>
</tr>
<tr>
<td>UPDATED STRATEGIC GOAL</td>
<td>PERFORMANCE MEASURE</td>
<td>TARGET</td>
</tr>
<tr>
<td>------------------------</td>
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<td>--------</td>
</tr>
<tr>
<td>Reduce homelessness by providing an array of housing options and programs based on community needs.</td>
<td><strong>Number of homeless people placed in a housing program.</strong></td>
<td>Increase above 60 people Annually</td>
</tr>
</tbody>
</table>

Enhance the customer service experience through Streamline Riverside initiatives including uniform plan check, expedited after-hours review, Development Review Committee, efficient software applications, and the One-Stop Shop.

<table>
<thead>
<tr>
<th></th>
<th>Performance Measure</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Percentage of standard plan checks completed on-time by all participating One-Stop Shop departments/divisions.</strong></td>
<td>Increase above 90% Quarterly</td>
</tr>
<tr>
<td></td>
<td><strong>Average customer satisfaction rating with Department services.</strong></td>
<td>Maintain above 80% Quarterly</td>
</tr>
</tbody>
</table>
FINANCE DEPARTMENT
Original Riverside 2.0 Strategic Goals

Transition Risk Management administration in-house.

Refine Fund Balance policy to effectively manage GF Reserve level.

Develop an "Extreme Customer Service" initiative.

Develop a comprehensive vehicle & equipment replacement plan.

In consultation with the City Manager’s Office, develop a Grants Administration program that assists departments in identifying grant opportunities and enhances department grant compliance.

Raise awareness of the City’s financial condition, including financial planning tools utilized, status of revenues, expenses, pensions, rates and fees, and the like, through regular workshops and other tools as appropriate.

Establish a Contract Management process that monitors financial limits in conjunction with the Accounts Payable process.
FINANCE DEPARTMENT
Updated Strategic Goals

Streamline processes to improve customer service and operational efficiency in risk management.

Implement an effective and efficient contract management process applicable to all City procurement contracts and agreements.

Ensure effective management of the City’s investment portfolio with a goal of increasing returns on investment.

1 Performance Measure

Project, monitor and manage the City’s major revenues and expenditures, and provide financial indicators in order to present a comprehensive view of the City’s financial health.

8 Citywide Vital Statistics

Streamline Finance business processes to maximize revenue, realize cost savings and improve customer service.

Ensure a reliable Financial System

Transform Business Tax Administration to enhance customer service and improve compliance through proactive and business-friendly practices.

1 Performance Measure
**Finance Department**

Citywide Vital Statistics with Related Goals

Project, monitor and manage the City’s major revenues and expenditures and provide financial indicators in order to present a comprehensive view of the City’s financial health.

<table>
<thead>
<tr>
<th>CITYWIDE VITAL STATISTICS</th>
<th>TARGET</th>
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<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund reserve level</td>
<td>Maintain above 15% Annually</td>
<td>General Fund pension cost percent of total budget</td>
<td>Maintain below 20% Annually</td>
</tr>
<tr>
<td>Difference between year-end actual General Fund expenditures and approved biennial budgeted expenditures</td>
<td>Maintain below 2% Annually</td>
<td>General Fund pension cost per capita</td>
<td>Maintain below $150 Annually</td>
</tr>
<tr>
<td>Difference between year-end actual General Fund revenues and approved biennial budgeted revenues</td>
<td>Maintain below 2% Annually</td>
<td>Enterprise Funds’ pension cost per customer</td>
<td>Maintain below $60 Annually</td>
</tr>
</tbody>
</table>
## Finance Department

### Citywide Vital Statistics with Related Goals

Project, monitor and manage the City’s major revenues and expenditures and provide financial indicators in order to present a comprehensive view of the City’s financial health.

<table>
<thead>
<tr>
<th>CITYWIDE VITAL STATISTICS</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Outstanding Debt per capita</td>
<td>Maintain below $1,250 annually</td>
</tr>
<tr>
<td>Enterprise Funds’ Outstanding Debt per customer</td>
<td>Maintain below $4,500 annually</td>
</tr>
<tr>
<td>UPDATED STRATEGIC GOAL</td>
<td>PERFORMANCE MEASURE</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Transform Business Tax Administration to enhance customer service and improve compliance through proactive and business-friendly practices.</td>
<td>Percent of businesses paying business license tax on or before the expiration date</td>
</tr>
<tr>
<td>Ensure effective management of the City’s investment portfolio with a goal of increasing returns on investment.</td>
<td>Annual investment rate of return</td>
</tr>
</tbody>
</table>
Original Riverside 2.0 Strategic Goals

Implement Strategic Plan/ Standards of Cover

Evaluate EMS Reporting System/ Mobile Data Computers (Technology)

Implement the Fire Department Accreditation process

Evaluate the EMS Service delivery system

Implement Computer Aided Dispatch (CAD)/ Records Management Systems
FIRE DEPARTMENT
Updated Strategic Goals

Implement Strategic Plan/ Standards of Cover

Evaluate EMS Reporting System/ Mobile Data Computers (Technology)

Implement the Fire Department Accreditation process

Evaluate the EMS Service delivery system
FIRE DEPARTMENT
Updated Strategic Goals

Implement a comprehensive fireworks education and enforcement campaign.

Ensure Fire Inspections completed as planned.
1 Performance Measure

Implement Vehicle Replacement Program.
1 Performance Measure

Fire Department Emergency Response times
1 Performance Measure
<table>
<thead>
<tr>
<th>UPDATED STRATEGIC GOAL</th>
<th>PERFORMANCE MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure Fire Inspections completed as planned.</td>
<td>Percent of fire inspections completed</td>
<td>Equals 100% Annually</td>
</tr>
<tr>
<td>Implement Vehicle Replacement Program.</td>
<td>Percent of vehicle fleet that meets the National Standard</td>
<td>Equals 100% Quarterly</td>
</tr>
<tr>
<td>Fire Department Emergency Response times</td>
<td>Percentage of emergency calls responded to within 8 minutes</td>
<td>Equals 90% Annually</td>
</tr>
</tbody>
</table>

RiversideCA.gov
Continue to expand alternative fuel infrastructure to promote clean air.

Implement energy efficient upgrades at facilities city-wide.

Seek economic development opportunity for west side development of airport.

Expand hangar complex at Fixed Based Operator at airport.
Seek opportunities to become more cost effective and efficient in the delivery of departmental services.

Facilitate capital improvement projects and facility maintenance city-wide.

Expand electric vehicle charging infrastructure and EV vehicles in the fleet.

Maximize leasing opportunities at city-owned facilities and airport.
GENERAL SERVICES DEPARTMENT
Updated Strategic Goals

Expand city's alternative fuel infrastructure to promote clean air.
1 Performance Measure

Improve cost effectiveness and efficiency in the delivery of departmental services.
1 Performance Measure

Implement a citywide facility maintenance, repair and construction program to maximize occupant safety and optimize facility condition.
1 Performance Measure
Become a general aviation airport destination for pilots and corporate tenants.

1 Performance Measure

Implement and maintain exceptional customer service.

1 Performance Measure
### GENERAL SERVICES DEPARTMENT

**Performance Measures with Related Goals**

<table>
<thead>
<tr>
<th>UPDATED STRATEGIC GOAL</th>
<th>PERFORMANCE MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand city's alternative fuel infrastructure to promote clean air.</td>
<td>Annual increase in number of electric vehicle charging stations for City vehicles</td>
<td>Increase by 1 unit Annually</td>
</tr>
<tr>
<td>Improve cost effectiveness and efficiency in the delivery of departmental services.</td>
<td>Percentage reduction in vehicle maintenance costs</td>
<td>Decrease by 2% Annually</td>
</tr>
<tr>
<td>Implement a citywide facility maintenance, repair and construction program to maximize occupant safety and optimize facility condition.</td>
<td>Percentage of work orders that are preventive maintenance in nature</td>
<td>Maintain above 40% Quarterly</td>
</tr>
<tr>
<td>UPDATED STRATEGIC GOAL</td>
<td>PERFORMANCE MEASURE</td>
<td>TARGET</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Become a general aviation airport destination for pilots and corporate tenants.</td>
<td>Annual percentage increase in airport revenue</td>
<td>Increase by 1% Annually</td>
</tr>
<tr>
<td>Implement and maintain exceptional customer service.</td>
<td>Percentage of internal City customers ranking services above average</td>
<td>Maintain above 95% Annually</td>
</tr>
</tbody>
</table>
HUMAN RESOURCES DEPARTMENT
Original Riverside 2.0 Strategic Goals

Talent Management/Succession Planning/Workforce Development

Improve Recruitment & Selection/Hiring Process.

Collaboration with Finance & Leadership on HR Decisions

Team Building (Retreats/Training/Morale) with Employee Organizations

Technology Growth & Improvement

Develop a plan to conduct classification studies, including salary review, for all positions.
HUMAN RESOURCES DEPARTMENT
Updated Strategic Goals

In collaboration with all city departments, develop an effective citywide succession plan.

Create an effective framework for talent management that incorporates key human resources policies, programs and processes.

Enhance employee recruitment and selection.

Design and develop an innovative and collaborative training program.

Design and implement initiatives to enhance and maintain high job satisfaction among city employees.
<table>
<thead>
<tr>
<th>UPDATED STRATEGIC GOAL</th>
<th>CITYWIDE VITAL STATISTIC</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance employee recruitment and selection.</td>
<td>Average time to fill civilian vacant positions.</td>
<td>Maintain below 95 days Annually</td>
</tr>
<tr>
<td></td>
<td>Number of critical classifications for which eligible lists are available.</td>
<td>Maintain above 15 Annually</td>
</tr>
<tr>
<td>Design and develop an innovative and collaborative training program.</td>
<td>Percentage of employees satisfied or very satisfied with Citywide training program services.</td>
<td>Maintain above 90% Annually</td>
</tr>
<tr>
<td>Design and implement initiatives to enhance and maintain high job satisfaction among city employees.</td>
<td>Percentage of employees satisfied or very satisfied with their jobs.</td>
<td>Maintain above 90% Annually</td>
</tr>
</tbody>
</table>
INNOVATION and TECHNOLOGY DEPARTMENT
Original Riverside 2.0 Strategic Goals

Improve cybersecurity defenses to protect Citywide infrastructure.

Create a Citywide Comprehensive Continuity of Operations Plan.

Modernize the City's Geographic Information Systems (GIS).

Advocate for residents/businesses to attain faster Internet access options.

Expand EngageRiverside.com with new features, such as Open Data Sets and Dashboards.
INNOVATION and TECHNOLOGY DEPARTMENT
Updated Strategic Goals

Improve cybersecurity defenses to protect Citywide infrastructure.

Create a Citywide Comprehensive Continuity of Operations Plan.

Modernize Citywide information systems and infrastructure to improve efficiency and security

Expand Government transparency efforts through technology and innovation.

Provide excellent customer service to internal City technology users.

2 Performance Measures
**INNOVATION and TECHNOLOGY DEPARTMENT**

**Performance Measure with Related Goals**

<table>
<thead>
<tr>
<th>UPDATED STRATEGIC GOAL</th>
<th>PERFORMANCE MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide excellent customer service to internal City technology users.</td>
<td>Satisfaction surveys sent upon Service Request closure - average percentage of excellent ratings for overall satisfaction question</td>
<td>Maintain above 90%</td>
</tr>
<tr>
<td></td>
<td>Annual satisfaction survey - average percentage of extremely satisfied ratings for overall customer satisfaction question</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase by 10%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Annually</td>
</tr>
</tbody>
</table>
Complete Main Library Rehabilitation Project

Implement Asset Based Community Development Service Delivery Initiative

Open Veterans Resource Center at Arlanza Library

Open Library Makerspace

Complete and Implement Library Department Strategic Plan
LIBRARY
Updated Strategic Goals

Implement and maintain superior customer service at all library locations.
1 Performance Measure

Increase customers’ digital literacy levels.
1 Performance Measure

Increase summer reading program participant outcomes.
1 Performance Measure
<table>
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<tr>
<th>UPDATED STRATEGIC GOAL</th>
<th>PERFORMANCE MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement and maintain superior customer service at all library locations.</td>
<td>Percentage of customers ranking services above average.</td>
<td>Maintain above 80% Quarterly</td>
</tr>
<tr>
<td>Increase customers’ digital literacy levels.</td>
<td>Percentage of customers noting an increase in knowledge of and confidence in using digital resources.</td>
<td>Maintain above 80% Quarterly</td>
</tr>
<tr>
<td>Increase summer reading program participant outcomes.</td>
<td>Percentage of participants noting an increase in reading for pleasure.</td>
<td>Maintain above 80% Quarterly</td>
</tr>
</tbody>
</table>
Increase revenue generation from FOX PERFORMING ARTS CENTER and RIVERSIDE MUNICIPAL AUDITORIUM.

5 Performance Measures
<table>
<thead>
<tr>
<th>PERFORMANCE MEASURE</th>
<th>TARGET</th>
<th>PERFORMANCE MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of annual Broadway shows produced.</td>
<td>Maintain above 4 shows Annually</td>
<td>Number of culturally diverse programs offered at the FOX and Riverside Municipal Auditorium.</td>
<td>Maintain above 15 programs Annually</td>
</tr>
<tr>
<td>Number of shows promoted in 17/18 at the FOX.</td>
<td>Equals 80 shows Annually</td>
<td>Number of events promoted in 17/18 at the Riverside Municipal Auditorium.</td>
<td>Equals 70 events Annually</td>
</tr>
<tr>
<td>Number of family/children’s programming presented at the FOX and Riverside Municipal Auditorium.</td>
<td>Maintain above 9 shows Annually</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
MUSEUM
Original Riverside 2.0 Strategic Goals

Implement an updated Riverside Arts Plan including enhancing partnerships with City Departments, educational institutions, Native Nations, arts community, artists and business (local and regional) and elevating arts & culture for and in the community.

Identify, develop and implement feedback tools for customer service and program planning purposes.

Provide public access to Museum collection through ARGUS.NET

Relocate Museum Archives to consolidate with Library, City Clerk and Public Utilities to enhance public access and provide additional exhibit potential.
MUSEUM
Original Riverside 2.0 Strategic Goals

Develop museum membership program whereby individuals and organizations can support and engage with Museum.

Enhance stewardship of historic sites through annual maintenance and project plans.

Enhance Festival of Lights.

Complete Museum Department accreditation process.

Increase revenue generation from FOX Performing Arts Center & Riverside Municipal Auditorium.
MUSEUM
Updated Strategic Goals

Upgrade to ARGUS.NET

Consolidation of City historical archives

Museum membership program

Create annual maintenance and project plans.

Festival of Lights enhancement

Secure re-accreditation.

Expand and enhance strategic partnerships.

1 Performance Measure
MUSEUM

Performance Measures with Related Goals

UPDATED STRATEGIC GOAL	PERFORMANCE MEASURE	TARGET

Expand and enhance strategic partnerships.

Number of strategic partners in museum field and school districts

Maintain above 10 partners Annually
Reduce deferred maintenance liability.

Update Park Master Plan and recreation needs assessment.

Enhance the operations of Riverside Arts Academy.

Build, open and fund the Arlington Youth Innovation Center.

Identify and implement park and facility Asset Maintenance software system.
Increase stewardship of natural resources.

Advance health and wellness initiatives.

Formalize a Professional Development and Retention Program.

Expand Programming and Services at Fairmount Park.
Consistently deliver outstanding customer service and value.
1 Performance Measure

Provide a variety of recreation and community services programs and events that are in high demand.
1 Performance Measure

Prolong the life and usefulness of facilities through timely completion of maintenance and repair work.

Preserve, expand and reclaim park property for public use and benefit.

Provide a world-class park and recreation system that is nationally ranked and recognized.
1 Performance Measure
### Performance Measures and Related Goals

**UPDATED STRATEGIC GOAL**

<table>
<thead>
<tr>
<th>Consistently deliver outstanding customer service and value.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERFORMANCE MEASURE</strong></td>
</tr>
<tr>
<td>Percent of customer responses with rating for overall customer service.</td>
</tr>
<tr>
<td><strong>TARGET</strong></td>
</tr>
<tr>
<td>Equals 80% Quarterly</td>
</tr>
</tbody>
</table>

| Provide a variety of recreation and community services programs and events that are in high demand. |
|                                                                                                   |
| **PERFORMANCE MEASURE**                                    |
| Class or program offerings fill rate.                                                                 |
| **TARGET**                                                  |
| Equals 80% Quarterly                                       |
### Performance Measures and Related Goals

<table>
<thead>
<tr>
<th>UPDATED STRATEGIC GOAL</th>
<th>PERFORMANCE MEASURE</th>
<th>TARGET</th>
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</thead>
<tbody>
<tr>
<td>Provide a world-class park and recreation system that is nationally ranked and recognized.</td>
<td>Trust for Public Land (TPL) ParkScore ranking</td>
<td>Maintain above 58 Annually</td>
</tr>
</tbody>
</table>
Original Riverside 2.0 Strategic Goals

Replace the existing communications/dispatch system.

Find location and funding for replacement for police headquarters.

Implement a body camera program.

Complete and publish a new 5-Year Strategic Plan.
POLICE DEPARTMENT
Updated Strategic Goals

Find location, funding and build replacement Police Headquarters.

Implement a body camera program.

Complete and publish a new 5-year strategic plan.

Adopt best practices to combat crime and improve community livability.

Enhance customer service.

Ensure the development of future leaders.
Increase service to youth.
1 Performance Measure

Increase staffing level for sworn personnel.
2 Performance Measures
<table>
<thead>
<tr>
<th>UPDATED STRATEGIC GOAL</th>
<th>PERFORMANCE MEASURE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase service to youth.</td>
<td>Annual youth participation in department related programs.</td>
<td>Increase by 5% Quarterly</td>
</tr>
<tr>
<td>Increase staffing level for sworn personnel.</td>
<td>Number of additional net positions added to sworn force.</td>
<td>Increase by 60 officers Annually</td>
</tr>
<tr>
<td></td>
<td>Reduction in response times for in-progress serious incidents.</td>
<td>Maintain below 9 minutes Quarterly</td>
</tr>
</tbody>
</table>
PUBLIC UTILITIES DEPARTMENT
Original Riverside 2.0 Strategic Goals

Implement Workforce Development
Implement Long Range Space Plan
Implement Renewable Portfolio Standard Power Implementation Plan
Implement Integrated Power Resources Plan
Design and Construct Riverside Transmission Reliability Project
Implement Water Infrastructure Plan & Roadmap
Implement Electric Infrastructure Plan & Roadmap
Original Riverside 2.0 Strategic Goals

Design and Construct Recycled Water Plan

Implement Integrated Water Management Plan

Implement Conservation/Efficiency Plan

Implement Strategic Technology Plan

Implement Fiber Business Plan

Implement Ten Year Financial Pro Forma
Renew, replace and modernize utility infrastructure to ensure reliability and resiliency.

Keep water and electricity prices affordable and comply with fiscal policy.

1 Citywide Vital Statistic

Meet internal sustainability goals and external compliance targets related to efficient use of resources.

1 Performance Measure
PUBLIC UTILITIES DEPARTMENT
Updated Strategic Goals

Provide world-class customer-centered service.

2 Performance Measures

Achieve excellence and continuous improvement in all aspects of operations.

Attain a high level of employee performance, safety and engagement.

1 Performance Measure
PUBLIC UTILITIES DEPARTMENT
Citywide Vital Statistic with Related Goal

UPDATED STRATEGIC GOAL | CITYWIDE VITAL STATISTIC | TARGET

Keep water and electricity prices affordable and comply with fiscal policy.

Utility Bond Credit Rating

Maintain AAA Annually
<table>
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<tr>
<td>Meet internal sustainability goals and external compliance targets related to efficient use of resources.</td>
<td>Percent of renewable energy sources in our power portfolio.</td>
<td>Equals 27% Annually</td>
</tr>
<tr>
<td>Provide world-class customer-centered service.</td>
<td>Average duration of an electric outage.</td>
<td>Maintain below 50 minutes Quarterly</td>
</tr>
<tr>
<td></td>
<td>Overall customer satisfaction rating.</td>
<td>Maintain above 90% Annually</td>
</tr>
<tr>
<td>Attain a high level of employee performance, safety and engagement.</td>
<td>OSHA incident rate per 100 FTEs</td>
<td>Decrease by 20% Annually</td>
</tr>
</tbody>
</table>
PUBLIC WORKS DEPARTMENT
Original Riverside 2.0 Strategic Goals

Work with Riverside Public Utilities on recycled water and green power generation.

Improve refuse service (i.e., reduce complaints regarding cans, manual routes).

Adopt a complete streets policy and continue implementation of walkability, bicycling, accessibility and congestion relief on the transportation system.

Purchase the first vacuum sweeper for improved street sweeping performance.

Continue enhanced pavement maintenance program.
PUBLIC WORKS DEPARTMENT
Updated Strategic Goals

Invest in the sustainability of Riverside’s urban forest by improving the grid trimming cycle.
1 Performance Measure

Promote best practices, increase diversion and enhance customer service for refuse program.
1 Performance Measure

Improve mobility within the City to promote efforts that support walkability, bicycling, accessibility and congestion relief on the transportation system.

Increase the City’s Pavement Condition Index (PCI) through effective implementation of the new Pavement Management Program.
2 Performance Measures
Research opportunities that support development of recycled water and green power generation.

Implement enhancements to the public parking program based on the Public Parking Strategy findings over the next two years.

Continue focusing on providing high quality customer service by providing an initial response to all customers within one business day and achieving an average service request closure rate of less than five business days (except street trees).

1 Performance Measure
PUBLIC WORKS DEPARTMENT
Updated Strategic Goals

Work with Riverside Public Utilities on recycled water and green power generation.

Improve refuse service (i.e., reduce complaints regarding cans, manual routes).

Continue implementation of walkability, bicycling, accessibility and congestion relief on the transportation system.

Continue enhanced pavement maintenance program.
**PUBLIC WORKS DEPARTMENT**

**Performance Measures with Related Goals**

<table>
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<tr>
<td>Invest in the sustainability of Riverside’s urban forest by improving the grid trimming cycle.</td>
<td>Percent of street <em>tree service requests</em> completed within 60 days.</td>
<td>Maintain above 90% Quarterly</td>
</tr>
<tr>
<td>Promote best practices, increase diversion and enhance customer service for refuse program.</td>
<td><em>Decrease</em> of solid waste tonnage disposed per capita.</td>
<td>Decrease by 2% Annually</td>
</tr>
</tbody>
</table>
**Public Works Department**

**Performance Measures with Related Goals**

<table>
<thead>
<tr>
<th>Updated Strategic Goal</th>
<th>Performance Measure</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue focusing on providing high quality customer service by providing an initial</td>
<td>Percentage of customer concerns closed within five business days (except street</td>
<td>Maintain above 90% Quarterly</td>
</tr>
<tr>
<td>response to all customers within one business day (achieving an average rate of</td>
<td>trees).</td>
<td></td>
</tr>
<tr>
<td>less than five business days).</td>
<td>Annual increase of PCI</td>
<td></td>
</tr>
</tbody>
</table>

Increase the City’s Pavement Condition Index (PCI) through effective implementation of the new Pavement Management Program.

Percent of potholes filled within one business day from receipt of notification.

Maintain above 95%
Quarterly

Increase by 1 point
Annually
RAINCROSS HOSPITALITY GROUP
Strategic Goals

Implement and maintain exceptional customer service at Riverside Convention Center.
1 Performance Measure

Exceed annual budgeted operating revenue for Convention Center.
1 Performance Measure

Increase economic impact from Convention Center operations.
1 Performance Measure

Increase economic impact from Riverside Convention and Visitor’s Bureau (RCVB) operations.
1 Performance Measure
<table>
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<tr>
<td>Implement and maintain exceptional customer service at Riverside Convention Center.</td>
<td>Percentage of customers rating Convention Center above average</td>
<td>Maintain above 90% Annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maintain above $5.8 million Annually</td>
</tr>
<tr>
<td></td>
<td>Actual revenue generated</td>
<td></td>
</tr>
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<td>UPDATED STRATEGIC GOAL</td>
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<td>TARGET</td>
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<td>-------------------------------------------------------------</td>
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<tr>
<td>Increase economic impact from Convention Center operations.</td>
<td><strong>Value of economic impact</strong></td>
<td>Maintain above $10.8 million Annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase economic impact from Riverside Convention &amp; Visitor’s Bureau (RCVB) operations.</td>
<td><strong>Number of booked hotel room nights from RCVB operations.</strong></td>
<td>Maintain above 23,500 nights Annually</td>
</tr>
</tbody>
</table>