



**REQUEST FOR PROPOSAL TO PREPARE  
A COMPREHENSIVE GENERAL PLAN UPDATE AND  
ENVIRONMENTAL IMPACT REPORT**

RFP # 2018- 007

City of Moreno Valley

Community Development Department/Planning Division

Issue Date:

June 28, 2019

Deadline for Submissions:

July 30, 2019

## **A. Introduction**

The City of Moreno Valley invites qualified firms to respond to this Request for Proposal (RFP) for the City's comprehensive General Plan Update. The City is seeking a professional team to assist with the preparation of a comprehensive revision to the City's General Plan and preparation of an associated Environmental Impact Report. The update of the General Plan will consist of a comprehensive update of the seven (7) state mandatory elements, including the Housing Element, which was most recently updated in 2014, and a new Environmental Justice Element. In addition, a new optional Economic Development Element will be added. The General Plan update is intended to present a vision and consider steps that can be taken to move towards that vision over the next twenty (20) year period. The following, extracted from *Western City* magazine, presents the objective well. "A General Plan is more likely to withstand pressure to change when it has been updated in a comprehensive way with public input and all the necessary environmental documents have been completed. Such a plan can work well for residents and community activists because they know what they want and have agreed to in terms of their collective vision for the future. When the public is engaged in the planning process and the updated General Plan reflects that, a win-win situation ensues. Not only does the community have a clear picture of its priorities, but developers also benefit from the certainty that community members are essentially on the same page. A solid, updated General Plan also helps entrepreneurs and business people better understand what the community wants. And when the baseline environmental work has been completed as part of the update process, projects consistent with local plans are likely to enjoy broader community support."

## **B. Community Context**

The City of Moreno Valley is located in northwestern Riverside County, approximately 52 miles east of downtown Los Angeles and 42 miles west of Palm Springs. Moreno Valley sits closest to the counties of San Bernardino, Orange and San Diego. The closest county to Riverside County and the City of Moreno Valley is San Bernardino County, which is located just north of the City limits. The City lies adjacent to State Route 60 and Interstate 215, as shown in the City's Vicinity Map attached hereto as Attachment "C", and was incorporated on December 3, 1984 as a general law city.

Moreno Valley is characterized by a beautiful valley surrounded by mountains and hills on three sides. The city limits are bound to the north by the Box Springs Mountains. The gullied hills of the Badlands lie to the east. The mountains of the Lake Perris Recreation Area, the floodplain of Mystic Lake, the San Jacinto Wildlife Area and the City of Perris are all located to the south. Gently sloping terrain lies west of the city limits within March Air Reserve Base, the City of Riverside and the County of Riverside.

Historically speaking, early settlers traveled through the area from northern Mexico to various mission settlements along the trail charted by Juan Bautista de Anza in 1774. The Moreno Valley area began to develop in the late 1880s with the establishment of the Alessandro and Moreno settlements. The Alessandro settlement was located within the limits of present-day March Air Reserve Base. The community of Moreno was built around the intersections of Redlands Boulevard and Alessandro Boulevard. Expansion of the March Air Force Base in the 1940's generated growth, and new development occurred in areas that became the

communities of Edgemont and Sunnymead in the southwestern and central portions of the valley and Moreno in the southeastern end of the valley.

From the 1960s through the 1980s, suburban development spread eastward from the Los Angeles basin and Orange County, stimulating local housing and population growth. The population between these three communities grew from 13,291 residents in 1960 to 28,139 residents in 1980. The City of Moreno Valley was incorporated on December 3, 1984 and thereafter the population soared, reaching 118,779 in 1990. For part of that period, Moreno Valley was the fastest growing city in Riverside County.

In the past two decades, retail growth, and more recently industrial logistics warehouse growth, has gained momentum. For example, in August of 2015, the City Council approved a new Specific Plan for the eastern portions of the City known as the World Logistics Center (WLC) Specific Plan. This new Specific Plan calls for a 40.6 million square foot warehouse and logistics complex covering 2,610 acres in the far southern and eastern portions of the City.

Moreno Valley is typical of other suburban communities with a diverse mix and distribution of land uses including residential, office, commercial, industrial, mixed-use, public and open space zoning districts as shown on the City's Land Use Map attached hereto as Attachment "D," and the City's Zoning Map attached hereto as Attachment "E." Commercial districts predominantly occur along major transportation corridors, and industrial districts generally are located in the south and southwestern portions of the City which is considerate of land use restrictions in that area of the City associated with proximity to the March Air Reserve military base. With the WLC Specific Plan approved in the eastern portion of the City, opportunity to continue to meet industrial land use market demands into the future will be possible. There are eleven (11) separate Specific Plans approved within the City which set forth distinct land use, infrastructure, zoning, and development standards for each area. These specific plans cover approximately 35% of the City's approximately 52 square mile area. Many of the Specific Plans are older documents and warrant careful consideration as part of this comprehensive update of the General Plan. The balance of the City relies on the zoning and development standards set forth in Title 9 of the City Municipal Code. Moreno Valley offers a mix of housing types. Single-family homes make up about 75 percent of the housing stock and the multi-family share is about 25 percent. Moreno Valley is the second largest city in Riverside County, with a current population of approximately 208,000.

Recent census based data illustrate the City's diverse demographic makeup. The largest segments of the population includes an approximately 60% Hispanic population in Moreno Valley as compared to 45% in Riverside County, and an African American population of approximately 16% in Moreno Valley compared to approximately 7% in Riverside County.

The senior population has shown consistent growth over the past several years: the share of the population age 65 years and above is approximately 9%.

Moreno Valley has a reputation as a residential or “bedroom” community; this is reflected in the City’s job/housing balance, which reveals that housing outweighs available jobs in the City, as it has since the City was incorporated. The number of industrial and retail jobs in the City is still not comparable to the number of housing units approved. Compared to the size of its population, the City has a relatively small employment base. The top ten employers in the City of Moreno Valley include:

1. Amazon
2. Riverside University Health System Medical Center
3. Moreno Valley Unified School District
4. Ross Dress for Less/DD’s Discounts
5. Moreno Valley Mall
6. Kaiser Permanente Community Hospital
7. Harbor Freight Tools
8. Val Verde Unified School District
9. United Natural Foods, Inc.
10. Procter and Gamble Distribution Center

Moreno Valley is working hard to attract new businesses and to provide a more robust array of employment opportunities for local residents that can promote a more balanced jobs/housing ratio. This topic will be a primary consideration of this General Plan update.

## **C. Background**

The City adopted its first General Plan in 1988. The General Plan was comprehensively amended and updated on July 11, 2006. The current General Plan recognizes the community’s diverse population, distinct residential neighborhoods, regional commercial activities, industrial potential and recreational amenities.

The current General Plan is organized as follows:

- Circulation Element (2006)
- Community Development Element (2006)
- Conservation Element (2006)
- Housing Element (2014)
- Parks, Recreation and Open Space Element (2006)
- Safety/Noise Element (2006)

The existing General Plan, as is typical with most city General Plans, focuses on preservation of open space and natural resources, reduction of traffic impacts, promotion of viable commercial, retail, manufacturing and industrial business activities, provision of a wide variety of attractive and well-maintained housing choices, and creation of a positive community environment that offers recreational, entertainment and other quality of life opportunities. In preparation for this comprehensive General Plan update, a working group of representatives from each City Department was assembled to conduct a complete

assessment of the status and/or continued applicability of each current goal and objective set forth in the current General Plan and to provide recommendations for inclusion in the scope of work for this effort.

The internal staff assessment found that in the time since the adoption of the 2006 General Plan, many of the General Plan’s goals and objectives are in need of attention based on changed and changing local and regional activities. Over the past thirteen years Moreno Valley has grown and matured. Planning concepts considered novel in the 1990s and carried through in the 2006 update have become mainstream trends in Southern California and across the nation. Once-abstract principles of sustainability, adaptation, and climate change are now part of local, regional and national vocabulary, environmental regulations and policymaking. With changing trends in demographics, technology, active living, e-commerce, and workforce, Moreno Valley must reexamine its General Plan goals and objectives and validate or adjust its compass as necessary. This comprehensive update of the City’s General Plan will complement the City’s adopted Strategic Plan (*Momentum MoVal August 2016, attached hereto as Attachment “F”*) and will serve as a foundation for periodic updates to that Strategic Plan during the next 20 years.

**D. Desired List of General Plan Update Topics**

The following list of General Plan topics focus on the physical, economic and quality of life social factors that will maintain and enhance the community’s fabric and character as it strives to be the most desirable city for homes, work, and play in the Inland Empire. Topics are based upon objectives outlined in the City’s Strategic Plan, professional recommendations of the General Plan Working Group, and in consideration of project budget. As the General Plan is a community based vision, the list is subject to change and will be validated through the public outreach, stakeholder coordination, and direction from the City Council during the course of this effort. The full list of interests is presented here for full background and consideration by each proposer. The City looks forward to reviewing the unique approaches presented that demonstrate how all or most of the interests will be met within the budget and schedule targets.

**Items of Interest**

- Prepare a new Economic Development Element as identified under Initiative 1.9.2 of the Momentum MoVal Strategic Plan.
- Include an Environmental Justice Element consistent with the requirements set forth in Senate Bill 1000 (SB 1000).
- Evaluate and validate the viability of up to three potential distinct town center areas as identified under Initiative 1.5.2 of the Momentum MoVal Strategic Plan. Each Element of the General Plan must include coordinated and complementary goals and objectives to achieve the final selected vision.
- Establish a consistency determination from the Riverside County Airport Land Use Commission between the March Air Reserve Base Airport Land Use Compatibility Plan and the City General Plan consistent with State law.

- Incorporate Senate Bill 743 (SB743) requirements Vehicle Miles Traveled (VMT) into the Circulation Element to modify the metric for traffic impact measurement from Level of Service (LOS) to VMT consideration.
- Incorporate Senate Bill 379 (SB 379) requirements into the Safety Element to address flood hazards, wildfire hazards, hazard mitigation, climate adaptation and resiliency.
- Incorporate Senate Bill 1241 (SB 1241) requirements into the Safety Element to address the risk of fire for land classified as very high fire hazard severity zones.
- Update existing mandatory elements of the General Plan (i.e. Land Use, Circulation, Noise, Conservation, Open Space, Safety, Housing) to confirm the baseline assumptions, goals, and policies are consistent with changed conditions, and with any land use or circulation, system modifications proposed, and with pertinent changes in State of California planning laws that have been instituted since the last 2006 update. Reorganize document such that each mandatory element is a stand-alone chapter.
- Prepare an Environmental Impact Report (EIR).
- Revisit, and refine if appropriate, the long term land use goal under existing General Plan Policy 2.4.3 regarding a commercial area located on the north side of State Route 60 at the intersection of Moreno Beach Drive.
- Revisit, and refine if appropriate, existing General Plan Policy 2.4.5 for designated mixed use areas; of particular note will be establishing consistency with Housing density ranges (e.g. 30 dwelling units per acre).
- Revisit, and refine if appropriate, Policy 2.4.11 with regard to future commercial land use in the vicinity of Gilman Springs Road and Jack Rabbit Trail in light of approval of the World Logistics Center as well as emerging regional land use planning in the vicinity.
- Revisit, and refine as appropriate, General Plan Policy 2.10.15 for emphasis of “gateway status of lands” and ensure consistency with efforts related to Momentum MoVal Initiative 5.2.2.
- Revisit, and refine as appropriate, Policy 2.16.2 to provide for the expansion of library facilities; the analysis shall be considerate of parallel efforts under taken separately (by others) with respect to Chapter 3 of Momentum MoVal, which includes strategies aimed at enhancing library services.
- Update and further evaluate existing General Plan policies, particularly Goal 4-9, with respect to neighborhood and community parks, and open space programs.
- Perform a complete review and update of the Circulation Element in regards to existing General Plan Objective 5.3, Policies 5.3.4, 5.3.6, 5.3.7.
- Revisit, and refine as appropriate, Policies 5.4.1, 5.4.3 and 5.4.8.
- Revisit, and refine as appropriate, Circulation Element Programs 5-2 and 5-7.
- Review existing designated truck routes and recommend new and/or modified routes, considering a balanced circulation system and potential impacts to residential

communities and sensitive land-uses.

- Address California Assembly Bill 1358 (AB 1358), the Complete Streets Act of 2008, by preparing the Circulation Element to plan for a balanced, multimodal transportation network that meets the needs of all users.
- Revisit, and refine as appropriate, all General Plan Objectives related to Housing to ensure they are consistent with the Housing Element.
- Refine as appropriate existing General Plan Policy 7.2.3 to identify aquifer recharge areas.
- Revisit, and refine as appropriate General Plan Objective 7-3 to minimize the consumption of water through water conservation and reuse and regulation of individual wells.
- Evaluate all General Plan maps, and present recommendations with respect to mapped issues and items of interest that extend beyond the City. Should maps be confined to the City limits only? (Examples: Safety Element Maps regarding liquefaction and earthquake fault lines).
- Consider and recommend technology tools, web-based formatting and presentation options for the General Plan to ensure it is a user friendly document, including links to broader based data, maps, sources, agencies, etc.
- Consider policies and long-term City interests with regard to citywide technology upgrades with a focus on future impacts of a smart city grid or fiber optics network.
- Determine if existing spheres of influence should be expanded.
- Include a Climate Action Plan.
- Review State Route 60 Corridor recommendations.
- Review and include design policies regarding establishment of distinct and/or enhanced community identities, naming of residential tracts, subdivisions, commercial centers, business parks, etc. (this will consider architectural character, landscape themes, and signage).
- Consider Mixed Use Overlay Zone/Districts, including possible expansion and/or removal of the “overlay” status and General Plan vision for installation of established mixed-use zoning districts and standards.
- Revisit, and refine as appropriate (based on an inventory of eligible properties), the existing Conservation Element Program 7-5 policy focused on development of incentives for maintenance and sensitive rehabilitation of historic structures and properties.
- Prepare an inventory of pedestrian facilities, identifying any critical gaps and deficiencies, and based on the findings establish policies for developing a citywide Pedestrian Master Plan. The policies will address the pedestrian environment as a whole and include the full spectrum of the pedestrian population. Elements of the plan would include, but not be limited to, ADA issues and standards, safe routes to schools and transit, complete street concepts, connections among various land uses, closure of gaps in the network, opportunities/constraints in built out areas of the City, enhancing pedestrian safety in neighborhoods, development of a prioritization

method to implement future improvements, and identification of funding mechanisms.

- Provide analysis suitable for informing decision-makers what impact removal of the future Graham Street Bridge from the Circulation Element would have on other aspects of the Circulation Element, the Land Use Element, or both

### **Regional, Statewide, National and Global Issues Affecting Local Land Use Policy**

The following resource documents will be considered over the course of this project in addition to all other applicable documents:

- SCAG's Compass Growth Vision
- SCAG's 2016-2040 Regional Transportation Plan / Sustainable Communities Strategy
- Momentum MoVal Strategic Plan
- Nason Corridor Reports

### **E. Scope of Work**

The General Plan update must reflect a thorough understanding and presentation of the City's values and vision. Each of the bullet point items listed in Section D "Items of Interest" on the preceding pages will be considered with this project. This major undertaking will involve extensive data collection and analysis, formulation and organization of goals, policies and objectives and the coordination of interagency meetings and public participation events to arrive at a strategy to guide growth and development, fiscal management, public safety programs, infrastructure management, community services, and advocacy of City interests at the regional, State and Federal levels for the next 20 years.

The selected consultant shall, conduct visioning and public outreach activities, identify a community vision, community issues, and goals, prepare background and technical baseline reports, prepare updates to existing mandatory Elements and prepare an Environmental Impact Report (EIR) for the project. All mandatory elements will be updated and shall comply with all aspects of State law. The updated Circulation Element, in particular, shall conform to Government Code Section 65302(b)(2) and SB 743. One new mandatory element, an Environmental Justice element, , as well as one new optional element, an Economic Development Element, will be provided with this comprehensive General Plan update.. The consultant will be expected to work with City staff, the Planning Commission and the City Council and stakeholders throughout the project.

The project shall be completed by **May 31, 2021**. A preliminary project schedule is attached as Attachment "A" to this RFP for consideration purposes only by proposers. A revised final schedule that demonstrates that the May 31, 2021 deadline will be met will be a first order of business upon issuance of the notice to proceed to the selected consultant.

The consultant will address, prepare and/or coordinate the following:

## 1. GENERAL PROJECT MANAGEMENT/PROJECT INITIATION

The City Planning Division will manage the consultant contract. The consultant will be required to maintain close communication with City staff to ensure that the City's project objectives are achieved, including cost and schedule. The consultant will be required to designate a Primary Project Manager who will coordinate the consultant team and serve as the principal liaison to the City staff and lead the consultant team at community presentations and meetings. Items to be considered with general project management and project initiation include:

- Appointment of a strong Project Manager to facilitate key items and guide schedule
- Identify an experienced writer with demonstrated abilities in creative written presentation as well as quality control (include resume in proposal) that will ensure excellence in the written presentation of the draft and final General Plan document that clearly articulates consistency between all Elements, entices passion from the readers and users of the document such that they embrace and strive towards the vision of a high quality, high functioning, community that renders Moreno Valley a model of excellent in Riverside County
- Initiate and attend kick-off meeting
- Provide an overview of community issues, constraints, and opportunities as part of a bus tour activity.
- Identify contact agencies, stakeholders and individuals
- Verify/confirm the scope of work, and publish the detailed project schedules (including identification of critical path items and target milestones)
- Meeting Facilitation – The scheduling of meetings will be decided in collaboration with the consultant selected, City staff and stakeholders (as necessary)

### **Deliverables:**

- Identification/confirmation of the consultant team project manager with approval from City staff.
- Identification/confirmation of the creative writer for the consultant team.
- Meeting materials and exhibits, attendance at meetings.
- Itinerary for, and execution of, team bus tour of city\*
- Monthly progress reports on the General Plan update process, overview of community issues, potential budget or schedule risks (Any budget or schedule issues identified must include recommended corrective measures).

\*Deliverables with an asterisk are marked as milestones

2. **EXISTING CONDITIONS** – The consultant shall research all pertinent land use-related records available at the City and interface on a regular basis with appropriate outside agencies and City staff in compiling an initial inventory and database of existing conditions and significant historic trends. The consultant shall conduct a thorough review and analysis of land use, environmental, fiscal, social, educational, cultural, political and economic factors. This is a key and vital phase to gain an understanding of the important trends and issues that have a bearing on the City’s future. In addition to reviewing existing data, the consultant will be expected to compile additional data based on field investigations and other required research. The work plan shall identify the types of data to be prepared, which shall include, but are not limited to base maps and an inventory/summarization of the following:

- General land use patterns checked against internal records, circulation system, and public infrastructure conditions
- Open space, recreation, schools, libraries, cultural, civic and park facilities
- Housing, population, demographic and social characteristics
- Economic conditions and factors, baseline market analysis, and economic multiplier effects on City economy
- Local business conditions, including recent commercial and industrial development trends
- Prevailing physical constraints and opportunities (transportation systems, infrastructure conditions/capacities, etc.)
- Growth patterns
- Prevalent demographics
- Neighborhood crime statistics
- Proposer may identify added value data enhancements they feel would differentiate their proposal from others.
- Any other data deemed relevant to complete the project after a contract has been initiated will require written authorization from the City.

**Deliverables:**

- Existing Conditions Summary to include findings, compilation of database/base maps on hardcopy and the most up-to-date electronic files of baseline assumptions. 10 hard copies and 1 electronic copy of both the Draft and Final summaries
- Working outline for the General Plan document
- Raw baseline data for use with the General Plan document and the environmental impact report.

3. **OPPORTUNITIES AND CONSTRAINTS/ISSUE IDENTIFICATION** – Based on the tasks above, an analysis identifying and prioritizing community issues, constraints, and opportunities is necessary. Key challenges and constraints shall

be analyzed to set the stage for alternatives and policy formulations. A tool (e.g. Table, Matrix, etc.) to identify and compare issues shall be developed by the consultant. The tool shall include an agreed upon set of criteria approved by the City. This task will include a bus tour of places of interest.

**Deliverables:**

- Opportunities and Constraints summary. 10 hard copies and 1 electronic copy of both the Draft and Final summary\*
- Bus tour to places that will further the identification and understanding of community issues, and related opportunities and constraints.

\*Deliverables with an asterisk are marked as milestones

4. **FORMATION OF GENERAL PLAN ADVISORY COMMITTEE (GPAC)** – The GPAC will be responsible for guiding the work of the General Plan Update, and making recommendations to the Planning Commission and City Council. The GPAC may include, but not be limited to, members of the City Council, Planning Commission, stakeholders, etc. As part of this process, the consultant will assist the City with the formation of the GPAC makeup, will develop GPAC meeting materials, agendas, and minutes, and shall attend all GPAC meetings.

**Deliverables:**

- Draft and final GPAC Rosters
- GPAC Agendas and meeting minutes
- Consultant Project Manager to attend all GPAC meetings
- **PUBLIC OUTREACH** – The consultant will be required to develop an effective and productive community outreach and public participation program. The consultant will be expected to develop a program that will include strategies to facilitate public participation throughout the entire process, from the initial review of the General Plan public scoping meeting through the public hearing adoption process. The public participation program will cover the public review of both the General Plan documents and the environmental document. Use of social media with related opportunities for public interaction is desirable. The plan will include up to thirty (30) interviews with key stakeholders (including major property owners)\*.
- A series of public open houses/workshops shall be held with various stakeholders, the community, the GPAC and City staff. Public workshops/open houses will include at least one initial open house meeting to establish baseline concerns, goals, and aspirations for citizens of Moreno Valley and at least two citywide open house meetings for public review of the draft plan.

5. The consultant shall provide a highly skilled facilitator to encourage public participation and discussion at these meetings, who can assist the City in building consensus and resolving conflict, keep large groups on track, and help ensure that all opinions are heard. It is expected that the consultant will organize and facilitate all public participation events.

**Deliverables:**

- 10 hard copies and 1 electronic copy of both the Draft and Final written comprehensive Public Participation Program that establishes communication protocols, strategies and timeframes with City staff, stakeholders, general public, outside agencies, GPAC, and City Council.
  - Summaries of public comments and discussions after each meeting and study session.
  - Presentation materials for all meetings to include large-scale exhibits for public open houses/workshops.
  - Draft abstract of all relevant information received as input from any community participation workshop.
  - A project website managed by the City with consultant team support suitable for providing properly vetted progress materials on the General Plan update process in order to keep the public and other interested stakeholders informed on the progress of the project. The website should also be utilized to hold community surveys\*
  - Media blasts/project newsletters
6. **INFORMATIONAL AND BACKGROUND TECHNICAL REPORTS** - Preparation of background technical reports by qualified technical experts in the following areas:
    - Air Quality
    - Biological Resources
    - Fire Protection
    - Geology and Seismicity
    - Hazardous Materials
    - Housing and Land Use Inventory
    - Hydrology, Flood and Watershed
    - Neighborhood Character – Identification based on generally accepted criteria
    - Noise
    - Traffic and Circulation
    - Urban Runoff Storm water Discharge
    - Public Safety
    - Infrastructure
    - Other technical background reports as deemed appropriate or advisable

**Deliverables:**

- 10 hard copies and 1 electronic copy of each technical baseline report noted above for each of the above study areas. Information from these reports will be used for analysis and incorporated into the General Plan and the project's Environmental Impact Report (EIR).

7. **ALTERNATIVES/ PREFERRED ALTERNATIVE** - A draft land use plan and corresponding transportation infrastructure plan shall be prepared that modifies the present General Plan Elements to incorporate the strategies and screenline recommendations identified and based upon the data collection, opportunities and constraints and initial public outreach phases of the project. From this review, final screenline recommended land use alternatives shall be developed for further vetting and testing with the GPAC, stakeholders, and the public. Through this vetting process, a preferred alternative and key goals shall be identified. This revised preferred alternative land use and transportation plan will be presented to the Planning Commission and City Council for concurrence of the project description prior to initiation of the environmental impact report for the project. The final preferred land use plan shall be the foundation for the project description for the EIR. Once a preferred plan has been selected and approved by City Council, the EIR process will begin.

**Deliverables**

- 10 hard copies and 1 electronic copy of each of the 1<sup>st</sup> Draft, 2<sup>nd</sup> Draft and Final Preferred Land Use Plan.
- Transportation Plan - Drafts shall incorporate Nason Study recommendations

8. **DRAFTING AND UPDATE OF GENERAL PLAN ELEMENTS** – The consultant shall evaluate the City's existing policies and land use patterns and recommend adjustments to all mandatory Elements of the General Plan to ensure consistency with the recommended preferred project alternative. A report shall be prepared addressing recommendations including their feasibility, potential impacts, ramifications and outcomes. From this analysis, the consultant shall develop a series of policy recommendations to be considered for incorporation into the various Elements of the General Plan.

Elements shall conform to the most current General Plan Guidelines prepared by the State Office of Planning and Research (and consider pending and recent changes to the State Guidelines) and relevant state legislation and regulations. Each draft Element shall contain text, diagrams and documentation material sufficient to demonstrate its scope and intent and shall be internally consistent with the balance of the General Plan. The consultant team's creative writer will work with all technical writers to ensure goals, objectives and policies shall be stated clearly and in a manner easily understood by the general public. A Table of Contents shall be provided for the entire document, which includes a comprehensive list of tables, figures, maps, etc. Textual data provided in each element should be supplemented

with graphics consisting of maps, drawings, charts and tables. All data sources utilized to prepare the Plan text and graphics shall be documented, referenced and included in the Plan. The final work plan shall identify the types of graphics to be provided in the General Plan, as well as the types of large scale colored exhibits to be prepared for workshops and public hearings (e.g., opportunities and constraints map, circulation plan, and summary map(s) which address vacant lands, open space, parks, public facilities and infrastructure, topographic features, noise footprints, seismic, tectonic and flood hazard areas and other appropriate illustrations of the General Plan).

The comprehensive General Plan Update shall use the following existing Elements of the City's General Plan as a baseline. In the final product, all mandatory General Plan elements shall be presented as separate chapters.

- Community Development (note: "Community Development" shall become "Land Use", with existing information within this existing section redistributed as necessary.
- Circulation
- Parks, Recreation and Open Space
- Safety (note: Noise shall be separated as a distinct element)
- Noise
- Conservation
- Housing

The update shall include the following new Elements:

- Environmental Justice
- Economic Development

***The following are sub-scopes of work for each new desired Element: Economic Development Element***

*The new Economic Development Element of the General Plan will establish the long-term goals for the growth and development of the local economy, articulate the public policies needed to achieve the goals, and identify key implementation actions. The goals, policies and actions will target the community-defined and supported interests for a diversified range of job types and income tiers, quality of life amenities in the work place environments, streamlined and efficient entitlement and permitting processes, sound fiscal management and incentive allowances, and flexibility to respond to market conditions while respecting the land use vision of the City.*

*Invest in MoVal... As important components of economic development, the community expects municipal facilities, infrastructure and services to exemplify the development and business standards the City seeks to attract and promote. Well delivered and well maintained services and infrastructure can effectively promote quality of life and spur*

*investment in the City; therefore, standards for delivery of services as well as capital improvements must be articulated in the Economic Development Element. The community recognizes providing high quality facilities and services require balance.*

*The City of Moreno Valley strives to build and maintain a thriving private sector local economy that attracts and expands employment and business opportunities, provides needed products and services, and assists in achieving the City of Moreno Valley's Vision consistent with the City's Strategic Plan and Economic Development Action Plan. Core objectives include:*

*Establishing policies for cultivating the business and economic growth that will sustain a quality of life for Moreno Valley's residents Identifying and defusing potential policy challenges/conflicts between Elements that could inadvertently negatively impact Moreno Valley's economic growth.*

*Forecasting labor market demographics and creating policies and objectives that harness opportunity from anticipated shifts (e.g., millennials, retirees)  
Increasing industries in Moreno Valley through business attraction activities that encourage job creation and workforce development; and articulating metrics to monitor and measure success.*

*Accessing demographic information on current housing prices and cost of living/wages and their influences on the labor force and articulate policy recommendations necessary for growing industries.*

*Deliverables:*

*The successful consultant will need to carefully consider the analysis and initiatives outlined in the Momentum MoVal Strategic Plan and the Economic Development Action Plan (EDAP to be prepared as a separate effort). The consultant will establish new economic policy guidance and evaluate the broader General Plan policies to identify potential impacts to Moreno Valley's growth.*

*Deliverables required to achieve a successful Economic Development Element include 10 hard copies and 1 electronic file(s) of both the draft and final reports on the following:*

*Existing Conditions Report  
Economic/Demographic Profile  
Market Supply and Demand Analysis  
Strategies/Policy Framework Report containing policy and land use recommendations and implementation measures  
Draft General Plan Element submitted in accordance with the timeframes set forth in the agreed upon project schedule required in E1  
Large-scale exhibits for workshops and public hearings  
Related computer programs/software/databases produced*

## **a. Environmental Justice Element**

Environmental justice is defined in State planning law as fair treatment of people of all races, cultures, and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations and policies. Environmental justice has been an important topic in recent decades with the growing issues of climate change. With the passage of Senate Bill 1000 (SB1000), environmental justice is now a mandatory consideration with comprehensive updates of a General Plan in California. The bill requires a separate Environmental Justice Element, or environmental justice goals, policies, and objectives integrated into existing mandatory elements, with the adoption or revision of 2 or more elements concurrently on or after January 1, 2018. SB1000 requires that the Environmental Justice Element identify disadvantaged communities, defined as low- income areas that are disproportionately affected by environmental pollution and other hazards that can lead to negative health effects, exposure, or environmental degradation.

The City of Moreno Valley will add separate Environmental Justice policies as part of its general plan update to weave together policies on social equity and access to public services and community amenities. The City endeavors to equalize the effects of environmental hazards among all people regardless of race, ethnicity, or income level.

In order to achieve these goals, the selected consultant will ensure the General Plan covers:

- Meaningful participation in the public process by all members of the community
- A reduction in disproportionate environmental burdens affecting low-income and minority populations
- Increased mobility and accessibility for all residents through more reliable transit options
- Healthy and affordable housing opportunities for all segments of the community
- Improved air quality to protect human and environmental health and minimized air quality impacts on sensitive population groups

### **Deliverables:**

- 10 hard copies and 1 electronic copy of both the draft and final reports containing an inventory and assessment of environmental justice shortcomings, if any, in current General Plan policies, and recommended environmental justice policies and implementation measures to be codified within a new separate Element, or as permitted by SB1000 within the updated mandatory Elements of the General Plan
- Large-scale exhibits for workshops and public hearings
- Databases produced

9. **ENVIRONMENTAL IMPACT REPORT (EIR)** - An environmental assessment/Initial Study shall be prepared in conformance with the California Environmental Quality Act (CEQA) to evaluate the environmental impacts associated with the General Plan update. An Environmental Impact Report that fully complies with the CEQA Guidelines shall be prepared. Coordination of all aspects of the environmental review process for the General Plan update shall be provided, including the Notice of Preparation, preparation of the Draft Environmental Impact Report (EIR), notices, mitigation measures and mitigation monitoring program, which shall be integrated into the General Plan Implementation program as appropriate. The EIR shall provide a baseline database and thresholds for the subsequent evaluation of projects consistent with the adopted General Plan. The EIR shall contain analyses and maps of environmental constraints including hazard areas, sensitive habitat, traffic, noise, etc. Policy and implementation programs shall be assessed for their impacts, and mitigation measures shall be identified.

**Deliverables** (quantity and format TBD):

- Initial Study and Notice of Preparation
- EIR Scoping Meeting\*
- Screen Check EIR
- Draft EIR
- Notice of Availability
- Response to Comments
- Final EIR
- Notice of Intent
- Mitigation Monitoring Program
- Technical baseline reports
- Other applicable CEQA requirements

\*Deliverables with an asterisk are marked as milestones

10. **FISCAL ANALYSIS OF GENERAL PLAN** - Preparation of a general fiscal benefit and cost analysis shall be provided to determine the overall long term fiscal implications of the General Plan. The study must articulate the assumed necessary levels of service required for the community, the fiscal feasibility of providing those levels of services, and any fiscal tools, policies, and procedures that might be available to assist the City in achieving its long term fiscal stability.

**Deliverables:**

Report on cost/benefit analysis of policies and implementation measures contained in the General Plan and recommended tools, policies and procedures to ensure long-term fiscal health of City. The studies shall include a Fiscal Impact Analysis to assess projected revenues to the City and other agencies derived from the proposed General Plan update and the costs for providing services up to and over a 20-year period in a net annual and on a cumulative basis. Additionally, the Fiscal Impact Analysis will establish a baseline of current revenue generation and evaluate the potential impact of the update on that revenue generation. The studies shall also include the preparation of other economic, financial and market information related to land use development. In addition, the studies shall include the relationship between development incentives/density and bonuses for community/public benefit.

11. **PREPARATION OF FINAL GENERAL PLAN DOCUMENT** – A Final General Plan incorporating all changes adopted by the City Council shall be provided. Based on the goals and values of the community, the proposed update will provide a long-term framework for good decision making into the future. The document is intended to establish a firm vision; and will establish goals, policies, and objectives as well as identify means of measuring progress towards attaining the community's goals for the overall development of the City.

**Deliverables:**

- One electronic copy of all documents (PDF and Word/Excel Versions)\*
- Adopted General Plan in Paper Format - 25 bound copies and 1 camera-ready copy
- Adopted General Plan on labeled CD - 75 copies
- Color Land Use Element Exhibit (1" = 2000') - 25 hard copies, 1 PDF and 1 JPG file
- Editable GIS files for all maps and associated data files (i.e. shape files)
- Editable computer files (Adobe file formats for Illustrator or InDesign) for all graphic illustrations

Note: Number of copies and format of these deliverables is preliminary and may be adjusted as necessary.

12. **GENERAL PLAN IMPLEMENTATION PROGRAM**

The consultant shall provide the City with a comprehensive review of the tools and documents that will need to be amended to ensure consistent implementation of the policies set forth in the new updated General Plan; these will include, but are not limited to, the zoning ordinance, capital improvement program, and standard plans.

The consultant shall provide written recommendations (including tasks, schedule and estimated costs) for updating these documents and programs.

**Deliverables:**

- 10 hard copies and 1 electronic copy of both the Draft and Final General Plan Implementation Program recommendations report\*

## **F. Evaluation Process and Criteria**

Submitted proposals will be scored and evaluated by representatives of the City of Moreno Valley. The top candidates will be invited to a mandatory consultation interview to be tentatively scheduled on Tuesday, August 21, 2019, or Wednesday, August 22, 2019.

The date(s) for interviews has/have been reserved for the selection panel to provide consultation interviews for this project. It is recommended that submitters reserve the date in the event you are invited for an interview, as re-scheduling requests will not be accommodated.

In order to be considered for an interview, the responding individuals or firms shall submit a proposal using, as a minimum, the following criteria:

### **1. Letter of Introduction (5 Points)**

- A letter of introduction signed by an officer authorized to contractually bind the firm.
- The firm(s) shall state why it believes it is qualified to provide the services described in this RFP.
- If submitting as a team, note which team member is the primary consultant or lead joint venture partner (if applicable).
- Include the name and resume of the individual leading the team as project manager.

### **2. Firm Information and Qualifications (20 Points)**

- Number of years the firm(s) has been in business.
- Location of principal office that will be responsible for the implementation of this contract, and the distance from the City of Moreno Valley.
- List company and individual team members experience in providing similar services. Resumes for each team member shall be provided as well as recent and pertinent references, contact names, telephone numbers and addresses.
- Qualifications of completing comprehensive General Plan updates.
- Qualifications of a strong Project Manager and experience in keeping complex projects on track.
- Qualifications of a skillful Writer and experience in writing a General Plan or

other similar documents (provide two samples).

- Provide a statement demonstrating your firm's or team's ability to accomplish the scope of services in a thorough and timely manner to meet needs of the City. Specifically, cite recent and relevant experience in completing similar projects on time. Summarize the approach, activities and timeline that best reflect the firm's philosophy and technical capabilities.
- Include any information of your firm's and/or subcontractors experience preparing "optional" General Plan Elements such as an Environmental Justice Element Any experience with optional Elements should be discussed even if it is not related to the Environmental Justice Element.

### **3. Consultant's Approach to Delivery of the Scope of Work (50 Points)**

- Consultant's proposal clearly demonstrates an understanding and consistency with the City's scope of work with Tasks and Approach described. The proposal must reflect a thorough understanding and presentation of the City's values and vision.
  - Careful consideration should be taken with adding and integrating the new Environmental Justice element.
- Consultants will ensure that the comprehensive update of the City's General Plan will complement the City's recently adopted Strategic Plan (Momentum MoVal August 2016).
- Consultant's proposal demonstrates an aptitude for creativity, innovation, and problem solving.
  - It is important for the consultant to assess how all or most of the interests will be met within the budget and target schedule with consideration to the General Plan Update deadline of August 16, 2019.
    - Proposals with an earlier target schedule are desired.
- Project's Intent has been met with a strong knowledge of State Planning Laws and CEQA processes conveyed.

### **4. Resource Allocation Matrix (25 Points)**

- Provide a proposal for the total fees necessary for this work and a listing of other estimated direct costs.
- Provide a listing of hourly rates for service. Provide a matrix describing the allocation of hours assigned for each major work task and the personnel assigned to accomplish each task
- Include a contingency into the budget for unexpected work requests

## **G. Fee Payment Schedule**

- This work is to be performed for a "Not-to-Exceed" fee.

- The Consultant shall provide a “Payment Schedule” indicating the fee for individual tasks with a “Not-to-Exceed” fee, which shall be the sum of all tasks.
- Tasks shall include, but not be limited to, all Professional Consultant Services necessary to complete the work covered by this Proposal.
- The City will pay the Consultant for work completed based on deliverables/milestones completed and accepted by the City. The key milestones within the deliverables are as follows:
  - City Bus Tour
  - Completed 1<sup>st</sup> GPAC Meeting
  - Completed Opportunities/Constraints Matrix
  - Completed 1<sup>st</sup> Draft of Alternatives
  - Completion of Community Workshop
  - Completion of a Community Survey
  - Completion and Approval of Preferred Alternative
  - Completion of a Scoping Meeting for MEIR
  - Completion of 2<sup>nd</sup> Community Survey
  - Completion of 1<sup>st</sup> Public Open House
  - Completed Draft of new General Plan document
  - Release of DEIR for Public Review
  - Completion of a Community Open House during DEIR Public Review
  - Conclusion of Public Review period of DEIR
  - Completion of all Final General Plan Documents
  - Complete all Implementation Program Recommendations
  - Completion and Approval of General Plan and Final MEIR
  
  - Checklist of Deliverables is attached to the RFP as Attachment “G”.
- The City shall make sole and final determination if a deliverable/milestone as described above is complete and acceptable for payment.
- Invoices will specifically identify job title, person-hours, and costs incurred by each task.
- Reimbursement costs such as mileage, printing, telephone, photographs, postage and delivery, are to be included in the “Not-to-Exceed” fee.
- All tasks including labor and reimbursable costs such as printing, postage, and delivery shall have supporting documentation presented at the time payment is requested.
- The City will pay the Consultant for all acceptable services rendered in accordance with the executed “Agreement for Professional Consultant Services.”
- When the Consultant is performing, or is requested to perform, work beyond the scope of service in the “Agreement for Professional Consultant Services,” an “Amendment to the Agreement” will be executed between the City and Consultant.
- The Consultant shall receive no compensation for any re-work necessary as result of the Consultant’s errors or oversight.

## H. Acceptance of Terms and Conditions

Submission of a proposal pursuant to this RFP shall constitute acknowledgement and acceptance of all the terms and conditions set forth in the RFP, unless otherwise expressly stated in the proposal.

1. Inclusion of Proposal - The proposal submitted in response to this RFP will be included as part of the final contract with the selected consultant team.
2. Accountability - The consultant team will be required to submit monthly status reports covering such items as the progress of work, milestones achieved, resources expended, problems encountered, and corrective action taken.
3. Project Status Meetings - The consultant project manager shall attend project status meetings twice a month, or as otherwise determined necessary by the City, during the course of the project.
4. Insurance - The consultant team shall not start work until all required insurance documentation is submitted to the City. The primary consultant shall be responsible for submitting insurance documentation for all sub-contractors.
5. Acceptance and Payment Terms - Payments for the work performed shall be based on defined deliverables such as background and technical reports, summary reports, draft General Plan elements, draft EIR, and final documents.
6. Costs - All costs shall be stated as “not to exceed” amounts. The costs must be detailed specifically in the cost summary section of the proposal and include billing rates for personnel, printing, attendance of a public meeting, and any other cost anticipated. No additional charges for items such as transportation, out-of-pocket expenses, etc. will be paid unless these are specifically included in the proposal.

The cost information should be written so that it may be incorporated, as modified during the contract negotiation meetings, as an attachment to the consultant agreement.

## I. Mandatory Submittal Requirements

Proposals submitted without meeting the requirements will be considered non-responsive.

The following must be included in all proposals submitted to the City:

- **Additions or Exceptions to the City’s Request for Proposal** - The Consultant’s Proposal shall include a single and separate section with the heading “ADDITIONS OR EXCEPTIONS TO THE CITY’S REQUEST FOR PROPOSAL” containing a complete and detailed description of all of the exceptions to the provisions and conditions of this Request for Proposal upon which the Consultant’s Proposal is

contingent and which shall take precedent over this Request for Proposal for Professional Consultant Services.

- **Copies of Submittals** – One copy of the proposal in PDF file format must be submitted by the deadline shown in this RFP. The proposal must not exceed 35 pages, not including personal biographies of consultants and previous project involvements.
- **Letter of Introduction** - A cover letter signed by an individual authorized to bind the proposing entity to the proposal for a period of 90 days
- **Statement of Understanding** - A statement of understanding of the project and project approach which outlines the consultant's understanding of the relevant issues which are to be addressed in the preparation of the General Plan and recommendations for the overall scope. Consultant must provide language accepting the terms and conditions above.
- **Scope of Services** – A detailed scope of services providing information on all of the proposed work tasks to be completed as part of the project and which are identified in this proposal. Also include any additional recommended tasks. The City is interested in a proposed scope of work that is based on the consultant's experiences and one which is cost-effective
- **Proposed Schedule** – An estimated time schedule of actions covering phases of the General Plan update process with a fixed completion date of not later than August 16, 2019. Each action item must identify the applicable product/document, the responsible parties, and the time frame for completion.
- **Team Organizational Chart** – An organizational chart of team members (be sure to note designated "Key" members), showing the responsibilities of the different team members, and who will be responsible for general project management. Any substitution of Key personnel during the project shall require the prior approval of the City and submittal of the above information for the proposed new team members for City review.
- **Budget** - A detailed budget showing costs per each discrete task shown in the scope of services, plus the cost of any reimbursable items. The costs shall be in an Excel spreadsheet format to permit each line item's cost to be identified. The costs should be represented in a format that clearly identifies the estimated labor hours, personnel to perform the labor, sub consultant assignments, and thereby allows for ease of review and consideration of the proposed total cost for each phase of the project, as well as subcomponents within each phase.
- **Additional Information** – Any additional references or information that you would like to submit that would reflect on your team's ability to provide the services described in this RFP.

Upon receipt of proposals, each consultant shall be presumed to be thoroughly familiar with all specifications and requirements of this proposal. The failure or omission to examine any form, instrument, or document shall in no way relieve consultants from any obligation in respect to this proposal.

The City shall not be liable for any pre-contractual expenses incurred by consultants in the preparation of the proposal. Pre-contractual expenses shall not be embedded in the fee proposal.

The City of Moreno Valley reserves the right to accept or reject any or all proposals received, to accept more than one proposal, or to cancel all or part of the RFP.

## J. Instructions and Questions

Questions regarding this Request for Proposal should be directed in writing through the City's bid and vendor management system (Planet Bids)

<https://www.planetbids.com/portal/portal.cfm?CompanyID=24660>.

All proposals must be submitted electronically through Planet Bids only by the due date and time. Late submittals will not be accepted. It is the vendors responsibility to upload their response by the due date and time. Help in uploading your proposal is to be submitted to Planet Bids directly and not to the City. The City of Moreno Valley cannot guarantee timely submission. We strongly suggest that you plan to give yourself plenty of time to upload your submittal to have time to mitigate any technical issues.

There will be a first screening to ensure that all mandatory submittal requirements are included. The top 3 RFPs chosen will be notified for an in-person interview.

## K. Proposal Schedule

RFP Posting Date.....	Friday, June 28, 2019
Optional Pre-Proposal Meeting.....	Tuesday, July 9, 2019 at <b>3:00 p.m.</b> PST Moreno Valley City Hall City Council Chambers 14177 Frederick Street Moreno Valley, CA
Q & A Due Date.....	Monday, July 15, 2019 before <b>4:00 p.m.</b> PST
Proposal Due Date.....	Tuesday, July 30, 2019 before <b>2:00 p.m.</b> PST

\*Interviews..... August 20 and/or 21, 2019  
(tentative)  
Award of Contract..... Tuesday, September 17, 2019  
City Council Meeting - (tentative)

\*The date(s) for interviews above has been reserved for the selection panel to provide consultation interviews for this project. It is recommended that submitters reserve the date in the event you are invited to an interview, as re-scheduling requests will not be accommodated.

**L. Contractual Requirements**

Prior to the award of any work, the City and the selected consultant team shall enter into a written contract. The City will negotiate the contract with the preferred team of consultants based upon the team’s proposal. The contract will be presented to the City Council for approval. If the City and the prospective consultant team fail to reach a contractual agreement, the City may negotiate with any other top-selected consultant team.

**A sample copy of the City’s Agreement for Professional Consultant Services is attached (Attachment “B”).** The consultant proposal, this RFP, and all subsequent modifications to either document will be included as appendices to the contract. The consultant must identify and explain any proposed changes or exceptions to the language and content of the Agreement in the response submitted. If no changes or exceptions are noted by the consultant, then the consultant agrees to be bound by, and thereby represents, its ability to satisfy all terms of the Agreement, if selected.

**Attachments:**

- Attachment A – General Plan Update Schedule
- Attachment B – Sample of the City’s Agreement for Professional Consultant Services
- Attachment C – Vicinity Map
- Attachment D – Land Use Map
- Attachment E – City Zoning Map
- Attachment F – City Strategic Plan (Momentum MoVal)
- Attachment G – Deliverables Checklist

## Moreno Valley General Plan Update Schedule

Tasks:	2019			2020									2021							
	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May
Project Management/Project Initiation	★																			
Existing Conditions & Trends																				
Opportunities/Constraints & Issue Identification				★																
Formulation of a General Plan Advisory Committee (GPAC)			★																	
Public Participation			★			★				★	★		★							
Background and Technical Reports																				
Alternatives			★			★		★												
Draft General Plan												★								
Prepare General Plan Draft EIR									★				★	★						
Fiscal Analysis of General Plan																				
Preparation of Final General Plan Document																		★		
General Plan Implementation Program Recommendations																		★		
Hearings and Adoptions							★	★										★		★

**Tasks Related to GP and MEIR**

**MILIT★NES**

est. hours

190

400

488

106

1,047

3,160

1,636

1,476

2,414

268

560

136

124

12,005

**AGREEMENT FOR PROFESSIONAL  
CONSULTANT SERVICES  
COMPREHENSIVE GENERAL PLAN UPDATE**

This Agreement is by and between the City of Moreno Valley, California, a municipal corporation, hereinafter described as "City," and \_\_\_\_\_, a (California corporation, partnership, sole ownership) hereinafter described as "Consultant." This Agreement is made and entered into effective on the date the City signs this Agreement.

**RECITALS**

WHEREAS, the City has determined it is in the public interest to proceed with the work hereinafter described as "Project"; and

WHEREAS, the City has determined the Project involves the performance of professional and technical services of a temporary nature as more specifically described in the ***Exhibit "A" (City's Request for Proposal) and Exhibit "B" (Consultant's Proposal)*** ***hereto***; and

WHEREAS, the City does not have available employees to perform the services for the Project; and

WHEREAS, the City has requested the Consultant to perform such services for the Project; and

WHEREAS, the Consultant is professionally qualified in California to perform the professional and technical services required for the Project;

THEREFORE, the City and the Consultant, for the consideration hereinafter described, mutually agree as follows:

**AGREEMENT FOR PROFESSIONAL  
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PROJECT NO.**

**DESCRIPTION OF PROJECT**

1. The Project is described as the City-funded comprehensive General Plan Update, new Environmental Justice and Economic Development Elements, and an Environment Impact Report (EIR). Collectively, the project will achieve a comprehensive update of all of the eight (8) state-mandated General Plan elements (inclusive of drafting a new Environmental Justice element and the Housing Element update), preparation of an Economic Development Element and preparation of a requisite EIR for the General Plan update.

**SCOPE OF SERVICES**

2. The Consultant's scope of service is described in Exhibit "A" (City's Request for Proposal) and Exhibit "B" (Consultant's Proposal) attached hereto and incorporated herein by this reference. In the event of a conflict, the City's Request for Proposal shall take precedence over the Consultant's Proposal.

3. **The City's responsibility is described on Exhibit "C"** attached hereto and incorporated herein by this reference.

**PAYMENT TERMS**

4. The City agrees to pay the Consultant and the Consultant agrees to receive a **"Not-to-Exceed" fee of \$\_\_\_\_\_** in accordance with the payment terms provided on Exhibit "D" attached hereto and incorporated herein by this reference.

**TIME FOR PERFORMANCE**

5. The Consultant shall commence services upon receipt of written direction to proceed from the City.

6. The Consultant shall perform the work described in the attached Request for Proposal as documented in **Exhibit "A"** attached hereto and incorporated herein by this reference which includes the project schedule

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7. The Consultant and the City agree that the schedule in the attached RFP represents their best estimates with respect to completion dates, and both the Consultant and the City acknowledge that it will not unreasonably withhold approval of the Consultant's requests for extensions of time in which to complete the work required of the Consultant hereunder.

8. The Consultant shall not be responsible for performance delays caused by others or delays beyond the Consultant's reasonable control, and such delays shall extend the time for performance of the work by the Consultant. Delays caused by non-performance or unjustified delay in performance by a subconsultant of the Consultant are not considered to be beyond the Consultant's reasonable control.

9. (a) The Consultant agrees that the personnel, including the principal Project manager, and all subconsultants assigned to the Project by the Consultant, shall be subject to the prior approval of the City.

(b) No change in subconsultants or key personnel shall be made by the Consultant without written prior approval of the City.

**SPECIAL PROVISIONS**

10. It is understood and agreed that the Consultant is, and at all times shall be, an independent contractor and nothing contained herein shall be construed as making the Consultant or any individual whose compensation for services is paid by the Consultant, an agent or employee of the City, or authorizing the Consultant to create or assume any obligation or liability for or on behalf of the City.

11. The Consultant may also retain or subcontract for the services of other necessary consultants with the prior written approval of the City. Payment for such services shall be the responsibility of the Consultant. Any and all subconsultants employed by the

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Consultant shall be subject to the terms and conditions of this Agreement, except that the City shall have no obligation to pay any subconsultant for services rendered on the Project.

12. The Consultant and the City agree to use reasonable care and diligence to perform their respective services under this Agreement. Unless hereinafter specified, neither party shall be responsible for the services of the other or any subcontractor or sub-consultant employed by the other party.

13. The Consultant shall comply with applicable federal, state, and local laws in the performance of work under this Agreement.

14. (a) The Consultant agrees to indemnify, defend, and save the City, the Moreno Valley Housing Authority, and the Moreno Valley Community Services District (CSD), their officers, agents and employees harmless from any and all liability, claims, demands, damages, or injuries to any person, including injury to the Consultant's employees and all claims which arise from or are connected with the negligent performance of or failure to perform the work or other obligations of the Consultant under this Agreement, or are caused or claim to be caused by the negligent acts of the Consultant, its officers, agents or employees, or its subconsultant(s) or any person acting for the Consultant or under its control or direction; provided, however, that this indemnification and hold harmless shall not include claims arising from the sole negligence or willful misconduct of the City, the Housing Authority, and CSD, their officers, agents or employees.

(b) The City agrees to indemnify, defend and save the Consultant and their officers, agents and employees harmless from any and all liability, claims, damages or injuries to any person, including injury to the City's and CSD's employees and all claims which arise from or are connected with the negligent performance or failure to perform the services or other obligations of the City under this Agreement, or are caused or claim to be caused by the

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negligent acts of the City, the Housing Authority and CSD, their officers, agents or employees, or its subcontractor(s) or any person acting for the City or under its control or direction; provided, however, that this indemnification and hold harmless shall not include any claims arising from the negligence or willful misconduct of the Consultant, its officers, agents, or employees.

15. (a) The Consultant shall procure and maintain, at its sole expense, throughout the term of this Agreement and any extension thereof, Professional Errors and Omission Insurance coverage in the form and substance and with carriers acceptable to the City. Such coverage limits shall not be less than \$1,000,000 per claim and aggregate.

(b) During the entire term of this Agreement, the Consultant agrees to procure and maintain General Liability Insurance in form and substance and with carriers acceptable to the City at its sole expense to protect against loss from liability imposed by law for damages on account of bodily injury, including death therefrom, suffered or alleged to be suffered by any person or persons whomever, resulting directly or indirectly from any act or activities of the Consultant its sub-consultant or any person acting for the Consultant or under its control or direction, and also to protect against loss from liability imposed by law for damages to any property of any persons caused directly or indirectly by or from acts or activities of the Consultant or its subconsultants, or any person acting for the Consultant or under its control or direction.

(c) Such General Liability Insurance shall be maintained in full force and effect throughout the terms of the Agreement and any extension thereof in the minimum limits provided below:

General Liability

Bodily Injury	\$1,000,000 per occurrence
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(i) The Certificate of Insurance or an appropriate binder shall bear an endorsement containing the following provisions:

"Solely as respect to services done by or on behalf of the named insured for the City of Moreno Valley, it is agreed that the City of Moreno Valley, the Moreno Valley Housing Authority, and the Moreno Valley Community Services District, their officers, employees and agents are included as additional insured under this general liability policy and the coverage(s) provided shall be primary insurance and not contributing with any other insurance available to the City of Moreno Valley, the Moreno Valley Housing Authority, and the Moreno Valley Community Services District, its officers, employees and agents, under any third party liability policy."

(j) Insurance companies providing insurance hereunder shall be rated (A minus: VII - Admitted) or better in Best's Insurance Rating Guide and shall be legally licensed and qualified to conduct insurance business in the State of California.

(k) The terms of the insurance policy or policies issued to provide the above insurance coverage shall not be amended to reduce the above required insurance limits and coverages nor shall such policies be canceled by the carrier without thirty (30) days prior written notice by certified or registered mail of amendment or cancellation to the City, except that cancellation for non-payment of premium shall require ten (10) days prior written notice by certified or registered mail. In the event the said insurance is canceled, the Consultant shall, prior to the cancellation date, submit to the City Clerk new evidence of insurance in the amounts established.

16. During the performance of this Agreement, the Consultant will not unlawfully discriminate against any employee or applicant for employment because of race, religion,

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creed, color, national origin, sex, or age. The Consultant will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, religion, creed, color, national origin, sex, or age.

17. Consultant and subconsultants shall pay prevailing wage rates when required by the Labor Laws of the State of California.

18. (a) The Consultant shall deliver to the Planning Official of the City or his designated representative, fully completed and detailed project-related documents which shall become the property of the City. The Consultant may retain, for its files, copies of any and all material, including drawings, documents, and specifications, produced by the Consultant in performance of this Agreement.

(b) The Consultant shall be entitled to copies of all furnished materials for his files and his subconsultants, if any.

(c) The City agrees to hold the Consultant free and harmless from any claim arising from any unauthorized use of computations, maps, and other documents prepared or provided by the Consultant under this Agreement, if used by the City on other work without the permission of the Consultant. Consultant acknowledges that Consultant work product produced under this agreement may be public record under State law.

19. (a) The City may terminate this Agreement without fault on the part of Consultant by giving at least ten (10) days written notice to the Consultant. The written notice shall specify the date of termination. Upon receipt of such notice, the Consultant may continue services on the project through the date of termination, provided that no service(s) shall be commenced or continued after receipt of the notice, which is not intended to protect the interest of the City. The City shall pay the Consultant within thirty (30) days after the date of termination for all non-objected to services performed by the Consultant in accordance

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herewith through the date of termination. Such termination may be effective immediately.

(b) Either party may terminate this Agreement for cause. In the event the City terminates this Agreement for cause, the Consultant shall perform no further service(s) under the Agreement unless the notice of termination authorizes such further work.

20. This Agreement is binding upon the City and the Consultant and their successors and assigns. Except as otherwise provided herein, neither the City nor the Consultant shall assign, sublet, or transfer its interest in this Agreement or any part thereof without the prior written consent of the other.

21. A City representative shall be designated by the City and a Consultant representative shall be designated by the Consultant. The City representative and the Consultant representative shall be the primary contact person for each party regarding performance of this Agreement. The City representative shall cooperate with the Consultant, and the Consultant's representative shall cooperate with the City in all matters regarding this Agreement and in such a manner as will result in the performance of the services in a timely and expeditious fashion.

22. This Agreement represents the entire and integrated Agreement between the City and the Consultant, and supersedes all prior negotiations, representations or Agreements, either written or oral. This Agreement may be modified or amended only by a subsequent written Agreement signed by both parties.

23. Where the payment terms provide for compensation on a time and materials basis, the Consultant shall maintain adequate records to permit inspection and audit of the Consultant's time and materials charges under this Agreement. The Consultant shall make such records available to the City at the Consultant's office during normal business hours upon reasonable notice. Nothing herein shall convert such records into public records. Except as

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may be otherwise required by law, such records will be available only to the City. Such records shall be maintained by the Consultant for three (3) years following completion of the services under this Agreement.

24. The City and the Consultant agree, that to the extent permitted by law, until final approval by the City, all data shall be treated as confidential and will not be released to third parties without the prior written consent of both parties.

25. The Consultant shall employ no City official or employee in the work performed pursuant to this Agreement. No officer or employee of the City shall have any financial interest in this Agreement in violation of federal, state, or local law.

26. All Plans, drawings, Specifications, reports, logs, and other documents prepared by the Consultant in its performance under this Agreement shall, upon completion of the project, be delivered to and be the property of the City, provided that the Consultant shall be entitled, at its own expense, to make copies thereof for its own use.

27. The laws of the State of California shall govern the rights, obligations, duties, and liabilities of the parties to this Agreement, and shall also govern the interpretation of this Agreement. Venue shall be vested in the Superior Court of the State of California, County of Riverside.

**SIGNATURE PAGE FOLLOWS**

IN WITNESS HEREOF, the parties have each caused their authorized representative to execute this Agreement.

City of Moreno Valley

Contractor/Consultant Name

BY: \_\_\_\_\_  
Financial & Administrative Services  
Director/City Manager/Mayor  
(Select only one please)

\_\_\_\_\_  
Date

BY: \_\_\_\_\_  
TITLE: \_\_\_\_\_  
(President or Vice President)

\_\_\_\_\_  
Date

BY: \_\_\_\_\_  
TITLE: \_\_\_\_\_  
(Corporate Secretary)

\_\_\_\_\_  
Date

**INTERNAL USE ONLY**

ATTEST:

\_\_\_\_\_  
City Clerk  
(only needed if Mayor signs)

APPROVED AS TO LEGAL FORM:

\_\_\_\_\_  
City Attorney

\_\_\_\_\_  
Date

RECOMMENDED FOR APPROVAL:

\_\_\_\_\_  
Department Head  
(if contract exceeds 15,000)

\_\_\_\_\_  
Date

**EXHIBIT A**

**SEE CITY'S REQUEST FOR PROPOSAL**

SAMPLE

**EXHIBIT B**

**SEE CONSULTANT'S PROPOSAL**

SAMPLE

**EXHIBIT C**

**CITY - SERVICES TO BE PROVIDED  
TO CONSULTANT**

- 1. Furnish the Consultant all in-house data which is pertinent to services to be performed by the Consultant and which is within the custody or control of the City, including, but not limited to, copies of record and off-record maps and other record and off-record property data, right-of-way maps and other right-of-way data, pending or proposed subject property land division and development application data, all newly developed and pertinent design and project specification data, and such other pertinent data which may become available to the City.**
- 2. Provide timely review, processing, and reasonably expeditious approval of all submittals by the Consultant.**
- 3. Provide a primary City staff liaison for contact and review purposes**
- 4. Carry out all other staff related items as provided in the Request for Proposal (Exhibit A)**

## **EXHIBIT D**

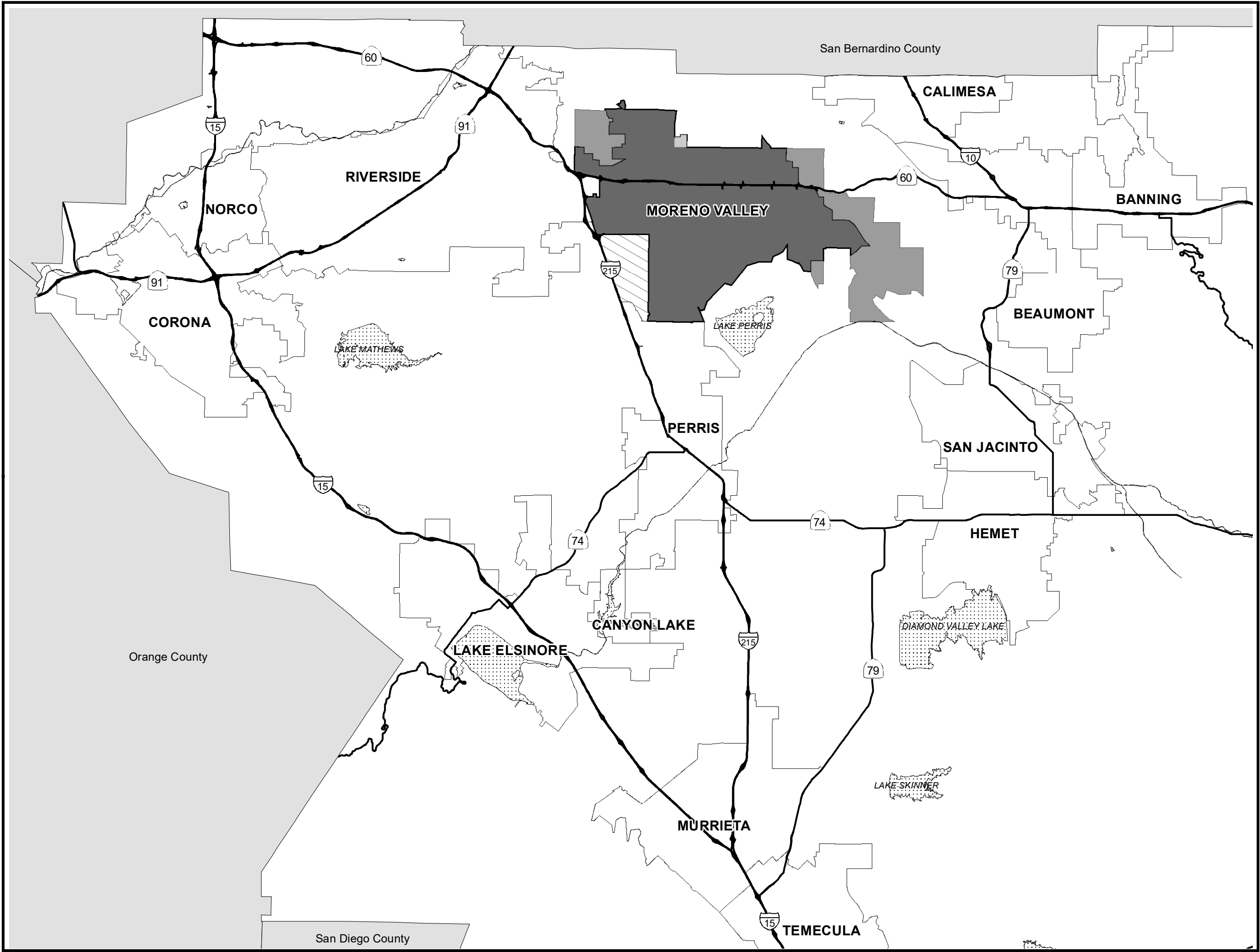
### TERMS OF PAYMENT

1. The Consultant's compensation shall not exceed \$\_\_\_\_\_.
2. The Consultant will obtain, and keep current during the term of this Agreement, the required City of Moreno Valley business license. Proof of a current City of Moreno Valley business license will be required prior to any payments by the City. Any invoice not paid because the proof of a current City of Moreno Valley business license has not been provided will not incur any fees, late charges, or other penalties. Complete instructions for obtaining a City of Moreno Valley business license are located at: [http://www.moval.org/do\\_biz/biz-license.shtml](http://www.moval.org/do_biz/biz-license.shtml)
3. The Consultant will electronically submit an invoice to the City once a month for progress payments along with documentation evidencing services completed to date. The progress payment is based on actual time and materials expended in furnishing authorized professional services during the preceding calendar month. At no time will the City pay for more services than have been satisfactorily completed and the City Engineer's determination of the amount due for any progress payment shall be final. The consultant will submit all original invoices to Accounts Payable staff at [AccountsPayable@moval.org](mailto:AccountsPayable@moval.org)  
Accounts Payable questions can be directed to (951) 413-3073.  
Copies of invoices may be submitted to the Community Development Department at [planning@moval.org](mailto:planning@moval.org) or calls directed to (951) 413-3206.
5. The Consultant agrees that City payments will be received via Automated Clearing House (ACH) Direct Deposit and that the required ACH Authorization form will be completed prior to any payments by the City. Any invoice not paid

because the completed ACH Authorization Form has not been provided will not incur any fees, late charges, or other penalties. The ACH Authorization Form is located at:

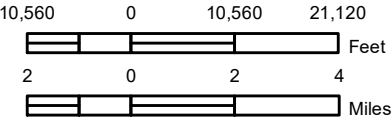
[http://www.moval.org/city\\_hall/forms.shtml#bf](http://www.moval.org/city_hall/forms.shtml#bf)

6. The minimum information required on all invoices is:
  - A. Vendor Name, Mailing Address, and Phone Number
  - B. Invoice Date
  - C. Vendor Invoice Number
  - D. City-provided Reference Number (e.g. Project, Activity)
  - E. Detailed work hours by class title (e.g. Manager, Technician, or Specialist), services performed and rates, explicit portion of a contract amount, or detailed billing information that is sufficient to justify the invoice amount; single, lump amounts without detail are not acceptable.
  
6. The City shall pay the Consultant for all invoiced, authorized professional services within thirty (30) days of receipt of the invoice for same.



# VICINITY MAP

- Highways
- Moreno Valley
- City Boundaries
- Moreno Valley Sphere
- March ARB
- Riverside County
- Waterbodies



Date: October 12, 2017  
 State Plane NAD83 Zone 6  
 T:\Divisions\Planning\2017\MXD\  
 GeneralPlan\vicinity.mxd

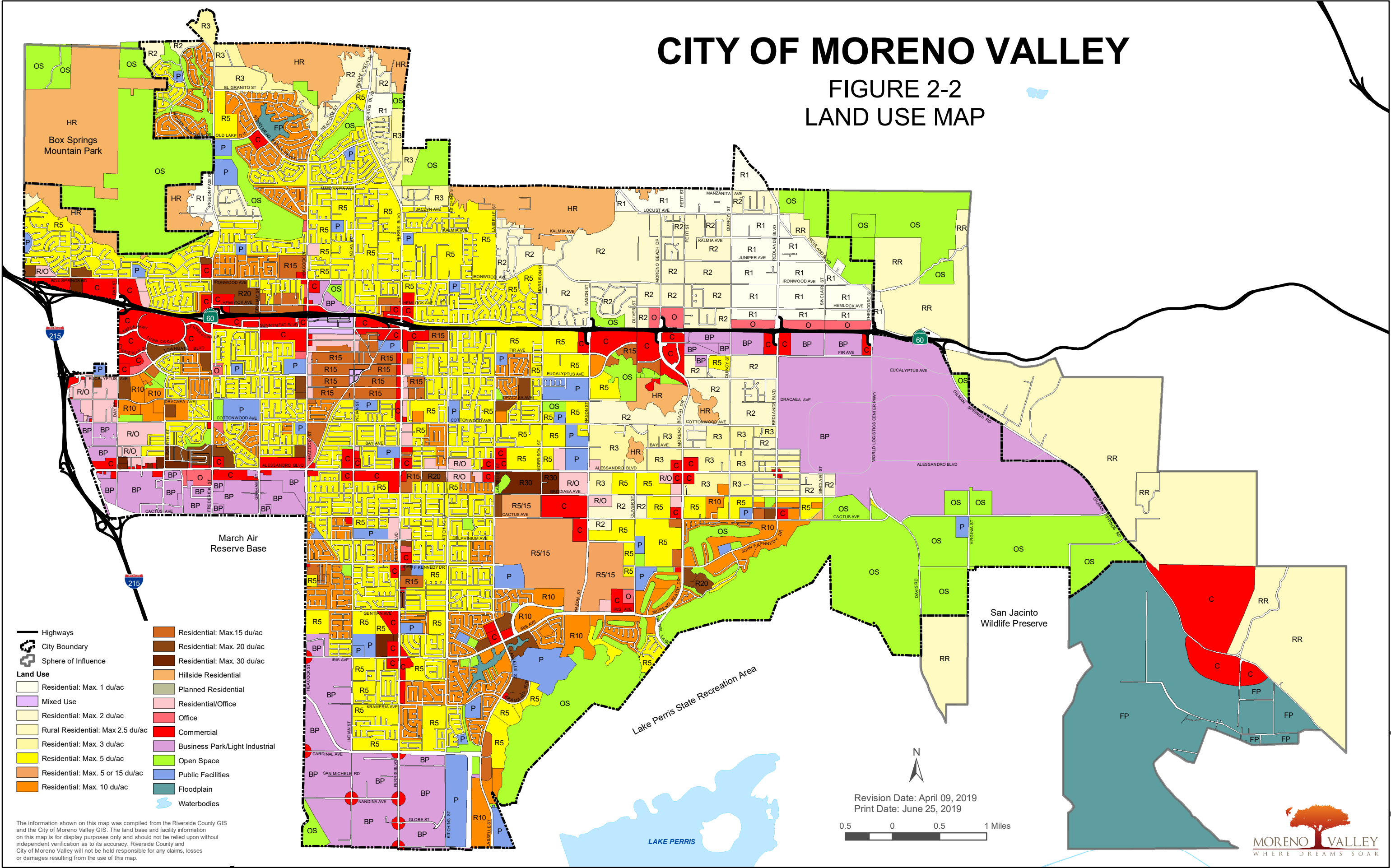


## GEOGRAPHIC INFORMATION SYSTEMS

The information shown on this map was compiled from the Riverside County GIS and the City of Moreno Valley GIS. The land base and facility information on this map is for display purposes only and should not be relied upon without independent verification as to its accuracy. Riverside County and City of Moreno Valley will not be held responsible for any claims, losses or damages resulting from the use of this map.

# CITY OF MORENO VALLEY

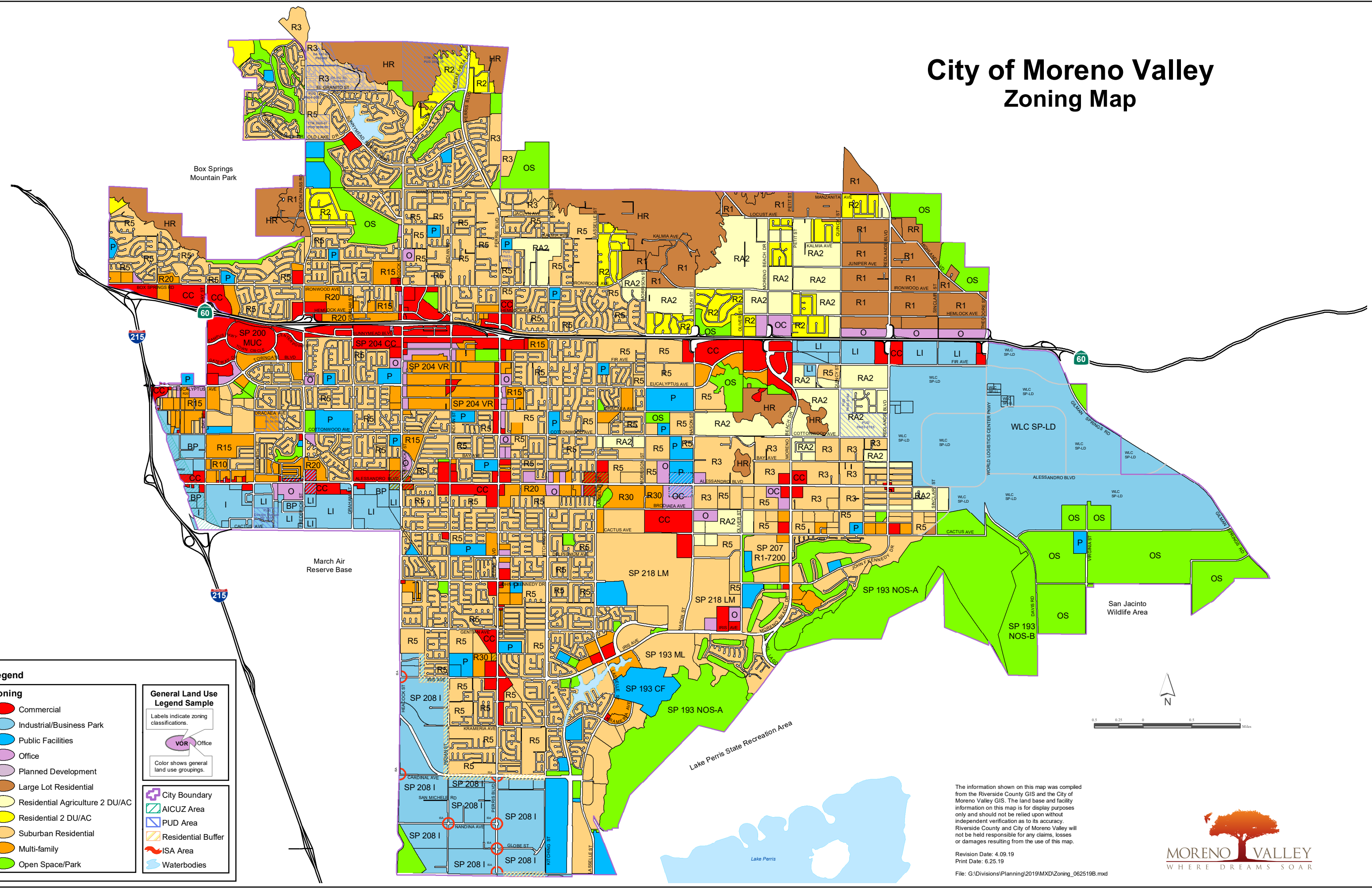
## FIGURE 2-2 LAND USE MAP



The information shown on this map was compiled from the Riverside County GIS and the City of Moreno Valley GIS. The land base and facility information on this map is for display purposes only and should not be relied upon without independent verification as to its accuracy. Riverside County and City of Moreno Valley will not be held responsible for any claims, losses or damages resulting from the use of this map.



# City of Moreno Valley Zoning Map



**Legend**

**Zoning**

- Commercial
- Industrial/Business Park
- Public Facilities
- Office
- Planned Development
- Large Lot Residential
- Residential Agriculture 2 DU/AC
- Residential 2 DU/AC
- Suburban Residential
- Multi-family
- Open Space/Park

**General Land Use Legend Sample**

Labels indicate zoning classifications.

VOR Office

Color shows general land use groupings.

- City Boundary
- AICUZ Area
- PUD Area
- Residential Buffer
- ISA Area
- Waterbodies



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Revision Date: 4.09.19  
Print Date: 6.25.19  
File: G:\Divisions\Planning\2019\MXD\Zoning\_062519B.mxd



***MOMENTUM***   
*MoVal*



Adopted on August 16, 2016





## STRATEGIC PLANNING - INTRODUCTION

Momentum MoVal outlines the City Council's strategic vision for Moreno Valley's evolution as a premier community where residents and businesses will continue to thrive. This Strategic Plan will align the City's resources and creative energy toward meeting objectives identified by community stakeholders and approved by its elected leaders. As a dynamic and forward leaning endeavor, Momentum MoVal identifies the City's top priorities for the next five years while allowing the Council to adjust priorities as needed to address emerging issues. It's a living document with a laser focus on achieving the aspirations of our diverse community.

A cornerstone to the Strategic Plan process has been active participation by residents and community stakeholders. Their valuable input has been incorporated throughout this document and is showcased in Appendix A.

Momentum MoVal is built around six top priorities toward which our collective efforts will be focused. The Plan features detailed objectives and specific initiatives to achieve the Council's priorities. These components will serve as the primary Work Plan for efforts by all City employees to fulfill the direction given by the Council. Customer Care standards (Appendix B), which have been incorporated into all aspects of daily service delivery to residents and businesses, will continue to guide staff's approach and manner in fulfilling the Council's strategic vision.

This Plan is visionary, while remaining mindful that our community expects its City government to function at peak efficiency. In developing priorities, objectives and initiatives, the City's financial capabilities have been fully considered. Priorities outlined herein can be aligned and achieved within existing staff levels and resources, unless otherwise noted. Staff's recommendations for annual operating and capital improvements budgets will reflect the City Council's policy direction as outlined in this strategic document.

Momentum MoVal is an ambitious plan, as the City Council has a bold vision for Moreno Valley's future. Success in achieving these objectives won't be easy, and it shouldn't be. There is much to be done and community expectations are high. Because strategic vision and accountability go hand in hand, progress in accomplishing the initiatives will be reported regularly and publicly.

Momentum MoVal will take Moreno Valley to new heights...Where Dreams Soar.



## Consultant's Comments

Momentum MoVal represents the results of active engagement by Moreno Valley residents and the City Council in charting the community's course into the future. This process was unique in the extensive degree to which resident input was sought by the Council and provided by community stakeholders. The community's buy-in to the Momentum MoVal program will ensure that it continues to reflect changing local needs.

The Council hosted 2 community meetings to receive input from residents. An online survey garnered over 350 responses as stakeholders embraced the opportunity to share their community priorities. The Council's day-long Planning Session, held as a public meeting, was a critical juncture in this process. In this discussion, the Council reached consensus on several key principles to guide development of the Strategic Plan as well as its implementation in the years ahead. These principles included:

- Maintain a unified front. Successful Councils work together, moving in the same strategic direction. Providing clear, unified direction will lead to results at the staff level. Celebrate success in terms of "We" rather than "I".
- Focus on Policy. As effective policy makers, the Council will focus on issues from the policy level (referred to as a "30,000 ft. level" for illustrative purposes). Doing so requires staff to communicate effectively with the Council, to earn the Council's collective confidence that staff is fulfilling Council's goals and policy direction.
- Keep communication open, don't be secretive. Sharing information equally with the Council Members is vital to keeping them all informed as policy makers.
- Maintain a respectful environment. Display courtesy toward one another and toward staff. Respect one another's roles and use of time.
- Focus on Customer Care. Council Members view constituent issues from a Citywide perspective. District Boundaries should not be barriers to assisting constituents; in working with residents, Council Members will keep the District Council Member informed.
- Maintain Perspective. Don't allow a few people to influence perspectives of, and behavior toward, one another. Take a broader perspective.
- Equip new Council Members for success. A comprehensive orientation to acquaint newly elected Council Members on the principles stated above will be very helpful to them in understanding organizational norms and their roles as policy makers.

Momentum MoVal marks a pivotal point in the City's development as a premiere community in Inland Southern California. It has been a distinct pleasure to work with the City Council and residents in identifying the objectives outlined in this visionary document.

Wayne McAfee Ph.D.

Nels Klyver Ph.D.



## STRATEGIC PLAN PRIORITIES

### ECONOMIC DEVELOPMENT

Meet the current and emerging needs of Moreno Valley by expanding the local economy through:

- new business opportunities;
- job creation;
- strategic partnerships; and
- workforce development.

Provide proactive business attraction, small business development, and business support services that grow the City's economic base to enhance the quality of life for Moreno Valley residents.

### PUBLIC SAFETY

Provide effective public safety services to enhance the Quality of Life for Moreno Valley families and to attract businesses to our community. Public safety priorities focus on:

- reducing crime through traditional & innovative policing methods,
- preparing our community for emergencies;
- protecting life and property; and
- exploring cost effective solutions.

### LIBRARY

Deliver library services that empower our residents through open access to knowledge, employing both traditional and contemporary methods at a level that is appropriate for a diverse community of over 200,000 citizens.

### INFRASTRUCTURE

Manage and maximize Moreno Valley's public infrastructure to ensure an excellent quality of life, develop and implement innovative, cost effective infrastructure maintenance programs, public facilities management strategies, and capital improvement programming and project delivery.

### BEAUTIFICATION, COMMUNITY ENGAGEMENT, AND QUALITY OF LIFE

Promote an active and engaged community where we work together to beautify our shared environment, care for each other, and enjoy access to cultural and recreational amenities that support a high quality of life for all of our residents as envisioned and articulated throughout the City's adopted General Plan.

### YOUTH PROGRAMS

Improve the lives and futures of our City's youth by expanding healthy lifestyle choices and learning opportunities. Build systems that continually and effectively assess the conditions affecting families in Moreno Valley, and develop context appropriate strategies responsive to those needs that build on community strengths.



## VISION

To transform our young city into a mature community that offers its residents and businesses an unsurpassed quality of life featuring abundant recreation, desirable private and public services, varied residential living choices, and well-paying employment opportunities.

## MISSION

**Maintain** a safe and secure environment for the people who live, work, and play in the city.

**Promote** democracy, inviting citizen involvement while encouraging community self-determination and local control.

**Enhance** and sustain the economic prosperity of the community and the financial well-being of the city government.

**Bring** together our community and its resources to address local needs and issues and enhance the quality of life.

**Build** quality public and private facilities, emphasizing recreational and cultural activities for all ages and interests.

**Foster** harmony among diverse community groups by providing opportunities for improvement, respecting cultural differences, and treating people equally and fairly.

**Respect** and conserve our environmental resources for the health and enjoyment of our citizens and future generations.

**Advocate** for and effectively represent the city's interests with other governmental and private institutions, and establish cooperative partnerships to improve the quality of life in the region.

**Exemplify** good government by operating a city business that is open and ethical, customer-friendly, cost-conscious, innovative, technologically advanced, and forward-thinking.

**Cultivate** a challenging and rewarding work environment— as a “model employer”—that supports our employees and their families, develops people, promotes teamwork, and celebrates humanity.

## GOALS

1. Advocacy
2. Revenue Diversification and Preservation
3. Public Safety
4. Public Facilities and Capital Projects
5. Positive Environment
6. Community Image, Neighborhood Pride and Cleanliness



## 1. ECONOMIC DEVELOPMENT

*Meet the current and emerging needs of Moreno Valley by expanding the local economy through:*

- *new business opportunities;*
- *strategic partnerships; and*
- *job creation;*
- *workforce development.*

*Provide proactive business attraction, small business development, and business support services that grow the City's economic base to enhance the quality of life for Moreno Valley residents.*

### **Objective 1.1: Proactively attract high-quality businesses.**

Initiative 1.1.1: Update the Council-adopted Economic Development Action Plan to focus business attraction efforts on key growth industries conducive to the Moreno Valley market such as logistics, green and clean technology, defense, aerospace, e-commerce, healthcare, medical device manufacturing, auto manufacturing (and related fields), robotics, and global trade. (1 year)

Initiative 1.1.2: In the next City budget cycle, allocate additional dollars to expand marketing efforts by increasing advertising placements and sponsorships. (6 months)

Initiative 1.1.3: Affirm competitive development impact fees. (1 year)

Initiative 1.1.4: Advance the Development Services Team as a "Center of Excellence" in serving all customers by use of technology services and tools and streamlining development processes via Accela's ACP project tracking software. Guarantee specific time frames for plan reviews, expedite permitting issuance processes, improve inspection functionality (6 months), and facilitate online applications and services. (9 months)

Initiative 1.1.5: Rebuild the Community Development Department's website presence by making pertinent and useful information easily accessible for review and to provide additional assistance throughout all aspects of the development review process. (9 months)

Initiative 1.1.6: Expand Economic Development digital and online marketing tools including the expansion of proactive marketing with monthly emails, the placement of ten (10) print and digital ads, and development of a dedicated Economic Development website to promote Moreno Valley as the best place to do business. (1 year)

Initiative 1.1.7: Actively participate in and sponsor commercial, medical, office, and industrial brokerage and development-related organizational events and conferences to promote and market Moreno Valley. (2 years)



Initiative 1.1.8: Promote investment in beautification improvements (landscaping, public art, etc.) along strategic business development corridors. (5 years)

Initiative 1.1.9: Conduct 12 business visits per year with major employers and key businesses in Moreno Valley to build relationships; determine business needs, developing new support industries; promote incentive programs such as Hire MoVal; and to identify industry and employer specific educational and training. (1 year)

Initiative 1.1.10: Pursue award opportunities to showcase the City's innovative Economic Development initiatives. (1 year)

Initiative 1.1.11: Complete the re-brand of the Economic Development Department attraction efforts and launch a dedicated Economic Development website. (6 months)

**Partners:** Economic Development, City Manager's Office, Media Section, Community Development (Planning, Building & Safety), Public Works, Finance, Fire Prevention, Moreno Valley Utility, Riverside County Workforce Development, Searle Creative Marketing, Riverside University Health System, Kaiser Permanente, Moreno Valley Chamber of Commerce, Moreno Valley Black Chamber of Commerce, Moreno Valley Hispanic Chamber of Commerce, Inland Empire Economic Partnership, Inland Empire Small Business Development Center (IESBDC), SCORE, Small Business Administration (SBA), AmPac Tri-State, and other business support partners, development and brokerage community, trade organizations

**Resources:** Economic consultant(s) for the Economic Development Action Plan, outside marketing agency, marketing budget, one (1) additional, full-time Economic Development staff member for business attraction

**Obstacles:** Potential downturn in economy, delayed implementation of ACP project tracking software, identifying adequate funding, available staffing resources

**Objective 1.2: Market all the opportunities for quality industrial development in Moreno Valley by promoting all high-profile industrial and business projects that set the City apart from others.**

Initiative 1.2.1: Showcase excellent industrial projects on all appropriate marketing collateral, online, and via email outreach. Work with each unique developer to educate the brokerage community on the status and availability of future projects. (years 1-5)

**Partners:** Economic Development, Community Development (Planning), City Manager's Office, Media Section, developers



**Resources:** Economic consultant(s) for the Economic Development Action Plan, outside marketing agency, marketing budget, WLC Development Agreement provisions

**Obstacles:** Potential downturn in economy, identifying adequate funding, available staffing resources

**Objective 1.3: Promote local hiring through the expansion of local, quality, high paying jobs, and workforce development efforts.**

Initiative 1.3.1: Set a target of 1,000 new jobs through business attraction and expansion per year. (years 1-5)

Initiative 1.3.2: Set a target of having an unemployment rate that is lower than the Riverside County unemployment rate. (5 years)

Initiative 1.3.3: Attract a supply chain/logistics and/or medical related trade school. Explore the potential use of City facilities for this purpose. (3 years)

Initiative 1.3.4: Continue to partner with the Riverside County Workforce Development Center to promote job readiness and basic skills training of the local workforce through the hosting of at least six (6) job preparedness and readiness workshops per year at the Moreno Valley Employment Resources Center (ERC) and/or other City facilities. Continue to expand upon existing recruitment service offerings. (1 year)

Initiative 1.3.5: Explore strategic partnerships with business organizations and nonprofits to identify industry specific workforce development training curriculum needs. (2 years)

Initiative 1.3.6: Encourage local partnerships to promote entrepreneurship, basic skills training, and financial literacy initiatives among Moreno Valley adults. (2 years)

Initiative 1.3.7: Promote the development of health care careers by establishing a “hot careers in health care” board at the ERC, giving first priority to health care job providers for recruitments, and hosting two (2) workshops focused on jobs in health care with local partners at the ERC. (1 year)

Initiative 1.3.8: Develop a strategy to utilize World Logistics Center Development Agreement funds dedicated to workforce training in the logistics industry. A total of \$6,993,000 is anticipated for the City’s use to provide and enhance educational and workforce development training in the supply chain and logistics industries. Funds will be received on an annual basis, and in conjunction with construction on the WLC site. Annual payments of \$100,000 will be provided during the first six years under the Development Agreement, with the amount increasing to \$125,000 from the 7th year through the end of the Agreement. A contribution of



\$1 million will be provided upon issuance of the first building permit for a logistics building on the WLC property, and additional payments of 11¢ per square foot upon issuance of building permits for each succeeding building. (1 year)

Initiative 1.3.9: Incorporate Moreno Valley Utility (MVU) as part of the Business Visitation Program and enroll five (5) new companies into Hire MoVal. (1 year)

Initiative 1.3.10: Develop a Hire MoVal recognition program. Companies that adopt the “Hire MoVal First” criteria will be recognized at a City Council Special Presentation meeting to receive a City Proclamation. (1 year)

Initiative 1.3.11: Evaluate hiring City staff members to conduct job readiness/job training programs under direct supervision by the Economic Development Department.

**Partners:** Economic Development, Community Services and Library for provision of job readiness workshops, City Manager’s Office, Media Section, Community Development (Planning), Finance, Riverside County Workforce Development, Moreno Valley College, Riverside Community College District, University of California Riverside, prospective trade/professional/non-profit training institutions, Moreno Valley Chamber of Commerce, Moreno Valley Black Chamber of Commerce, Moreno Valley Hispanic Chamber of Commerce

**Resources:** Two (2) additional full-time Economic Development staff members to implement job creation/ workforce development initiatives

**Obstacles:** Potential downturn in economy, limited market demand, identifying adequate funding, available staffing resources

**Objective 1.4: Promote the development of the Medical Corridor along Nason Street to meet health care demands for residents of Moreno Valley and the region, bring quality jobs, and create business opportunities for ancillary support businesses in the health care industry.**

Initiative 1.4.1: Strengthen partnerships with existing medical providers such as Riverside University Health System and Kaiser Permanente to support and encourage expansion efforts. (6 months)

Initiative 1.4.2: Create focused medical/office and elderly care facility marketing collateral to highlight Moreno Valley’s unique assets and development opportunities. (6 months)

Initiative 1.4.3: Identify strategic partners to encourage the development of job readiness in high demand health care industries. (6 months)

Initiative 1.4.4: Determine the highest/best use of the City’s parcel at Nason Street and Alessandro Boulevard and the exploration of an urban village concept including opportunity



to integrate enhanced transit connections between this area and the new Perris Valley Line Metrolink Station west of I-215. Complete land use analysis component of the Nason Street Corridor Study. (1 year)

**Partners:** Economic Development, City Manager’s Office, Media Section, Community Development (Planning, Building & Safety), Public Works, Fire Prevention, Riverside County Workforce Development, Moreno Valley College, University of California Riverside (School of Medicine), Riverside University Health System, Kaiser Permanente, Land Use consultant

**Resources:** A Land-Use consultant

**Obstacles:** Limited market demand, potential downturn in economy, identifying funding source, available staffing resources

**Objective 1.5: Showcase Moreno Valley’s unique assets.**

Initiative 1.5.1: Promote and market Moreno Valley’s advantages: second largest City in Riverside County with a growing population, strategic location, easy access to transportation corridors, proximity to ports and markets in Los Angeles, Orange, and San Diego counties, home of March Inland Port – Airport, availability of developable land, committed City leadership and staff, business friendly philosophy, Foreign Trade Zone designation, competitive incentives such as the award winning Hire MoVal program, and the Economic Development Rate Incentive discount from the Moreno Valley Utility. (3 years)

Initiative 1.5.2: Evaluate the current General Plan Community Development Element Land Use Map to identify three potential distinct “town centers” for the City. (1 year)

**Partners:** Economic Development, City Manager’s Office, Media Section, Community Development (Planning, Building & Safety), Public Works, Moreno Valley Utility, Riverside County EDA, Inland Empire Economic Partnership, March Inland Port Airport - March Joint Power’s Authority

**Resources:** Funding for land use, architecture/ landscape architecture, engineering consultants to implement a City Gateway and Streetscapes plan would be required for 1.5.2 above

**Obstacles:** Identifying funding source, available staffing resources for 1.5.2 above



**Objective 1.6: Establish Moreno Valley as the worldwide model in logistics development.**

Initiative 1.6.1: Expand the State of the City to add an Economic Development Summit component that includes a keynote speaker to discuss annual economic trends and their impact on the City, and offer breakout sessions that would allow participants to provide feedback on issues relevant to business and the local economy. (1 year)

Initiative 1.6.2: Develop a Logistic and Industrial Developer Business Council comprised of logistic and industrial developers to meet and discuss issues impacting development. (1 year)

Initiative 1.6.3: Establish a webpage discussing the priorities and activities of the Logistic and Industrial Developer Business Council with a section that allows businesses to submit feedback and suggestions. (2 years)

Initiative 1.6.4: Pursue speaking and demonstration opportunities at the national and international levels to elevate Moreno Valley’s reputation for smart logistics development. (1 year)

**Partners:** City Manager’s Office, Media Section, City Clerk’s Office, Economic Development, Community Development (Planning), Community Service, Moreno Valley logistics-related companies, industrial developers

**Resources:** Additional funding for the State of the City event

**Obstacles:** Identifying funding source, potential downturn in economy, available staffing resources

**Objective 1.7: Promote small business development and entrepreneurship.**

Initiative 1.7.1: Continue to provide high quality business support programs such as five (5) Business Roundtables per year, twenty (20) Business Spotlight commercials, Hire MoVal, monthly Shop MoVal print and digital ads, and fifty (50) small business site visits per year.

Initiative 1.7.2: Leverage resources and city facilities to provide quality educational and small business support programs such as workshops, technical and financial assistance, networking, mentoring, and one-on-one counseling through the Inland Empire Small Business Development Center (IESBDC), SCORE, Small Business Administration (SBA), AmPac Tri-State, and other business support partners. (1 year)

Initiative 1.7.3: Research the feasibility and funding of a one-stop incubator that would include the ERC and a new BRC (Business Resources Center) to encourage the evolution of home-based and small businesses and the expansion of start-ups. (5 years)



**Partners:** Economic Development, City Manager’s Office, Media Section, Community Development, Parks & Community Services, Finance, Moreno Valley Utility, Riverside County Workforce Development, Moreno Valley College, Moreno Valley Chamber of Commerce, Moreno Valley Black Chamber of Commerce, Moreno Valley Hispanic Chamber of Commerce, Inland Empire Small Business Development Center (IESBDC), SCORE, Small Business Administration (SBA), AmPac Tri-State

**Resources:** One (1) full-time Economic Development staff member for business support services/small business development

**Obstacles:** Identifying funding source, available staffing resources

**Objective 1.8: Evaluate staff resources and dedicate City funding to invest in aggressive Economic Development activities that will result in increased revenues to the City, additional employment opportunities, and enhanced quality of life for our residents.**

Initiative 1.8.1: Evaluate hiring one (1) full time staff member, or equivalent outsourced support, to business attraction such as proactive print and digital marketing, branding, website management, content and email marketing, trade show and industry events planning and attendance, lease mining, site selection assistance, demographics and market analysis, brochure development, database collection, real estate industry liaison, and new business relationship building efforts. (6 months)

Initiative 1.8.2: Evaluate hiring two (2) full time staff members, or equivalent outsourced support, for workforce development, including oversight of the Hire MoVal program, operations at the Moreno Valley Employment Resource Center, job readiness workshops, partnership and relationship building, and new job training initiatives. (6 months for first hire, 18 months for second hire)

Initiative 1.8.3: Evaluate hiring one (1) full time staff member, or equivalent outsourced support, for Business Support Services and Small Business Development, such as Business Visitations, Business Roundtable, Business Spotlight, Chamber of Commerce relations, grants and loan programs, energy efficiency programs outreach, small business visits, business training programs with the Small Business Development Center, SCORE, AmPac Tri-State, and the Small Business Administration, event sponsorships within Moreno Valley, Shop MoVal, Start-up MoVal, and the Business Ombudsman activities. (18 months)

**Partners:** Economic Development, City Manager’s Office, Administrative Services

**Resources:** Up to four (4) additional full-time Economic Development staff positions

**Obstacles:** Potential downturn in economy, identifying funding sources



**Objective 1.9: Ensure the City’s General Plan articulates the vision for how Moreno Valley wants to evolve over time, and provides an orderly and predictable process through which this vision is developed and implemented, including new attention to economic development, sustainability, public health, and innovation.**

Initiative 1.9.1: Prepare a General Plan Annual Report per Government Code Section 65400 for presentation to the City Council before April 1, 2017, that explains how current land use decisions relate to adopted goals, policies and implementation measures, and as appropriate, identify necessary course adjustments consistent with the Strategic Plan. (1 year)

Initiative 1.9.2: Form a working group of key City staff to research and evaluate the current General Plan as a prerequisite to initiating a comprehensive update of the General Plan. Develop recommendations for a scope of work, inclusive of completing the General Plan Economic Development Element (Chapter 3) envisioned with the last comprehensive General Plan Update completed in 2006, and prepare recommendations on budget and schedule. (1 year)

Initiative 1.9.3: Include consideration of incremental set-aside of funding in annual budget development in anticipation of future General Plan update. (1 year)

Initiative 1.9.4: Conduct a comprehensive update of the City General Plan and supporting environmental document, including all mandatory Elements (except Housing), an Economic Development Element, and other desired optional Elements authorized by the City Council. (3 years)

**Partners:** City Manager’s Office, Media Section, Community Development (Planning, Building & Safety), Public Works, Finance (Housing), Economic Development, Community Service, Police and Fire

**Resources:** General plan consultant/firm

**Obstacles:** Identify funding source, available staffing resources



## 2. PUBLIC SAFETY

*Provide effective public safety services to enhance the Quality of Life for Moreno Valley families and to attract businesses to our community. Public safety priorities focus on:*

- *reducing crime through traditional & innovative policing methods;*
- *preparing our community for emergencies;*
- *protecting life and property; and*
- *exploring cost effective solutions.*

### **Objective 2.1.: Reduce crime, the fear of crime, and the perception of crime in the community.**

Initiative 2.1.1: Form a working group, with existing staff, to research, evaluate and test progressive law enforcement programs for use in the City. (6 months)

Initiative 2.1.2: Conduct at least one community survey each year using social media to correctly determine, address, and reduce fear of crime. (1 year)

Initiative 2.1.3: Enhance the use of social media sites to better provide a forum for reporting quality of life issues to include tips, complaints, and crime updates. (6 months)

Initiative 2.1.4: Expand the citywide camera system to include more parks, public gathering areas and sport complexes. (2 years)

Initiative 2.1.5: Add large signage to city entry points alerting the public to the existence of the camera system. (1 year)

Initiative 2.1.6: Provide Crime Prevention Through Environmental Design (CPTED) plan review training to key city staff engaged in plan reviews for new development projects. (1 year)

**Partners:** Police Department, Community Development, Parks & Community Services Department, Technology Services, Local Business Owners/Groups, Neighborhood Associations, Faith-Based Organizations, Riverside County Department of Public Social Services (DPSS), Neighborhood Watch Program, Homeowners Associations, Center for Problem-Oriented Policing, social networking and media outlets

**Resources:** Grants and city approved funding sources

**Obstacles:** Identifying key leadership personnel to establish a crime prevention committee and the management of employees to develop and maintain social media sites



**Objective 2.2: Engage the community in joint problem solving and crime prevention activities.**

Initiative 2.2.1: Target 10% increased public participation at community outreach and education events, such as Coffee with a Cop, Zone Meetings, and Cops and Clergy. (1 year)

Initiative 2.2.2: Provide information regarding Neighborhood Watch programs to all Homeowners Associations in the City. (1 year)

Initiative 2.2.3: Host a CPTED community workshop, and post CPTED information on the city website for public information. (1 year)

**Partners:** Police Department, Local Businesses, Neighborhood Associations, Faith-Based Organizations, Neighborhood Watch Program, Center for Problem-Oriented Policing, social networking and media outlets

**Resources:** Byrne Criminal Justice Innovation grant

**Obstacles:** Identifying key leaders from various community groups to develop and maintain a crime prevention committee, difficulty locating additional crime prevention grants and funding sources

**Objective 2.3: Promote the concept of community policing with residents and Department members.**

Initiative 2.3.1: Increase public trust by building our community oriented policing programs like the Officer Friendly Program and Crime-Free Multi-housing. (1 year)

Initiative 2.3.2: Work with new and existing affordable housing providers to help them solve problems and promote a Crime-Free Multi-housing Program. (6 months)

Initiative 2.3.3: Enhance volunteer programs by actively recruiting and sending five new city residents to the Citizen's Police Academy each year. (1 year)

Initiative 2.3.4: Raise public trust by increasing law enforcement's presence at community events. (6 months)

**Partners:** Police Department, Housing and Urban Development, Community Development, Finance (Housing), local business owners/groups, Neighborhood Associations, Faith-Based Organizations, Parks & Community Services Department, Neighborhood Watch Program, Crime Stoppers, Center for Problem-Oriented Policing, social networking and media outlets

**Resources:** Byrne Criminal Justice Innovation grant, develop a career development program for High School/College Students for future entry in law enforcement

**Obstacles:** Identifying key leaders from various community groups to develop and maintain a crime prevention committee

**Objective 2.4: Work with government and non-government agencies to reduce homelessness in the City.**

Initiative 2.4.1: Develop and maintain relationships with Housing and Urban Development, Veterans Affairs, Riverside County Department of Public Social Services (DPSS) and other non-governmental organizations to house our homeless. (1 year)

**Partners:** Police Department, Community Development, Housing and Urban Development, local business owners/groups, Riverside Community College Students, Neighborhood Associations, Faith-Based Organizations, DPSS, Department of Public Works, Parks and Recreation, Center for Problem-Oriented Policing, non-governmental organizations (i.e. Path of Life Ministries, University Women Homeless Center, Jubilee House Sober Living, D & R Turning Point), Family Assistance Program, Place, and the Riverside County 211 Program

**Resources:** City approved funding sources and grants

**Obstacles:** Identifying key leaders from various community groups to develop and execute a comprehensive homeless protocol, difficulty identifying funding sources, available staffing resources

**Objective 2.5: Develop partnerships with local businesses and warehouse operators to reduce traffic related issues.**

Initiative 2.5.1: Develop and implement a Commercial Vehicle Enforcement Team. (1 year)

Initiative 2.5.2: Work with local businesses to develop commercial traffic plans, routes and parking solutions. (1 year)

**Partners:** Caltrans, California Highway Patrol, Police Department Traffic Unit, local business owners/groups, neighborhood associations, Public Works, Community Development (including existing vendor support)

**Resources:** City approved funds and applicable grants, professional consultants

**Obstacles:** Identifying key leaders from various community and business groups to develop a committee/think tank to develop and implement traffic related solutions, available staffing resources, adequate funding



**Objective 2.6: Enhance operational excellence and efficiency in delivery of Police services.**

Initiative 2.6.1: Begin the important process of building the police department's sworn staffing levels. Success and timing will reflect availability of resources and status of law enforcement costs. The Riverside Sheriff's Department often refers to a ratio of 1 officer to each 1,000 residents as an important target for sworn staffing levels. (1 year)

Initiative 2.6.2: Rebuild special teams by adding sworn officers. These teams proactively target violent criminals, street gangs, street-level narcotics sales, and quality of life issues. (2 years)

**Partners:** Police Department, City Manager's Office, Financial & Management Services

**Resources:** Allocate funds and identify grants for the increase in police personnel

**Obstacles:** Allocating ongoing funds to sustain an increase in police personnel in light of rising costs

**Objective 2.7: Fully integrate Fire Prevention activities into the City's Development Services processes to provide swift, seamless service.**

Initiative 2.7.1: Team with Technology Services and all other development services department to adopt the Accela Civic Platform (ACP). (2016)

**Partners:** Fire Department, Technology Services, Economic Development, Community Development (Planning, Building and Safety), Land Development, TruePoint Solutions

**Resources:** ACP project team

**Obstacles:** Potential delays for incorporating annual business inspection programs due to additional enhancements required within ACP, available staffing resources

**Objective 2.8: Enhance communication and coordination with City departments to provide accountability in emergency preparedness activities and minimize redundancy of efforts citywide.**

Initiative 2.8.1: Assess and assist other City department efforts to identify, prioritize, and mitigate facility and infrastructure hazards that would advance emergency preparedness. (1 year)

Initiative 2.8.2: Conduct a full-scale Emergency Operations Center Exercise. (2016)

Initiative 2.8.3: Conduct no less than 1 full-scale Emergency Operations Center Exercise in each calendar year. (2016)



**Partners:** City Manager's Office, Community Development Department, Office of Emergency Management, Fire Department, Police Department, Public Works, Parks and Community Services, Moreno Valley Utility, Media Section, Riverside County Emergency Management Department (EMD), Riverside County Fire, Riverside University Health System, Moreno Valley Kaiser, American Red Cross

**Resources:** Office of Emergency Management, Fire Department, Riverside County EMD staff, Alert MoVal

**Obstacles:** Priority projects may impact development and facilitation of meetings and exercises

**Objective 2.9: Building upon momentum established with the El Niño Preparedness initiative, maintain and expand partnerships with community organizations throughout the City.**

Initiative 2.9.1: Develop and establish formal agreements or memorandums of understanding (MOU's) with private/non-profit organizations to enhance the City's preparedness and response efforts. (1 Year)

**Partners:** Office of Emergency Management, City Manager's Office, Fire Department, Police Department, faith-based organizations, community-based organizations, non-profit organizations, Economic Development, Public Works, and key community disaster response agencies

**Resources:** Existing City staff from City departments, Moreno Valley (MVUSD) and Val Verde (VVUSD) Unified School Districts, various meetings and committees (i.e. Operational Area Planning Committee, NorthWest Comm, Volunteer Organizations Active in Disaster, etc.)

**Obstacles:** Potential for varying levels of participation among community organizations. Some partners may not have adequate resources to engage in an MOU or assist the City in an emergency or disaster

**Objective 2.10: Ensure that the City's emergency management program (including mitigation, preparedness, response and recovery) addresses needs of persons with disabilities and people with access and functional needs.**

Initiative 2.10.1: Revise the City's Emergency Operations Plans to ensure each City department includes consideration of accommodations, services, and strategies for serving the City's population of persons with disabilities and people with access and functional needs and is compliant with state and federal regulations. (1 Year)



Initiative 2.10.2: Enhance the current system for identifying and locating persons with disabilities and people with access and functional needs during an emergency, document suitable shelter infrastructure, and ensure specialized equipment and other support is available during emergencies. (3 years)

Initiative 2.10.3: Enhance the level of emergency preparedness to meet the needs of People with Access and Functional Needs (PAFN) during major emergencies or disasters by: (2 years)

- strengthening existing and initiating 5 new relationships with civic stakeholders including schools, care and medical organizations who know of and provide services to PAFN;
- increasing resident registration of PAFN during an emergency with the City's alert and notification system, Alert MoVal, by 10% per year;
- identifying and building relationships with 5 vendors who provide specialized equipment and resources specifically designed to assist PAFN and that can be made available during disasters;
- coordinating and conducting an annual emergency preparedness seminar tailored to PAFN; and
- offering a PAFN Community Emergency Response Training class to members of the community and surrounding jurisdictions.

**Partners:** Office of Emergency Management, Riverside County Department of Public Social Services (DPSS), Moreno Valley (MVUSD) and Val Verde (VVUSD) Unified School Districts, Fire Department, Police Department, Parks and Community Services, Media Section, Technology Services, community-based organizations, faith-based organizations, non-profit organizations, and local medical providers

**Resources:** Office of Emergency Management staff, Alert MoVal (emergency alert and early warning notification system), various meetings and committees, civic stakeholders

**Obstacles:** Engagement in preparing People with Access and Functional Needs (PAFN) is voluntary and based on interest and time. Another obstacle is identifying how many PAFN reside in Moreno Valley and where to focus our outreach, measuring progress/success towards targeted goals with unknown variables is difficult

**Objective 2.11: Protect people and property against animal related injury and nuisance through enforcement of local and state animal welfare laws and ordinances.**

Initiative 2.11.1: Provide effective training and public education programs regarding the importance of responsible pet ownership, rabies awareness, mandatory spay/neuter and micro-chip ordinances, leash law, control of the feral cat population and re-homing options in an effort to reduce the intake of animals by 3% annually over the next three years. (1 year)

Initiative 2.11.2: Respond to citizen calls for service the day they are received or within 24 hours for low priority calls received near or after the end of a work shift. (6 months)



Initiative 2.11.3: Conduct weekly proactive patrols in close proximity to schools, parks and areas identified as having the greatest number of stray animals reported in an effort to reduce dog bites by 5%. (6 months)

**Partners:** Local school district, civic groups, Animal Services, Police Department, Park Rangers

**Resources:** Current staffing levels in Animal Services allow the division to meet a minimal level of services

**Obstacles:** Challenges in establishing public/private partnerships

**Objective 2.12: Evaluate results of Feasibility Study regarding the concept of forming a multi-agency Joint Powers Authority for provision of police services.**

Initiative 2.12.1: Present results of Feasibility Study to the Public Safety Sub-Committee. (6 months)

Initiative 2.12.2: Present Public Safety Sub-Committee findings to the City Council via Study Session. (2017)

**Partners:** Finance, City Manager's Office, local cities contracted with Matrix Consulting to complete the initial feasibility analysis

**Resources:** The initial funding for the contract has been approved by the City Council and Matrix Consulting is currently engaged on the project

**Obstacles:** Timing and responses from other cities and the County Sheriff to allow for the completion of the study

**Objective 2.13: Update the City's Local Hazard Mitigation Plan to identify risks and vulnerabilities associated with disasters, including developing long-term strategies for protecting the health, safety and welfare of people and reduce harm to existing and future property from hazard events.**

Initiative 2.13.1: Establish a planning committee to identify and assess potential hazards in the community. (6 months)

Initiative 2.13.2: Establish mitigation strategies for the recognized hazards including goals, objectives and associated costs. (6 months)

Initiative 2.13.3: Provide community outreach to encourage stakeholder and public participation in the monitoring and evaluation of the plan. (1 year)



**Partners:** Fire Department, Community Development, Economic Development, Public Works, City Manager's Office, Parks and Community Services, Moreno Valley Utility, Financial & Management Services, Riverside County Emergency Management Department

**Resources:** Southern California Edison, Eastern Municipal Water District, Moreno Valley Unified School District, Val Verde Unified School District, Moreno Valley Community College, Riverside University Health System, Kaiser Permanente Moreno Valley and community members

**Obstacles:** Planning processes can be extended depending on the workload of various departments and priority projects



### 3. LIBRARY

*Deliver library services that empower our residents through open access to knowledge, employing both traditional and contemporary methods at a level that is appropriate for a diverse community of over 200,000 citizens.*

#### **Objective 3.1: Open a satellite branch library by December, 2017.**

Initiative 3.1.1: Identify funding sources, including but not limited to, Development Impact Fees, grant opportunities, etc. (9 months)

Initiative 3.1.2: Identify appropriate location for a satellite branch library by conducting public outreach sessions and/or a community needs assessment to determine areas in greatest need and with greatest interest of neighborhood library services. Consider public transportation access to potential new locations. (1 year)

Initiative 3.1.3: Seek out public and private partnerships to expand Library services including joint use space with schools and private businesses. Investigate store-front or mall locations, as well as self-serve library options. (1 year)

Initiative 3.1.4: To reduce overall costs associated with opening a satellite branch, automate services to decrease additional staffing needs including self-check-out for books, DVD & CD kiosks and laptop kiosk. (9 months) To minimize the need for additional overall staffing to operate a satellite branch, maximize automation at Main Library and explore completely self-serve library options for other locations. (At satellite opening, by December 2017)

Initiative 3.1.5: Consider sale of surplus City properties for one-time revenue generation to be used to fund Library equipment and materials. (1 year)

**Partners:** Administrative Services, Finance, City Manager's Office, Community Development

**Resources:** Approved expenditures for facilities as well as approved ongoing operating expenses for satellite location, professional consultants

**Obstacles:** Funding for additional ongoing operating expenses, available staffing resources

#### **Objective 3.2: Expand the library's technology program to enhance job readiness in our community.**

Initiative 3.2.1: Develop a robust training program to include basic computer classes and basic MS Office software training. (4 months)



Initiative 3.2.2: Investigate the feasibility of a Lend-and-Learn program enabling patrons to receive training on the use of new technology as well as the ability to check out devices from the library. (9 months)

**Partners:** Library, Amazon (tablet/e-reader donation), training partners

**Resources:** Approved funding for additional computer training courses and tablet/e-reader lend and learn program if unable to secure volunteer trainers and donated technology

**Obstacles:** Lack of volunteers and/or donations

**Objective 3.3: Partner with outside organizations to expand the range of workshops and programs provided to the community.**

Initiative 3.3.1: Expand reading and language (ESL, Spanish) classes. (years 1-5)

Initiative 3.3.2: Promote job readiness by providing workshops on resume writing, job interviewing, career readiness and life skills four times per year. (6 months)

Initiative 3.3.3: Conduct public information workshops on topics such as tax filing assistance, social security, signing up for Covered California. (6 months)

Initiative 3.3.4: Conduct health and wellness workshops to address areas of interest to various age groups six times per year. (1 year)

Initiative 3.3.5: Organize workshops and presentations on arts, entertainment and recreation subjects including gardening, painting, writing, history, music and other popular subjects on a monthly basis. (1 year)

Initiative 3.3.6: Introduce a Community Lending Library program by providing 6 library boxes to neighborhoods (as demonstration projects) and defining standards for private construction/installation of library boxes. (1 year)

**Partners:** Administrative Services (Library), Economic Development, Community Services, Community Development, individuals or organizations to sponsor "Little Libraries," volunteer/training/workshop partners, Moreno Valley Unified School District, Val Verde Unified School District

**Resources:** Funding for Little Libraries if unable to secure grant or donations

**Obstacles:** Lack of volunteers for increased training and workshop sessions, available staffing resources, adequate funding, community participation



## 4. INFRASTRUCTURE

*Manage and maximize Moreno Valley's public infrastructure to ensure an excellent quality of life, develop and implement innovative, cost effective infrastructure maintenance programs, public facilities management strategies, and capital improvement programming and project delivery*

**Objective 4.1: Develop a Moreno Valley Utility Strategic Plan to prepare for the 2020 expiration of the ENCO Utility Systems agreement.**

Initiative 4.1.1: Contract with a consultant to assist the City in identifying and analyzing options regarding the organizational structure of the utility. (1 year)

Initiative 4.1.2: Prepare a comprehensive Strategic Plan that includes the following tasks. (2 years)

- 1) Update the Distribution System Plan to identify and prioritize infrastructure needed to meet customer demand for electricity; analyze the impacts of the proliferation of customer-owned solar systems on the distribution system.
- 2) Update the Integrated Resource Plan to identify future power supply needs for the utility and recommend the optimal mix of resources (such as purchase vs. utility-owned generation, renewable energy, etc.).
- 3) Update the utility rates model and review/explore the existing policy of maintaining parity with SCE rates.
- 4) Analyze financial reserve recommendations to fund a portion of the infrastructure identified in the Distribution System Plan, provide funding for the replacement of equipment and/or infrastructure in the event of an emergency, and provide operating and rate stabilization reserves.

**Partners:** Public Works, Finance, City Council and industry experts to evaluate items and complete a plan

**Resources:** Staffing and financial resources will be provided through the Utility

**Obstacles:** Completing comprehensive public education and feedback to assure a comprehensive plan can be developed to provide for the long term viability of the Utility

**Objective 4.2: Develop and maintain a comprehensive Infrastructure Plan to invest in and deliver City infrastructure.**

Initiative 4.2.1: Present initial infrastructure needs assessment information to the City Council at a study session. (6 months)



Initiative 4.2.2: In partnership with the Riverside County Flood Control District, review and update Flood Control Master Plans and associated Area Drainage Fees such that plans reflect current stormwater needs. (1 year)

Initiative 4.2.3: Review and update development construction practices with developers to explore the installation of full street improvements along project frontages. (1 year)

Initiative 4.2.4: Develop/update a complete GIS-based inventory of all transportation and stormwater related assets. (2 years)

Initiative 4.2.5: Prepare an updated and fully comprehensive infrastructure needs assessment. (3 years)

**Partners:** Flood Control District, Building Industry Association (BIA), National Association of Industrial and Office Parks (NAIOP), Technology Services

**Resources:** Public Works, Community Development, Technology Services, Flood Control District staff, development community

**Obstacles:** Potential increases in development fees, potential construction cost increases to development projects

**Objective 4.3: Address deferred maintenance of City infrastructure assets.**

Initiative 4.3.1: Prepare a Deferred Maintenance Plan that assesses safety, adequacy, and liability implications, estimates repair costs and recommends priorities to be programmed in future budgets. (2 years)

Initiative 4.3.2: Aggressively pursue funding strategies and identify sources to fund the Deferred Maintenance Plan activities. (2 years)

Initiative 4.3.3: Use a five-year Deferred Maintenance Plan to strategically finance identified needs such as the annual pavement crack treatment, slurry seal program, and associated ADA improvements at curb ramps and sidewalks. (2 years)

**Partners:** Public Works, Western Riverside Council Of Governments (WRCOG), Riverside County Transportation Commission (RCTC), City's Traffic Safety Commission, Professional Organizations

**Resources:** WRCOG staff, RCTC staff, Professional consultants

**Obstacles:** Adequate funding to implement maintenance activities



**Objective 4.4: Control Street Lighting costs.**

Initiative 4.4.1: Determine whether or not to move forward with acquisition of Southern California Edison-owned street lights. (Prior to October 27, 2016)

Initiative 4.4.2: If acquisition of SCE street lights is pursued, fully analyze and determine ownership as City-owned or MVU-owned, establish policies and plans on converting from High Pressure Sodium Vapor (HPSV) to Light Emitting Diode (LED), and street light spacing. (2 Years)

**Partners:** Public Works, Finance, Southern California Edison (SCE), Moreno Valley Utility (MVU), ENCO Utility Services, City staff and Bond Financing Team

**Resources:** City staff and consultants (e.g. legal, lighting)

**Obstacles:** California Public Utility Commission (CPUC) approval, ability to obtain favorable financing

**Objective 4.5: Explore green/renewable innovations and technologies for new developments such as the World Logistics Center.**

Initiative 4.5.1: Develop renewable pavements such as porous asphalt and concrete for streets and sidewalks for drainage self-sufficiency. (3 years)

Initiative 4.5.2: Develop renewable landscape designs for drought tolerance and irrigation self-sufficiency. (4 years)

**Partners:** Public Works, Community Development, Building Industry Association (BIA), National Association of Industrial and Office Parks (NAIOP), Professional Organizations, development community, Riverside County Flood Control, Eastern Municipal Water District (EMWD)

**Resources:** Professional consultants, City staff, and all entities listed above under partners

**Obstacles:** Available staffing resources, change to existing State laws or mandates, potential increase in development costs, long-term maintenance costs could increase

**Objective 4.6: Advance the development of a well-connected and balanced citywide transportation network that serves all modes.**

Initiative 4.6.1: Complete the Juan Bautista De Anza Regional Trail. (3 years)



Initiative 4.6.2: Secure funding to construct Indian Street across Lateral A channel crossing. (4 years)

Initiative 4.6.3: Secure funding and construct Heacock Street connection to Harley Knox Boulevard. (5 years)

Initiative 4.6.4: Secure funding and construct Graham Street Bridge over SR-60. (6 years)

**Partners:** Public Works, Community Development, Department of Water Resources (DWR), Riverside County Transportation Commission (RCTC), Western Riverside Council Of Governments (WRCOG), MVUSD, VVUSD, Caltrans, Lake Perris, City of Perris

**Resources:** Active Transportation Program (ATP), Caltrans Recreational Trails, and Congestion Mitigation and Air Quality (CMAQ) grants, WRCOG, RCTC, professional consultants

**Obstacles:** Lack of funding source, additional right-of-way, surrounding community acceptance

**Objective 4.7: Demonstrate innovative and industry leading transportation systems.**

Initiative 4.7.1: Seek a demonstration project for a Protected Intersection / Protected Bicycle Lanes (Cycle tracks) Corridor. (2 years)

Initiative 4.7.2: Develop roundabout corridors similar to Theodore proposed by WLC, to replace stops signs and/or traffic signals. (4 years)

**Partners:** Public Works, Community Development, Riverside County Transportation Commission (RCTC), Western Riverside Council Of Governments (WRCOG), Caltrans, Active Transportation consultants

**Resources:** Active Transportation Program (ATP) / CMAQ Grants, WRCOG, RCTC

**Obstacles:** Available staffing resources, adequate funding, additional right-of-way, surrounding community acceptance

**Objective 4.8: Promote transit as an essential mode of transportation.**

Initiative 4.8.1: Collaborate with Riverside Transit Agency (RTA) to explore Transit Signal Priority Corridors. (2 years)

Initiative 4.8.2: Collaborate with RTA to explore Bus Rapid Transit Routes. (4 years)



Initiative 4.8.3: Collaborate with Riverside Transit Agency to consider a partnership with the City to build an Intermodal Transit Center at Alessandro/Nason. (3 years)

Initiative 4.8.4: Encourage Riverside Transit Agency to establish routes between Metrolink Station and major employers in the City. (3 years)

**Partners:** Public Works, Community Development, Riverside County Transportation Commission (RCTC), Western Riverside Council Of Governments (WRCOG), Riverside Transit Agency (RTA)

**Resources:** RTA, WRCOG, RCTC

**Obstacles:** Adequate funding, additional right-of-way

**Objective 4.9: Expand upon existing Intelligent Transportation Systems.**

Initiative 4.9.1: Approach research and development companies to develop Moreno Valley as a test-bed for connected vehicle technologies. (1 year)

Initiative 4.9.2: In partnership with local and regional agencies, host a Regional Transportation Summit. (1 year)

**Partners:** Public Works, Riverside County Transportation Commission (RCTC), Western Riverside Council Of Governments (WRCOG), Caltrans, Fisker/Karma and other local manufacturers, Intelligent Transportation System (ITS) Consultants

**Resources:** WRCOG, RCTC, US Department of Transportation

**Obstacles:** Adequate funding, buy-in from local manufacturers, available staffing

**Objective 4.10: Enhance Moreno Valley's way-finding throughout the City for residents and visitors.**

Initiative 4.10.1: Expand the installation of updated welcome and directional signs at all gateways into the City and other key destinations. (1 year)

Initiative 4.10.2: Identify opportunities and develop strategies to use technology, social media, communication applications, etc. to assist and enhance resident and visitor way-finding needs throughout the City. (2 years)

Initiative 4.10.3: Install solar powered lighting to all updated welcome and directional signs to enable night visibility. (2 years)

**Partners:** Public Works, Community Development, local businesses and HOAs

**Resources:** City budgets, City staff

**Obstacles:** Available staffing resources, funding source, maintenance, vandalism



## 5. BEAUTIFICATION, COMMUNITY ENGAGEMENT, AND QUALITY OF LIFE

*Promote an active and engaged community where we work together to beautify our shared environment, care for each other, and enjoy access to cultural and recreational amenities that support a high quality of life for all of our residents as envisioned and articulated throughout the City's adopted General Plan.*

**Objective 5.1: Establish partnerships and volunteer programs with residents, business groups and service clubs to beautify our community.**

Initiative 5.1.1: Fully implement the Volunteer Community Clean Up Program in which Code Compliance staff identifies distressed properties and partners with volunteers to provide labor to address compliance issues. Refocus outreach efforts from students to service clubs, commencing with Moreno Valley Noon Rotary. (6 months)

Initiative 5.1.2: Establish an annual Day of Volunteerism. (6 months)

Initiative 5.1.3: Identify funding and fully implement the Keep Moreno Valley Beautiful Adopt-a-Street Program. (1 year)

Initiative 5.1.4: Enhance branding program for Keep Moreno Valley Beautiful by partnering with other government agencies. (2 years)

Initiative 5.1.5: Expand existing weekend weed and litter abatement program performed by community service workers to include a weekday program. (2 years)

Initiative 5.1.6: Explore the development of a volunteer patrol to combat illegal dumping. (2 years)

**Partners:** Public Works, Community Development, Fire Department - Office of Emergency Management & Volunteer Services, School Districts, Service organizations/clubs, Keep Moreno Valley Beautiful Board, Keep America Beautiful National Organization, Chambers of Commerce, community service organizations, neighborhood groups/HOAs, business community, Riverside Transit Agency (RTA), school/college districts, contractors, Riverside County Sheriff's Department (community service workers)

**Resources:** City staff, consultant services, and contractors

**Obstacles:** Available staffing resources, financial resources, levels of volunteer participation and/or community service worker availability, advertising limitations of partner agencies (Riverside Transit Agency)



**Objective 5.2: Promote the installation and maintenance of cost effective, low maintenance landscape, hardscape and other improvements which create a clean, inviting community.**

Initiative 5.2.1: Assertively reach out and seek partnerships with property owners in existing landscape maintenance districts to stabilize funding to maintain or enhance residential tract landscaped areas (reverse landscaping). Conduct at least 3 mail ballot initiatives per year. (1 year)

Initiative 5.2.2: Develop comprehensive City Gateway and Streetscape plans establishing a framework guiding future landscape, tree planting, lighting, walls/fences, monuments, banners and identification signage within public right-of-way and freeway corridors. (3 years)

Initiative 5.2.3: Consider an ordinance requiring that vacant parcels near businesses and homes be enclosed by fences with privacy slats. (1 year)

Initiative 5.2.4: Develop a program to assist neighborhoods in installing landscaping in reverse frontages and annexation into special district to finance cost of improvements and ongoing maintenance. (1 year)

Initiative 5.2.5: Use the City's media tools to educate the community on the benefits of well-maintained landscaping on property values, the positive impact on economic development, xeriscaping, and water conservation techniques. (1 year)

Initiative 5.2.6: Modify the Municipal Code to clarify property owner responsibility for parkway landscape maintenance, within City right of way, immediately fronting private property. (2 years)

Initiative 5.2.7: Implement a program to install decorative hardscape in reverse frontages. (5 years)

Initiative 5.2.8: Implement a fence program in applicable areas within the special districts. (3 years)

**Partners:** Community Development (Planning, Code Enforcement), Media Section, property owners, residents and businesses, Special Districts, Maintenance and Operations, City Attorney's Office, Capital Projects, Land Development, Transportation Engineering, Moreno Valley Utility, utility companies

**Resources:** Funding/budgets, City staff, consultant services, and contractors

**Obstacles:** Available staffing resources, adequate funding, property owner participation, support from property owners/registered voters (if balloting necessary), public support for property owner tree maintenance responsibility/liability, non-removal of trees for nuisance issues (e.g. leaf litter), utility companies



**Objective 5.3: Achieve Tree City USA Community recognition through the Arbor Day Foundation.**

Initiative 5.3.1: Adopt a Tree Care Ordinance. (1 year)

Initiative 5.3.2: Establish a Tree Board or Department. (1 year)

Initiative 5.3.3: Establish a Community Forestry Program with an annual budget of at least \$2 per capita. (1 year)

Initiative 5.3.4: Conduct an Arbor Day observance and proclamation. (1 year)

**Partners:** City staff, Arbor Day Foundation, property owners, utility companies

**Resources:** Public Works, Community Development

**Obstacles:** Public support for property owner tree maintenance responsibility/liability, potential for public concerns over related nuisance issues (e.g. leaf litter)

**Objective 5.4: Actively and aggressively address homelessness in Moreno Valley.**

Initiative 5.4.1: Compile updated, accurate resource information into one document/brochure and share with public safety, code enforcement, and nonprofit staff members. (6 months)

Initiative 5.4.2: Provide/expand training to public safety and code enforcement staff on effective strategies for interaction with homeless individuals. (6 months)

Initiative 5.4.3: Increase local nonprofit agency participation in the City-hosted quarterly roundtable meetings to assist the coordination of services throughout the City and region. Increase nonprofit agency participation by 10% each year. (1 year)

Initiative 5.4.4: Seek new or supplemental funding sources to provide ongoing programs (to include job training and emphasis upon homeless veterans) throughout the City and the region. Continually research best practices in addressing the issue. (years 1-5)

Initiative 5.4.5: Continue to monitor legislation for any changes that may impact the funding for services or the rights of homeless individuals. (years 1-5)

**Partners:** Finance, City Manager's Office, Housing and Urban Development, Veterans Affairs, Riverside County Department of Public Social Services (DPSS), Riverside County Continuum of Care and local non-profit agencies, Community Development, Media Section



**Resources:** Financial, personnel, and technical resources may be provided from various partners, professional consultants

**Obstacles:** Addressing homelessness is a national and regional issue, which will require continual participation at all levels from all of the partners, available staffing resources, adequate funding, lack of training opportunities

**Objective 5.5: Promote a healthy community and lifestyle.**

Initiative 5.5.1: Develop a “Healthy Moreno Valley” Campaign. Seek funding from local business partners, school districts, and service clubs, as well as pursue grant opportunities, for this purpose. (1 year)

Initiative 5.5.2: Consider incorporation of a Health Element in the General Plan. (3 years)

Initiative 5.5.3: Explore a partnership with the County to enhance the use of Box Springs area as a major hiking, walking, and mountain biking recreational destination. (3 years)

Initiative 5.5.4: Explore and promote the San Jacinto wildlife area adjacent to the World Logistics Center as a major hiking and mountain biking destination. (5 years)

Initiative 5.5.5: Engage the community and cities in the region by hosting and/or participating in Mayor’s Cup sports competitions. (1 year)

**Partners:** Public Works, Community Services, Economic Development, Community Development, Media Section, County of Riverside, Western Riverside Council Of Governments (WRCOG), local health organizations, Inland Empire Biking Alliance, sporting goods stores, Office on Aging, Community Action Partnership, local churches, private health clubs and gyms, Moreno Valley Unified School District, Val Verde Unified School District, Recreational Trails Board, Inland Empire Health Plan, Riverside University Health System, Family Service Association

**Resources:** Funding for plan development and support for professional consultants

**Obstacles:** Adequate funding, available staffing resources, community support

**Objective 5.6: Enhance community outreach, partnership opportunities, and stakeholder ownership of the City’s parks and recreation services, programs and events.**

Initiative 5.6.1: Implement a new and improved Parks and Community Services Department website providing interactive and user friendly applications for residents to reserve amenities and register for programs. (1 year)



Initiative 5.6.2: Reinvent and market the City’s Adopt-A-Park and Adopt-A-Trail programs to obtain at least two business, non-profit and/or service clubs to actively participate in these programs. (1 year)

Initiative 5.6.3: Enhance community awareness of the many ways that “Parks Make Life Better” by promoting a related poster and/or photography contest. (1 year)

Initiative 5.6.4: Collaborate with two service clubs and/or non-profits and a local radio station for in-kind and/or financial sponsorships of the City’s first Christmas Tree Lighting Ceremony. (1 year)

Initiative 5.6.5: Establish a collaborative, strategic partnership with a different community organization or stakeholder for each community “signature” special event. (1 year)

**Partners:** Community Services, City Council Office, local radio stations, service clubs, churches, private corporations

**Resources:** Media Section, new recreation management software, social media, Moreno Valley Chamber of Commerce, Hispanic Chamber of Commerce, Moreno Valley Black Chamber of Commerce

**Obstacles:** Adequate funding, available staffing resources

## 6. YOUTH PROGRAMS

*Improve the lives and futures of our City's youth by expanding healthy lifestyle choices and learning opportunities. Build systems that continually and effectively assess the conditions affecting families in Moreno Valley, and develop context appropriate strategies responsive to those needs that build on community strengths.*

**Objective 6.1: Provide employment training and support for Moreno Valley youth between the ages of 16 – 21 years.**

Initiative 6.1.1: Implement the Summer at City Hall program with the Val Verde Unified School District and analyze the effectiveness of the program with the intent to grow this initiative in future years. (6 months)

Initiative 6.1.2: Collaborate with the Youth Opportunity Center to strengthen interview and job skills for employment opportunities in utilizing the Expanded Subsidized Employment program. (6 months)

Initiative 6.1.3: Offer courses through contractors and in-house City staff such as computer training, technology skills, and resumé assistance for youth ages 16-21 years. (6 months)

Initiative 6.1.4: Partner with the Youth Opportunity Center to promote courses targeting at-risk, homeless, dropouts and foster children. (1 year)

Initiative 6.1.5: Implement a Parks and Community Services Department youth volunteer program to add at least 15 youth volunteers. (1 year)

**Partners:** Economic Development, Community Services, Library for provision of job readiness workshops, Youth Opportunity Center, Riverside County, Inland Coalition

**Resources:** Contract instructors, Moreno Valley College, Moreno Valley Unified School District, Val Verde Unified School District, University of California Riverside, social media, funding from school districts

**Obstacles:** Adequate funding, training, available work space

**Objective 6.2: Improve health, wellness and fitness for Moreno Valley youth through recreation and sports programs.**

Initiative 6.2.1: Identify new trends and best practices of health and fitness recreation and athletic programs youth between the ages of 7-12 years. (1 year)



Initiative 6.2.2: Establish a collaborative partnership with local non-profit, school district and/or service club(s) in implementing a health and wellness program for Moreno Valley, including a youth-focused element. (1 year)

Initiative 6.2.3: Implement a collaborative partnership with University of California, Riverside's Food Program at City camps and Time for Tots programs. (6 months)

Initiative 6.2.4: Promote nutrition education to improve students' health and reduce childhood obesity through family information sharing and after-school recreation health/wellness programs. (6 months)

Initiative 6.2.5: Develop a public/private partnership between the City and Boys & Girls Club to identify a facility for the Moreno Valley Boys and Girls Club. (1 year)

Initiative 6.2.6: Identify and develop a pilot program between the City and Boys & Girls Club to provide youth recreation and/or sports programming. (1 year)

Initiative 6.2.7: Actively engage community groups regarding opportunities to participate in and sponsor programs to serve Moreno Valley's youth. (3 years)

**Partners:** Community Services, Boys and Girls Club, Moreno Valley Unified School District, Val Verde Unified School District, hospitals, nutrition shops, Community Development Department

**Resources:** California Parks and Recreation Society, health and fitness clubs, Media Section, social media, fitness magazines, Peach Jar, National Recreation and Parks Association, University of California, Riverside

**Obstacles:** (None)



## APPENDIX A-RESULTS OF THE PUBLIC SURVEY

### City of Moreno Valley Council Priorities Survey

1. Please check up to 6 items that are most important to you.

Answer Options	Response Percent	Response Count
9. Attract more technology jobs and jobs that require high education levels; market MV College; add a 4 year college; livability & sustainability - increase per capita income	42.3%	151
27. Increase Public Safety to build a safer city	34.5%	123
3. Create a distinct plaza, downtown area for arts & music	33.6%	120
8. Attract more businesses to provide quality job creation; develop Edgemont area to create jobs; increase marketing efforts to businesses; advertise our successes	26.3%	94
31. Beautify residential sections of the city; remove trash from around the city; plant more trees	25.8%	92
1. Increase size of the library and/or add satellite library locations; grant more authority to the Library Commission; consider more private-public partnerships related to library services	23.5%	84
36. Attract more sit-down restaurants	21.0%	75
11. Strengthen the Hire MoVal program to keep residents working locally	20.2%	72
4. Attract a major sports complex/center that will have regional significance	19.9%	71
17. Unite behind World Logistics Center to make it successful; market success of World Logistics Center	18.8%	67
5. Place a Library in a building at the mall; host an under 21 club in evenings; have weekend hours; offer free Wi-Fi; significantly increase the size of the Library or open multiple branches; modernize the Library facility; recognize that the Library serves a Community Services program facility	18.5%	66
15. Make it easier to start businesses; be more business friendly; give assistance completing city forms	14.8%	53
38. Create more recreation activities for the youth; increase promotion of sports organizations	14.8%	53
22. Lower business taxes and utility fees	14.0%	50
44. Traffic signal coordination	14.0%	50
29. MV Ranch Golf Course rehabilitation plan; do not allow development but keep it as a golf course	13.4%	48
21. Attract grocery stores in areas where they are needed	13.2%	47
14. Market our successes attracting larger businesses; Moreno Valley as the place to be	12.9%	46
13. Attract more locally owned, small businesses	12.3%	44
40. Infrastructure improvements to handle flooding, earthquakes, streets	11.5%	41
26. Decrease delinquency	10.9%	39
20. Need first-time home buyer incentive program to raise everyone's home values	10.6%	38
12. A Technology Trade School is needed; regulate Trade schools	10.4%	37
7. Develop an Arts friendly environment; create an Arts district with businesses	10.1%	36
18. Develop a program to match residents to jobs; make it easier for new businesses to find local workers; train local workers on basic job etiquette	9.0%	32
32. Create a distinct plaza and gathering place	9.0%	32
39. Improve public transportation routes & frequencies; expand & connect transportation corridors outside MV; transit to be friendly to the disabled	9.0%	32

producing organic, local grown products)		
10. Create one strong Chamber of Commerce	8.4%	30
42. Add multi-purpose lanes thru Reche Canyon; add bicycle lanes throughout city; Healthy Community Strategy	8.1%	29
34. Restore a positive identity and perceptions; emphasize unique items, views, landmarks, etc.	7.6%	27
6. Emphasize the unique views and landscapes in MV	7.0%	25
2. Add landmarks to demark where the city starts	5.9%	21
30. More active code enforcement, south MV is center of distribution	5.6%	20
33. Hold additional forums and Town Halls to improve communications between the city and citizens	5.6%	20
35. Add parks and playgrounds on the north side of town near Palm Middle School	5.3%	19
37. Improve city ordinances concerning barking dogs so that the complaining neighbor is not pitted against the dog owner but the city has the power to proscribe training for the dog	5.0%	18
41. Improve water quality in Edgemont	5.0%	18
25. Limit vehicles w/ more than 2 axles near schools	4.5%	16
16. Stable revenues to fund services and offer our children jobs; wealth creation	4.2%	15
43. Design streets to keep traffic local; safe travel; round-about; not to facilitate highways	4.2%	15
23. Attract modern office buildings for small business owners that live in the city	3.1%	11
28. Define architectural standards for new construction; home developments require vinyl fences	2.8%	10
19. Need business incubator to help start local businesses	2.5%	9
45. Install barriers at Theodore south of Alessandro and near the east end of Cactus to stop illegal dumping	2.5%	9
46. Attract development of a skyscraper (15 stories) or an iconic bridge	2.2%	8
47. Add sidewalks at Heacock Street & Gregory	2.2%	8
<i>answered question</i>	<b>357</b>	<b>2,052</b>

# MORENO VALLEY

## SERVICE THAT SOARS

### *Customer Care Standards*



#### ***In Moreno Valley, we provide exceptional customer care by...***

***Providing same day response*** Resolving an issue or completing a request is seldom accomplished in just a day, but striving to acknowledge the request the day it is received provides “same day response” and exemplary service.

***Knowing first impressions matter*** Our professionalism is judged based on appearance, attitude, manners, knowledge, and abilities. It is a package; we risk making a bad impression if we fail on even one count.

***Ensuring a positive experience*** A negative attitude affects service quality and morale. We resolve to stay positive because we know our approach dramatically affects our customers’ and coworkers’ experience.

***Asking and listening*** We never assume to know what our customers need. Good questions evoke good answers, but only if we listen. Resolving to not interrupt, we exercise patience and we pay attention.

***Connecting*** We make eye contact, smile, and acknowledge every customer. When speaking to a customer, we address them by name using formal address (e.g. Mr. or Ms.), and let them decide if we’re on a first name basis.

***Respecting our customers’ concerns*** To some, government can seem like a complex bureaucracy. We put a human face on the customer’s dealings with our City. We work to put our customers at ease and to earn their trust.

***Treating customers like they have a choice*** Customers of government agencies often do not choose to do business with us, they have to. We meet this challenge by providing exceptional service.

***Remembering who we work for*** It may not always be possible to say “yes” but our customers and co-workers must know that we have done our best to help them accomplish their goal.

***Knowing our business*** To provide accurate information, we must know our jobs and have a thorough understanding of agency processes. Providing accurate information is critical; to do so, we work with staff, consult supervisors, conduct research, and keep up-to-date with industry best practices.

***Understanding the difference between fast and efficient service*** We use knowledge, skills, and resources to respect our customers’ time, but we never rush – it is impolite and it dramatically impacts the relationship and the outcome.

***Questioning the status quo*** We do not do things the same old way just because that is “how we’ve always done it.” We were hired to use our experience and skills to improve public service – and we take the process improvement challenge to heart.

***Keeping our word*** We manage expectations by setting reasonable goals. Giving careful thought to timelines, we always remember that our word is our bond as we promote honesty, responsibility, and accountability.

***Treating customers like people, not footballs*** Customers notice how many interactions are required to get the answers they need. If we need to hand off a customer, it should be to the right person, and that person should be provided with the pertinent facts to ensure a seamless transition.

***Seeing the big picture*** Identifying improvement opportunities throughout the organization requires a field of vision that expands beyond one’s workstation. “That’s not my job” is not part of our vocabulary. We engage, participate, and contribute.

***Encouraging feedback*** Comments, suggestions, and criticism help us measure our success and promote improvement. We demonstrate commitment to our customers by asking how we can do better.

***Saying “Thank you”*** Technical knowledge simply isn’t enough; our careers and livelihood depend on our success in providing exceptional customer care. At every opportunity, we show sincere care, compassion, gratitude and appreciation. We go above and beyond to provide “service that soars.”

# APPENDIX C



## Southern California Association of Governments (SCAG) Profile of the City of Moreno Valley



# Profile of the City of Moreno Valley

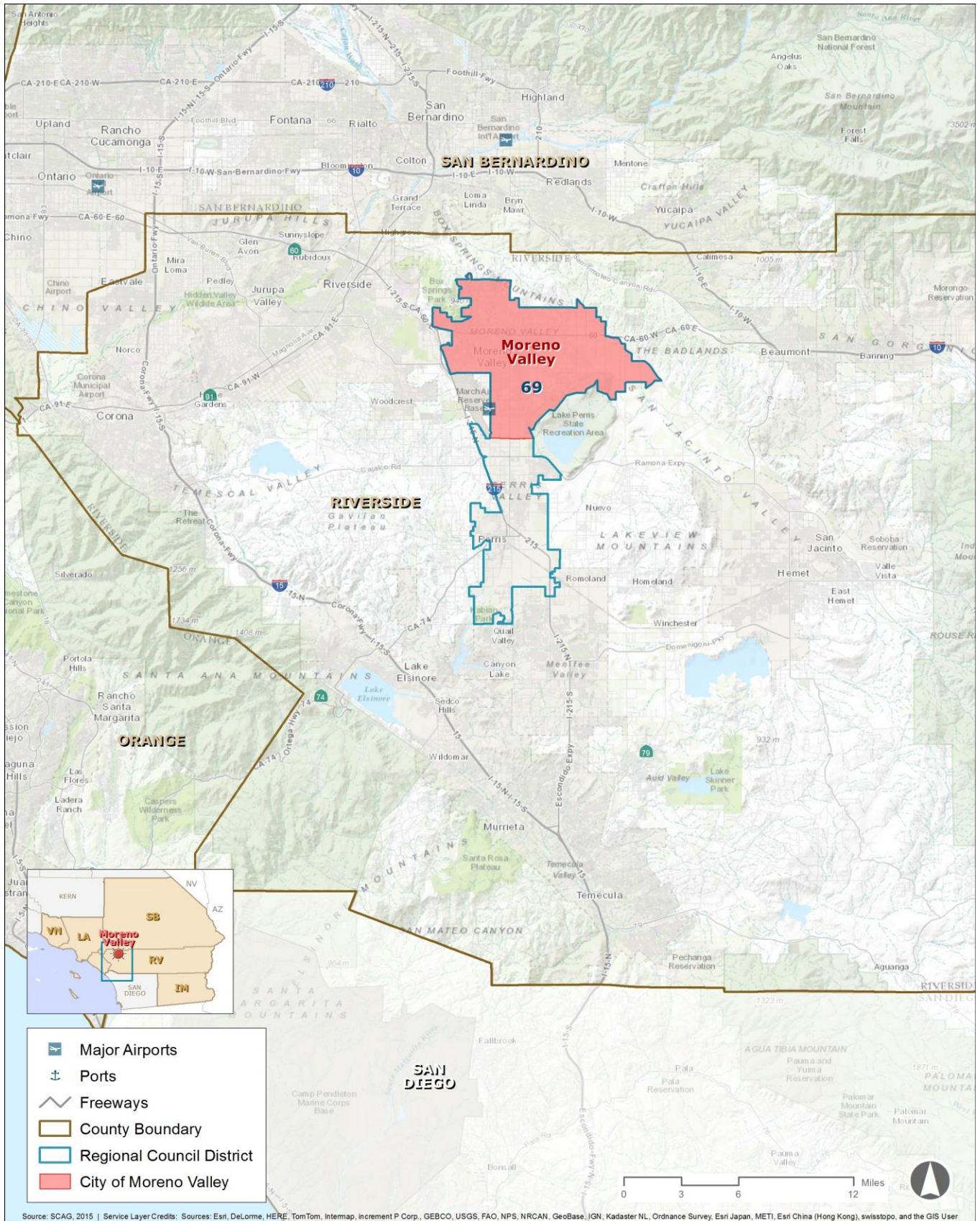
Southern California Association of Governments' (SCAG) Regional Council includes 69 districts which represent 191 cities in the SCAG region.

SCAG Regional Council District 69 includes Moreno Valley and Perris  
Represented by: Hon. Jeffrey Giba



## LOCAL PROFILES REPORT 2015

This profile report was prepared by the Southern California Association of Governments and shared with the City of Moreno Valley. SCAG provides local governments with a variety of benefits and services including, for example, data and information, GIS training, planning and technical assistance, and sustainability planning grants.



Source: 2012 SCAG city boundary data, which is provided by the county Local Agency Formation Commissions.

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## **I. Introduction**

The purpose of this report is to provide current information and data for the City of Moreno Valley for planning and outreach efforts. Information on population, housing, transportation, employment, retail sales, and education can be utilized by the city to make informed planning decisions. The profile provides a portrait of the city and its changes since 2000, using average figures for Riverside County as a comparative baseline. In addition, the most current data available for the region is also included in the Statistical Summary (page 3). This profile demonstrates the current trends occurring in the City of Moreno Valley.

The Southern California Association of Governments (SCAG) is the largest Metropolitan Planning Organization (MPO) in the nation. The SCAG region includes six counties (Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura) and 191 cities. As the designated MPO, SCAG is mandated by federal law to research and develop a Regional Transportation Plan (RTP), which incorporates a Sustainable Communities Strategy (SCS) per California state law. SCAG is currently undertaking a variety of planning and policy initiatives to foster a more sustainable Southern California.

In 2008, SCAG initiated the Local Profiles Project as a part of a larger initiative to provide a variety of services to its member cities and counties. Through extensive input from member jurisdictions, the inaugural Local Profiles Reports were released at the General Assembly in May 2009. The Profiles have been updated every two years.

Local Profiles provide basic information about each member jurisdiction including, but not limited to, the following:

- How much growth in population has taken place since 2000?
- Has the local jurisdiction been growing faster or slower than the county or regional average?
- Have there been more or fewer school-age children?
- Have homeownership rates been increasing or decreasing?
- How and where do residents travel to work?
- How has the local economy been changing in terms of employment share by sectors?
- Have the local retail sales revenues recovered to pre-recession levels?

Answers to questions such as these provide a snapshot of the dynamic changes affecting each local jurisdiction.

### **Factors Affecting Local Changes Reflected in the 2015 Report**

Overall, member jurisdictions since 2000 were impacted by a variety of factors at the national, regional, and local levels. For example, the vast majority of member jurisdictions included in the 2015 Local Profiles reflect the national demographic trends toward an older and a more diverse population. Evidence of the slow process towards economic recovery is also apparent through gradual increases in employment, retail sales, building permits, and home prices. Work destinations and commute times correlate with regional development patterns and the geographical location of local jurisdictions, particularly in relation to the regional transportation system.

## **Uses of the Local Profiles**

Following release at the SCAG General Assembly, the Local Profiles are posted on the SCAG website and are used for a variety of purposes including, but not limited to, the following:

- Data and communication resources for elected officials, businesses, and residents
- Community planning and outreach
- Economic development
- Visioning initiatives
- Grant application support
- Performance monitoring

The primary user groups of the Profiles include member jurisdictions and state and federal legislative delegates of Southern California. This profile report is a SCAG member benefit and the use of the data contained within this report is voluntary.

## **Report Organization**

This profile report has three sections. The first section presents a Statistical Summary for the City of Moreno Valley. The second section provides detailed information organized by subject areas and includes brief highlights on the impacts of the recent economic recession and recovery at the regional level. The third section, Methodology, describes technical considerations related to data definitions, measurement, and data sources.

## 2014 STATISTICAL SUMMARY

<i>Category</i>	<i>Moreno Valley</i>	<i>Riverside County</i>	<i>Moreno Valley relative to Riverside County*</i>	<i>SCAG Region</i>
<b>2014 Total Population</b>	199,258	2,279,967	[8.7%]	18,645,437
<b>2014 Median Age (Years)</b>	29.9	34.2	-4.3	35.5
<b>2014 Hispanic</b>	58.7%	47.4%	11.3%	46.8%
<b>2014 Non-Hispanic White</b>	16.2%	37.3%	-21.1%	31.8%
<b>2014 Non-Hispanic Asian</b>	6.0%	6.3%	-.3%	12.4%
<b>2014 Non-Hispanic Black</b>	15.9%	5.9%	10.0%	6.3%
<b>2014 Non-Hispanic American Indian</b>	.3%	.5%	-.2%	.3%
<b>2014 All Other Non-Hispanic</b>	2.9%	2.6%	.3%	2.5%
<b>2014 Number of Households</b>	51,864	700,413	[7.4%]	6,029,326
<b>2014 Average Household Size</b>	3.8	3.2	0.6	3.1
<b>2014 Median Household Income (\$)</b>	51,217	52,648	-1,431	56,737
<b>2014 Number of Housing Units</b>	55,852	817,008	[6.8%]	6,524,730
<b>2014 Homeownership Rate</b>	64.5%	54.5%	10%	54.5%
<b>2014 Median Existing Home Sales Price (\$)</b>	235,000	290,000	-55,000	426,000
<b>2013 - 2014 Median Home Sales Price Change</b>	19.9%	12%	7.9%	10.1%
<b>2014 Drive Alone to Work</b>	82.0%	81.9%	.1%	78.2%
<b>2014 Mean Travel Time to Work (minutes)</b>	37.4	34.5	2.9	31.7
<b>2013 Number of Jobs</b>	33,375	654,436	[5.1%]	7,660,489
<b>2012 - 2013 Total Jobs Change</b>	2,025	37,749	[5.4%]	231,953
<b>2013 Average Salary per Job (\$)</b>	33,075	37,827	-4,752	48,213
<b>2014 K-12 Public School Student Enrollment</b>	42,279	425,442	9.9%	3,058,957

Sources: U.S. Census Bureau American Community Survey, 2014; Nielsen Co.; California Department of Finance E-5, May 2014; MDA Data Quick; California Department of Education; and SCAG

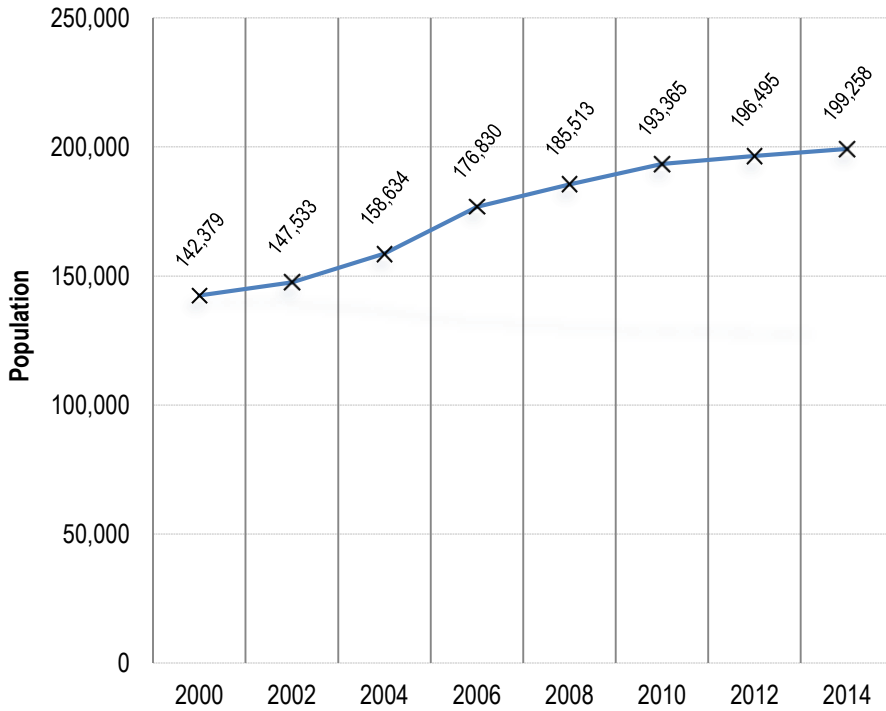
\* Numbers with [ ] represent Moreno Valley's share of Riverside County. The other numbers represent the difference between Moreno Valley and Riverside County.

Mapped jurisdictional boundaries are as of July 1, 2012 and are for visual purposes only. Report data, however, are updated according to their respective sources.

## II. Population

### Population Growth

Population: 2000 - 2014

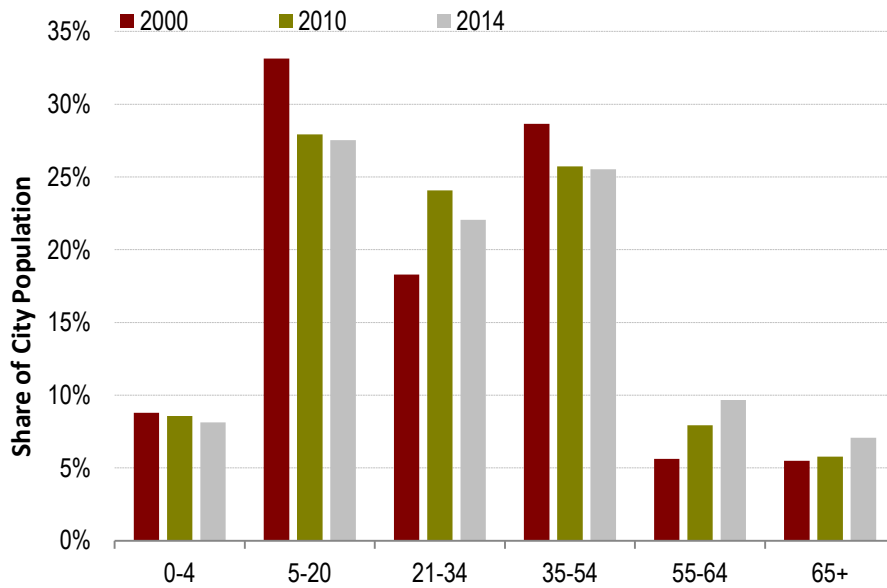


Source: California Department of Finance, E-5, 2014

- Between 2000 and 2014, the total population of the City of Moreno Valley increased by 56,879 to 199,238 in 2014.
- During this 14-year period, the city's population growth rate of 39.9 percent was lower than the Riverside County rate of 47.5 percent.
- 8.7% of the total population of Riverside County is in the City of Moreno Valley.

## Population by Age

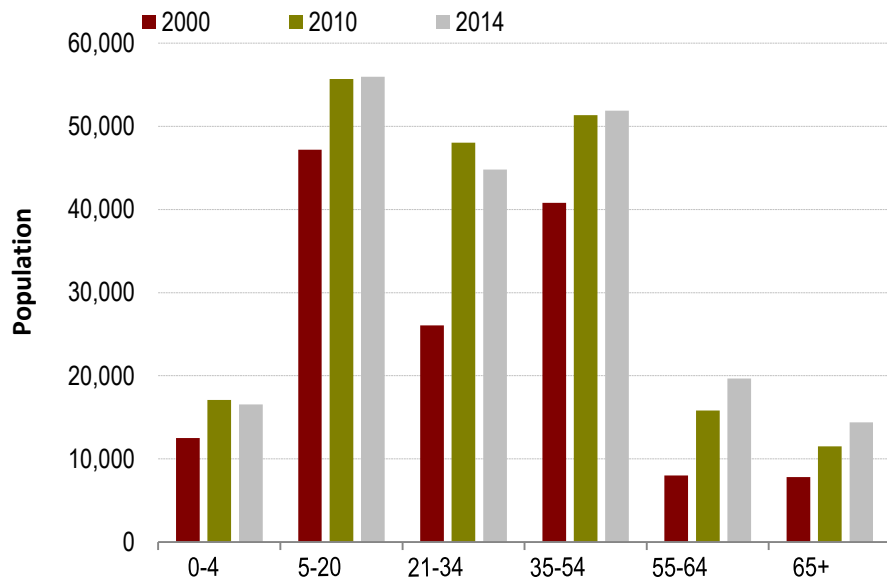
Population Share by Age: 2000, 2010, and 2014



Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the age group 55-64 experienced the largest increase in share, growing from 5.6 to 9.7 percent.
- The age group that experienced the greatest decline, by share, was age group 5-20, decreasing from 33.1 to 27.5 percent.

Population by Age: 2000, 2010, and 2014

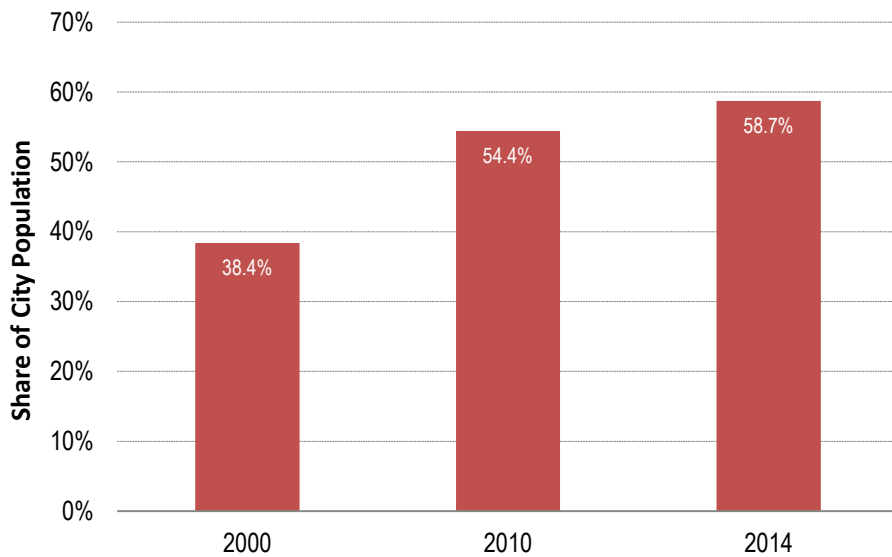


Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- The age group 21-34 added the most population, with an increase of 18,776 people between 2000 and 2014.

## Population by Race/Ethnicity

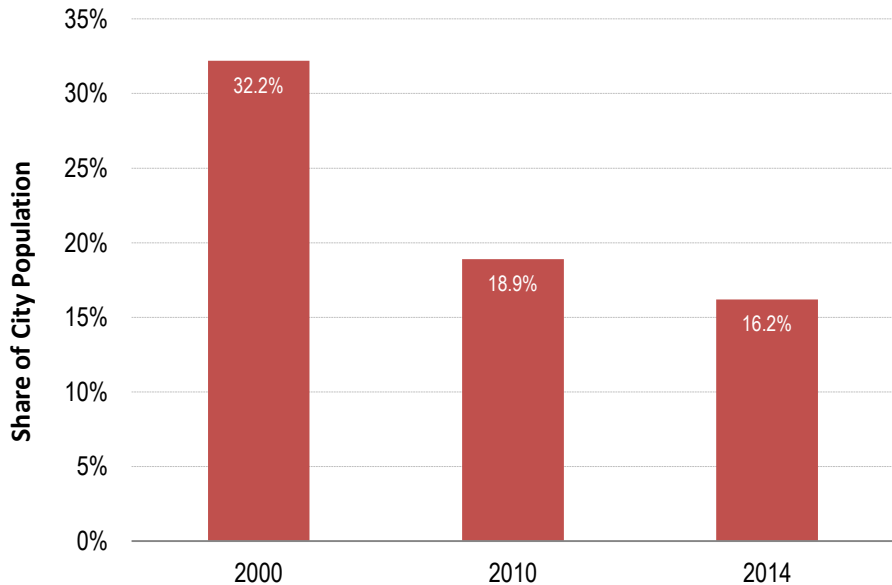
### Hispanic or Latino of Any Race: 2000, 2010, and 2014



Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the share of Hispanic population in the city increased from 38.4 percent to 58.7 percent.

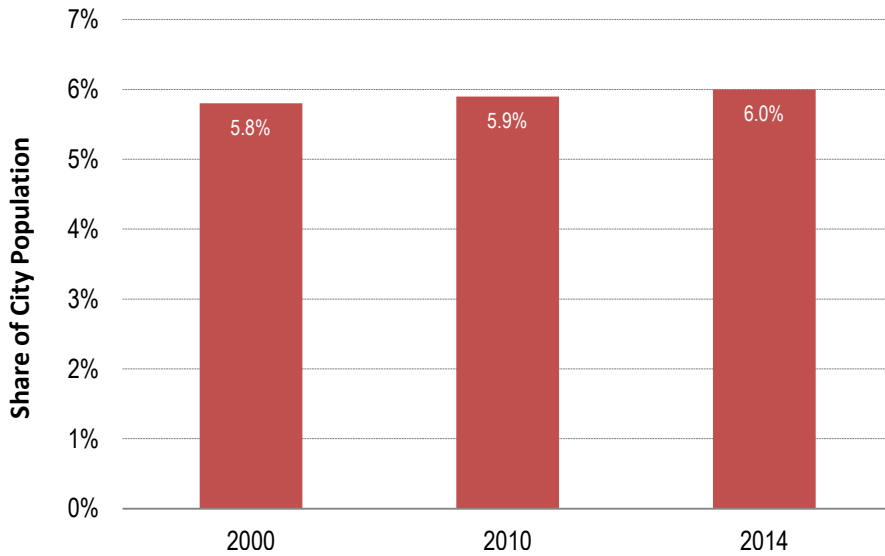
### Non-Hispanic White: 2000, 2010, and 2014



Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the share of Non-Hispanic White population in the city decreased from 32.2 percent to 16.2 percent.
- Please refer to the Methodology section for definitions of the racial/ethnic categories.

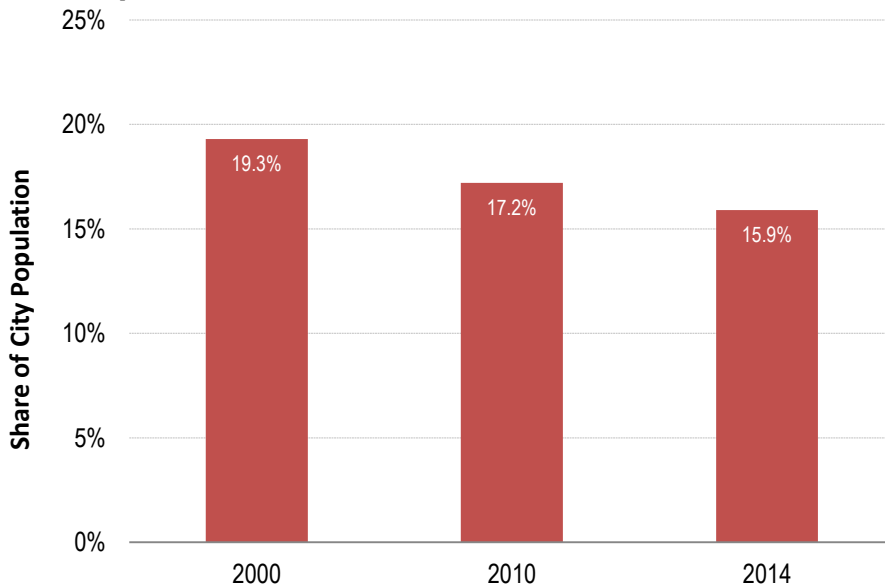
### Non-Hispanic Asian: 2000, 2010, and 2014



Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the share of Non-Hispanic Asian population in the city increased from 5.8 percent to 6.0 percent.

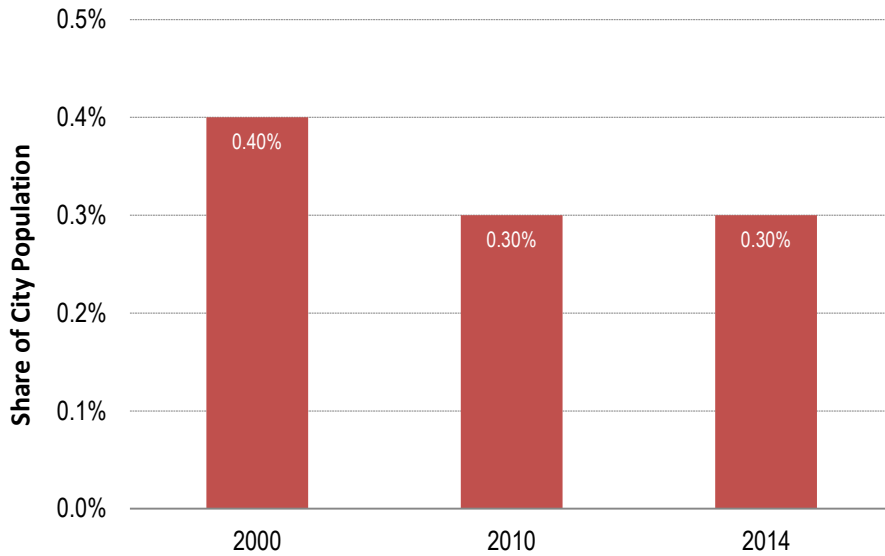
### Non-Hispanic Black: 2000, 2010, and 2014



Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the share of Non-Hispanic Black population in the city decreased from 19.3 percent to 15.9 percent.

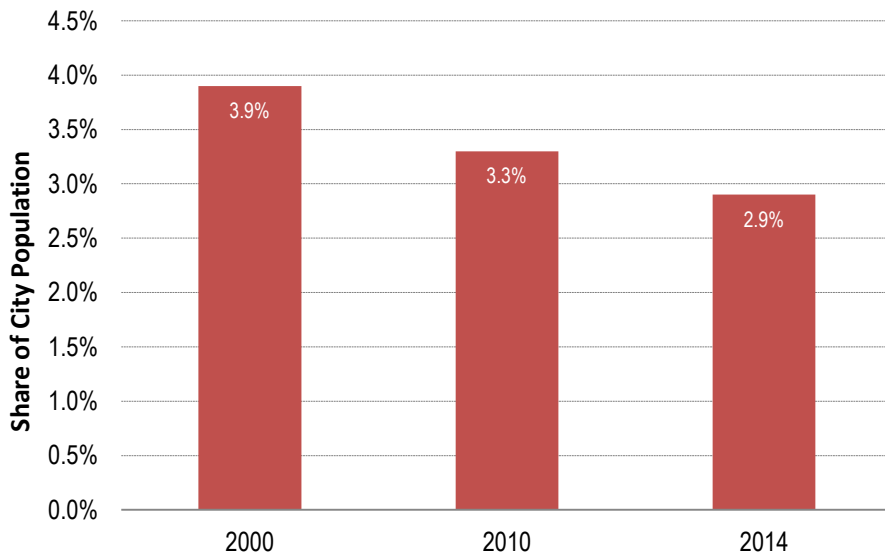
### Non-Hispanic American Indian: 2000, 2010, and 2014



Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the share of Non-Hispanic American Indian population in the city decreased from 0.4 percent to 0.3 percent.

### All Other Non-Hispanic: 2000, 2010, and 2014



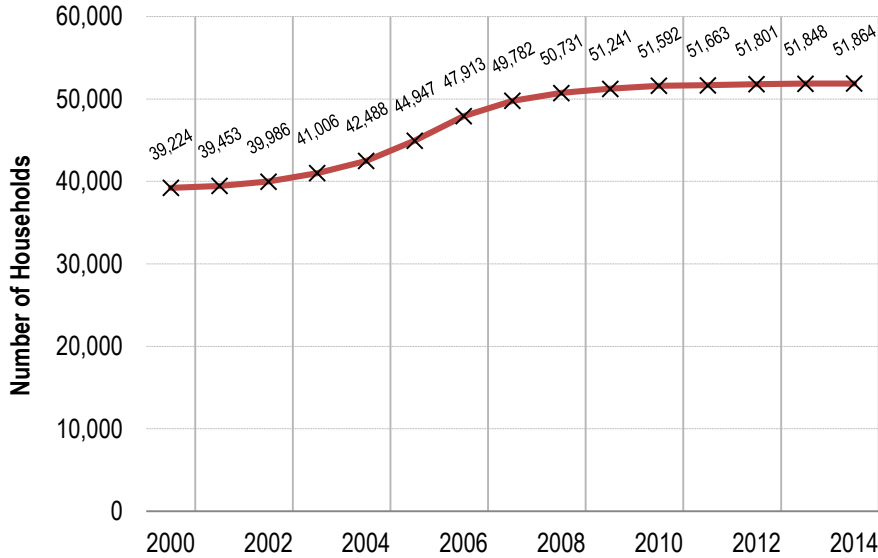
Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the share of All Other Non-Hispanic population group in the city decreased from 3.9 percent to 2.9 percent.

### III. Households

#### Number of Households (Occupied Housing Units)

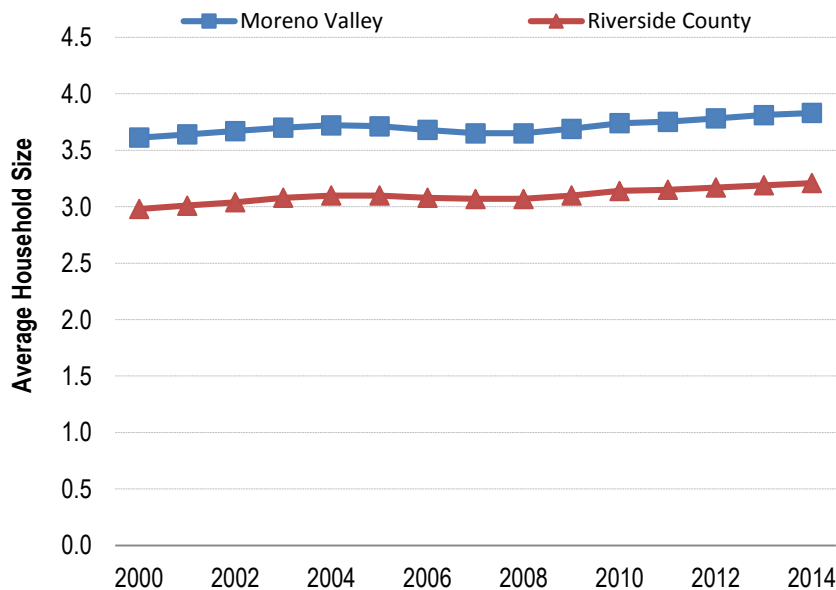
Number of Households: 2000 - 2014



Sources: 2000 and 2010 U.S. Decennial Census; California Department of Finance, E-5, 2014

- Between 2000 and 2014, the total number of households in the City of Moreno Valley increased by 12,640 units, or 32.2 percent.
- During this 14-year period, the city's household growth rate of 32.2 percent was lower than the county growth rate of 38.4 percent.
- 7.4 percent of Riverside County's total number of households are in the City of Moreno Valley.
- In 2014, the city's average household size was 3.8, higher than the county average of 3.2.

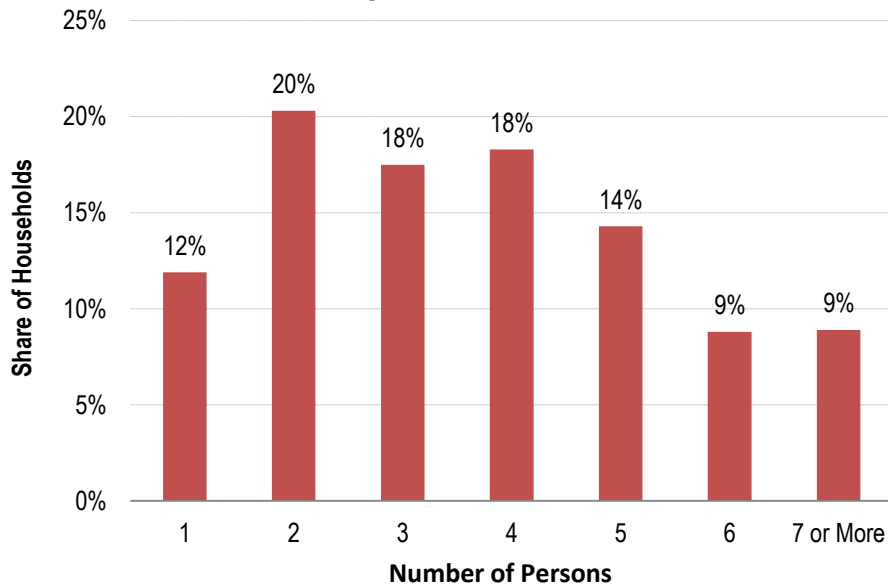
Average Household Size: 2000 - 2014



Source: California Department of Finance, E-5, 2014

## Households by Size

Percent of Households by Household Size: 2014

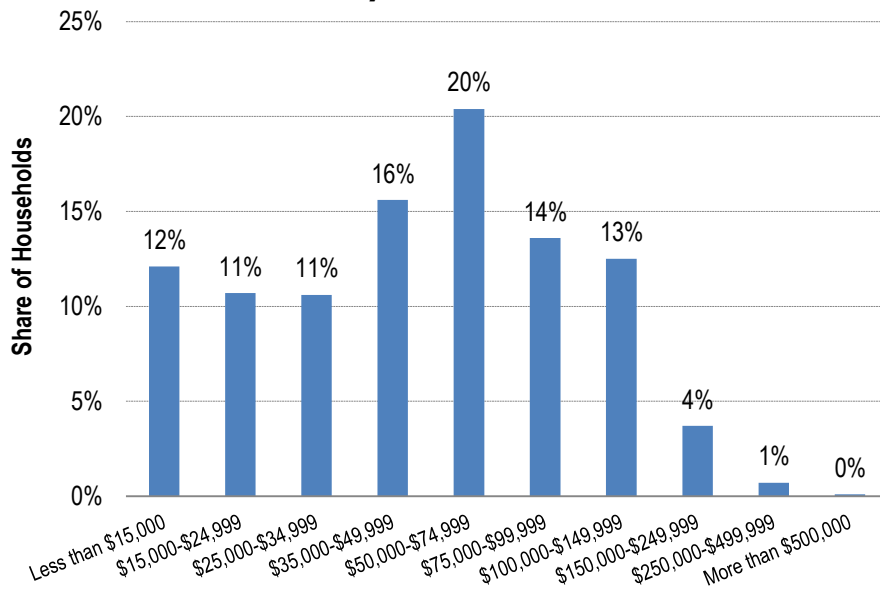


Source: Nielsen Co., 2014

- In 2014, 49.7 percent of all city households had 3 people or fewer.
- About 12 percent of the households were single-person households.
- Approximately 32 percent of all households in the city had 5 people or more.

## Households by Income

Percent of Households by Household Income: 2014

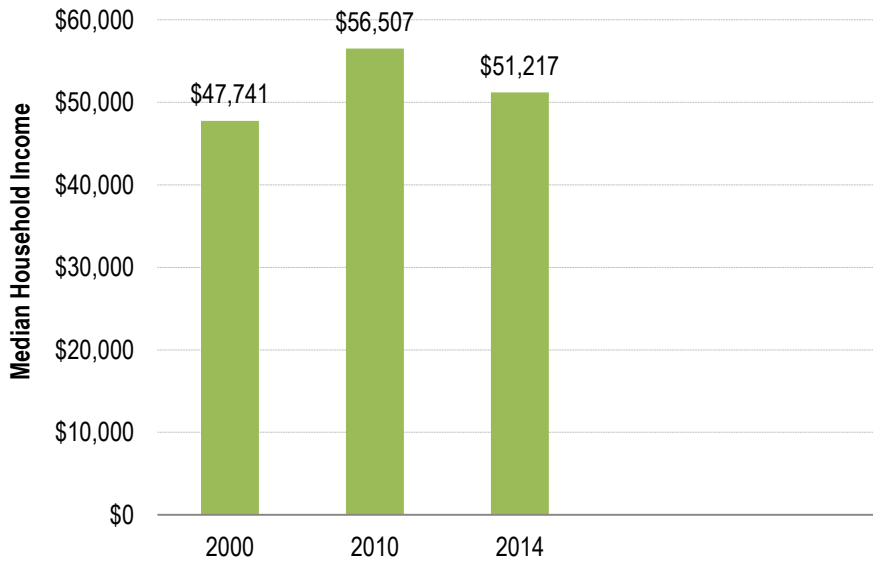


Source: Nielsen Co., 2014

- In 2014, about 50 percent of households earned less than \$50,000 annually.
- Approximately 18 percent of households earned \$100,000 or more.

## Household Income

### Median Household Income: 2000, 2010, & 2014

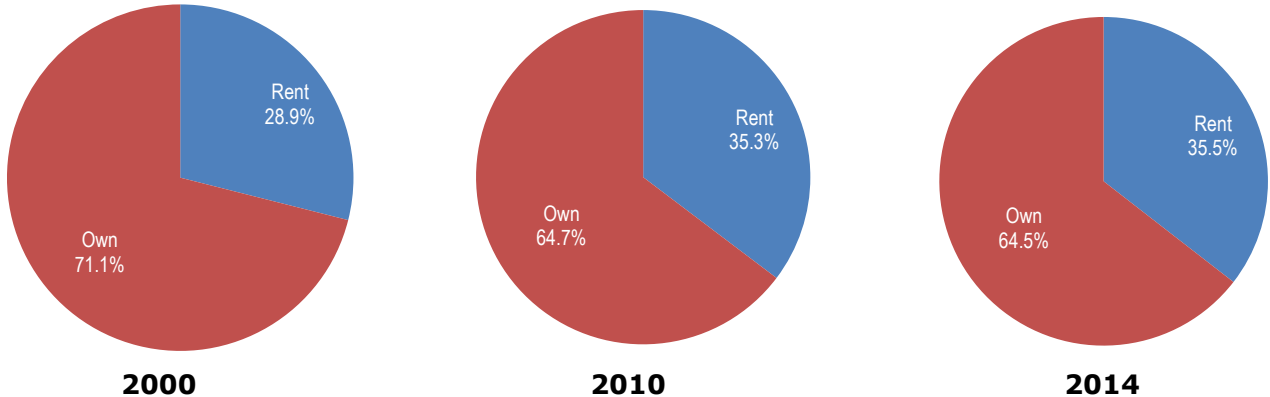


- From 2000 to 2014, median household income increased by \$3,476.
- Note: Dollars are not adjusted for annual inflation.

Source: Nielsen Co., 2014

## Renters and Homeowners

### Percentage of Renters and Homeowners: 2000, 2010, & 2014



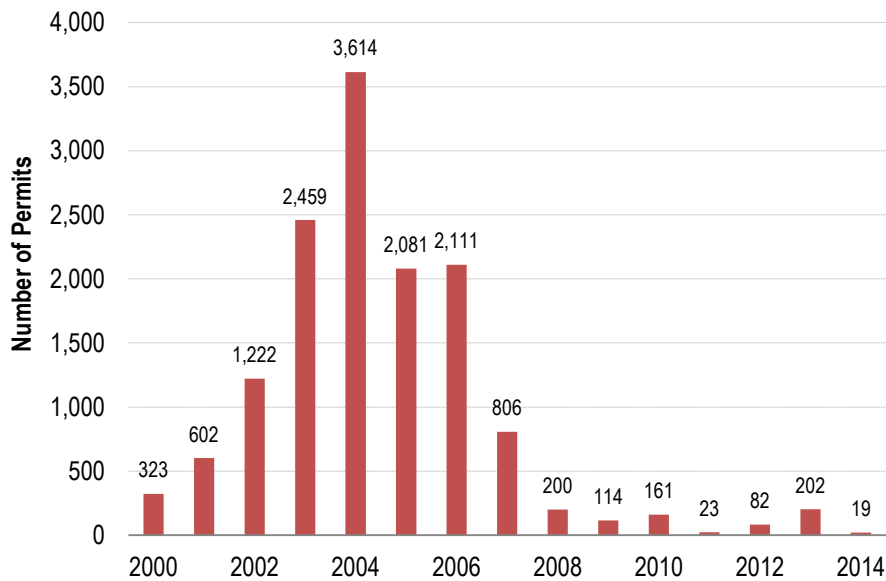
Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

Between 2000 and 2014, homeownership rates decreased and the share of renters increased.

## IV. Housing

### Total Housing Production

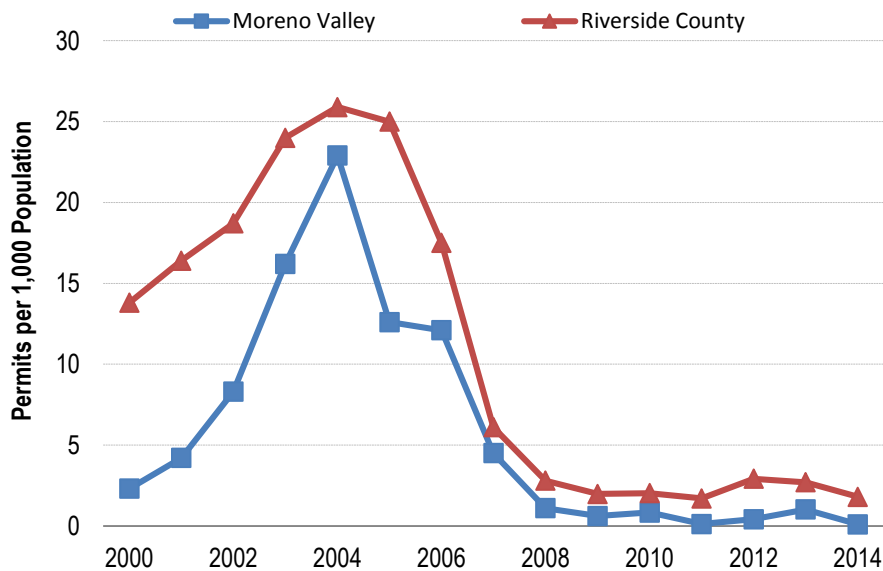
**Total Permits Issued for all Residential Units: 2000 - 2014**



Source: Construction Industry Research Board, 2000 - 2014

- Between 2000 and 2014, permits were issued for 14,019 residential units.

**Permits Issued for all Residential Units per 1,000 Residents: 2000 - 2014**

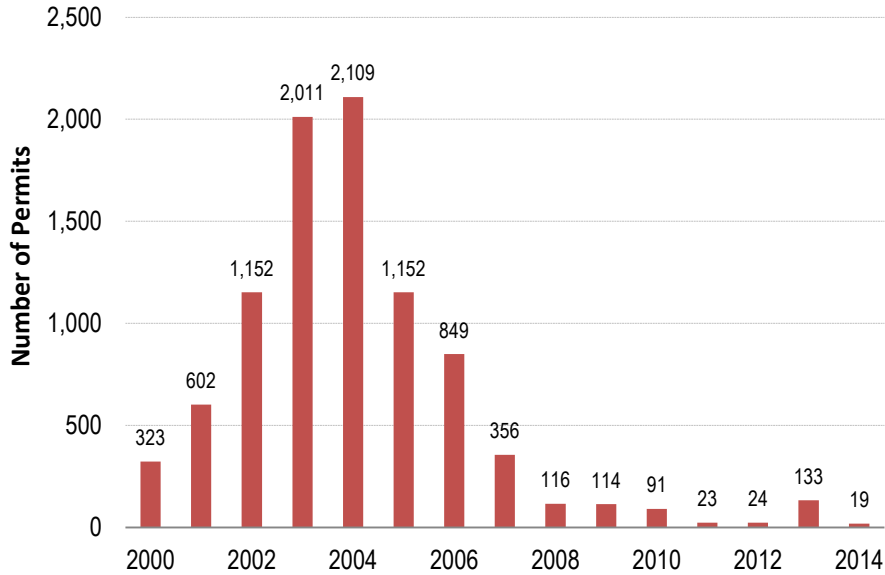


Source: Construction Industry Research Board, 2000 - 2014

- In 2000, the City of Moreno Valley had 2.3 permits per 1,000 residents compared to the overall county figure of 13.8 permits per 1,000 residents.
- For the city in 2014, the number of permits per 1,000 residents decreased to 0.1 permits. For the county overall, it decreased to 1.8 permits per 1,000 residents.

## Single-Family Housing Production

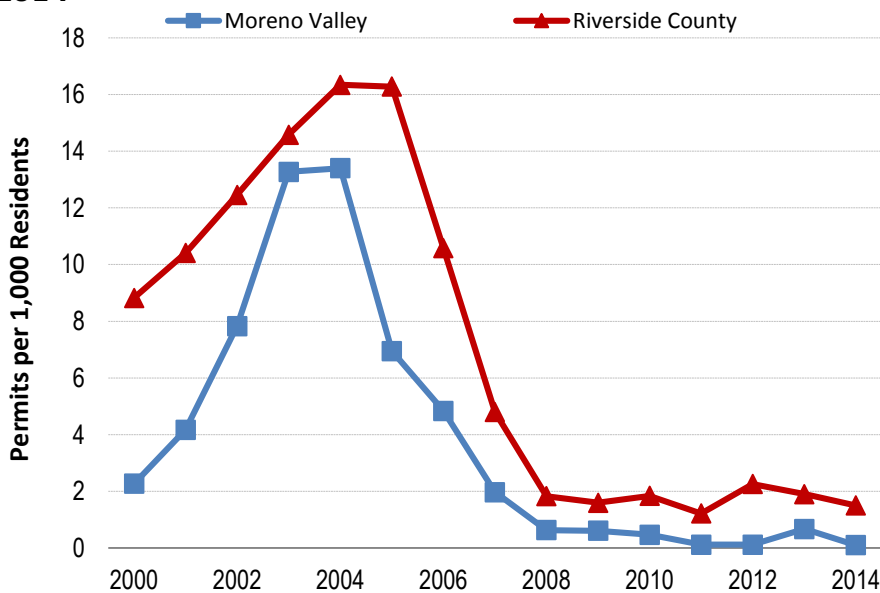
### Permits Issued for Single-Family Units: 2000 - 2014



Source: Construction Industry Research Board, 2000 - 2014

- Between 2000 and 2014, permits were issued for 9,074 single family homes.
- 1.9 percent of these were issued in the last 3 years.

### Single-Family Permits Issued per 1,000 Residents: 2000 - 2014

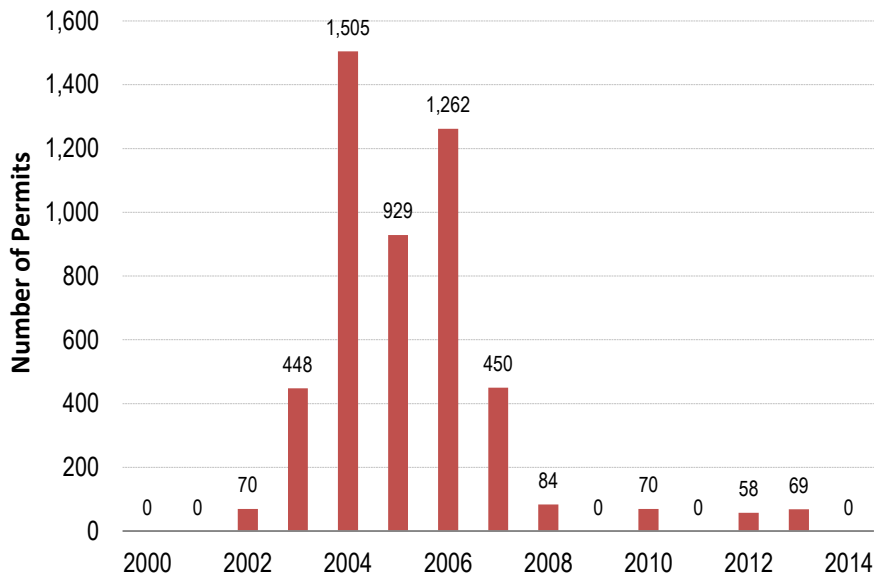


Source: Construction Industry Research Board, 2000 - 2014

- In 2000, the City of Moreno Valley issued 2.3 permits per 1,000 residents compared to the overall county figure of 8.8 permits per 1,000 residents.
- For the city in 2014, the number of permits issued per 1,000 residents decreased to 0.1 permits. For the county overall, it decreased to 1.5 permits per 1,000 residents.

## Multi-Family Housing Production

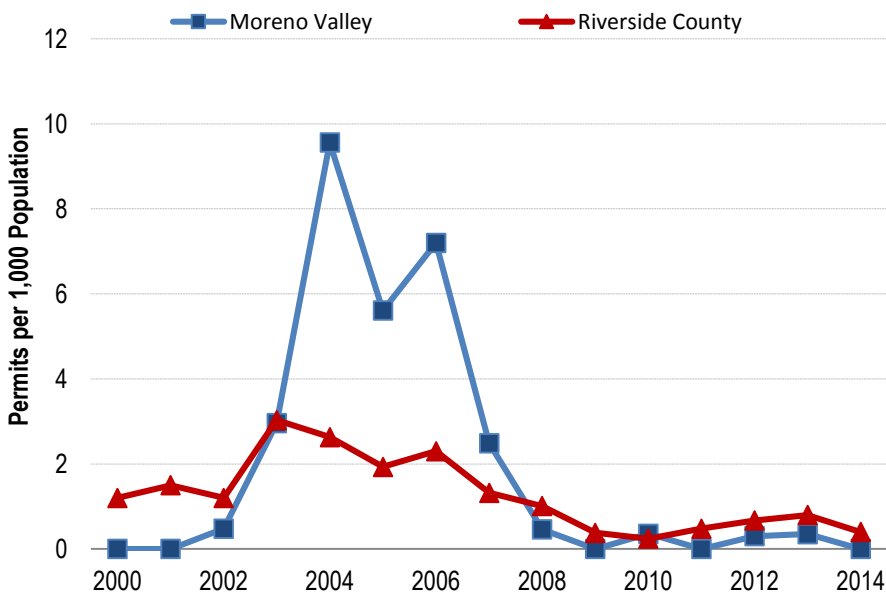
### Permits Issued for Multi-Family Units: 2000 - 2014



Source: Construction Industry Research Board, 2000-2014

- Between 2000 and 2014, there were permits issued for 4,945 multi-family residential units.

### Multi-Family Permits Issued per 1,000 Residents: 2000 - 2014

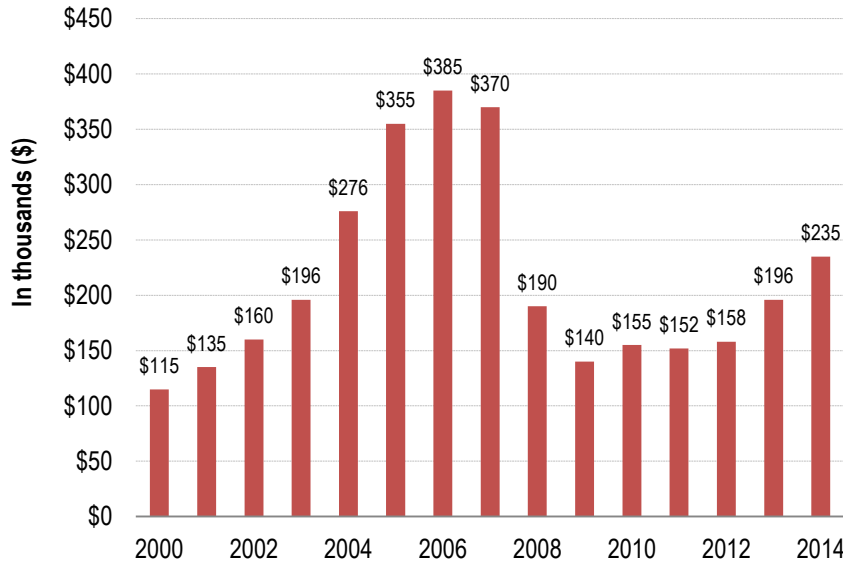


Source: Construction Industry Research Board, 2000-2014

- For the city in 2014, the number of permits per 1,000 residents remained at 0 permits. For the county overall, it decreased to 0.4 permits per 1,000 residents.

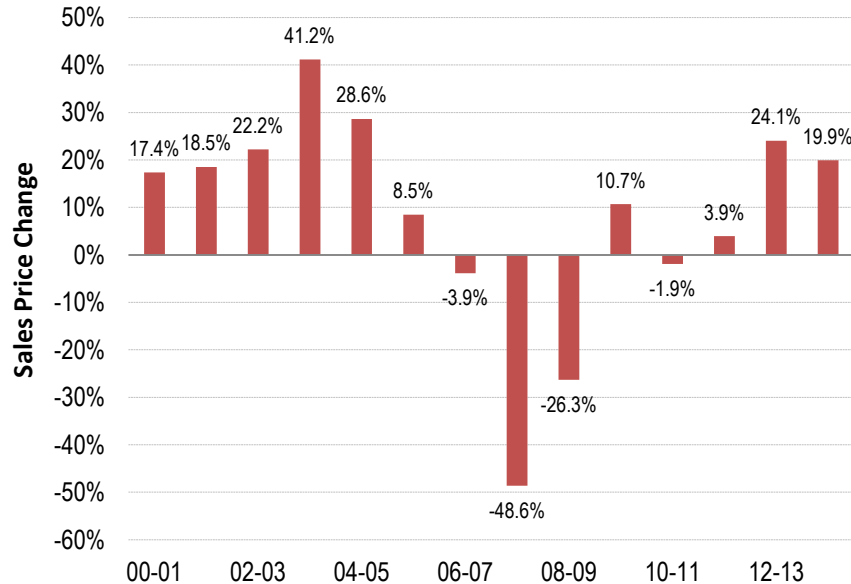
## Home Sales Prices

### Median Home Sales Price for Existing Homes: 2000 - 2014 (in \$ thousands)



Source: MDA Data Quick, 2014

### Annual Median Home Sales Price Change for Existing Homes: 2000 - 2014



Source: MDA Data Quick, 2014

- Between 2000 and 2014, the median home sales price increased 104 percent from \$115,000 to \$235,000.
- Median home sales price increased by 51.6 percent between 2010 and 2014.
- In 2014, the median home sales price in the city was \$235,000, \$55,000 lower than that in the county overall.
- Note: Median home sales price reflects resale of existing homes and provides guidance on the market values of homes sold.
- Between 2000 and 2014, the largest single year increase was 41.2 percent.

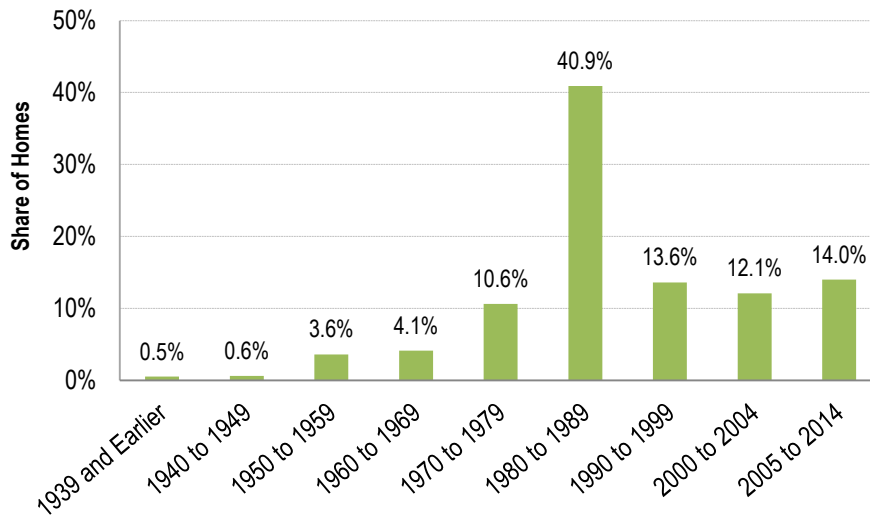
## Housing Units by Housing Type: 2014

Housing Type	Number of Units	Percent of Total Units
Single Family Detached	45,039	80.6 %
Single Family Attached	1,127	2 %
Multi-family: 2 to 4 units	1,505	2.7 %
Multi-family: 5 units plus	6,817	12.2 %
Mobile Home	1,364	2.4 %
<b>Total</b>	<b>55,852</b>	<b>100 %</b>

- The most common housing type is Single Family Detached.
- Approximately 82.7 percent were single family homes and 14.9 percent were multi-family homes.

Source: California Department of Finance, E-5, 2014

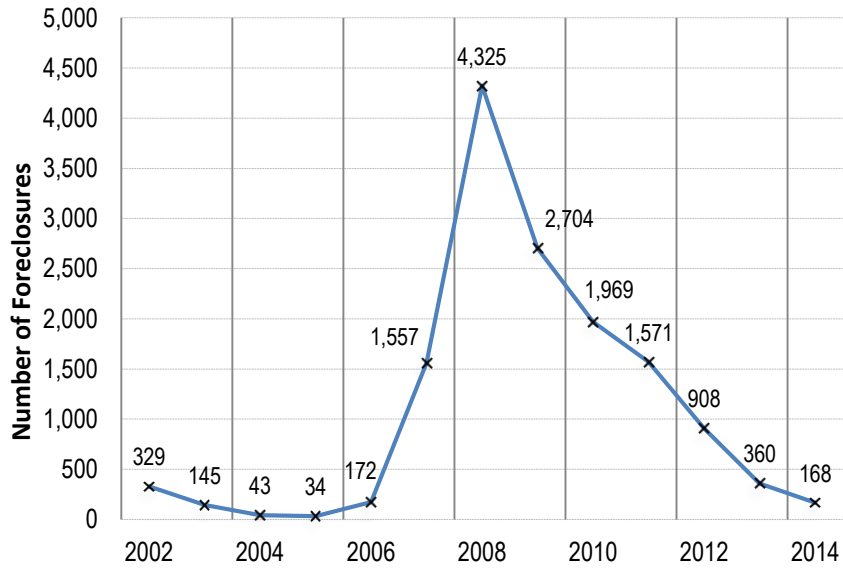
## Age of Housing Stock



- About 9 percent of the housing stock was built before 1970.
- Approximately 91 percent of the housing stock was built after 1970.

Source: Nielsen Co., 2014

## Foreclosures



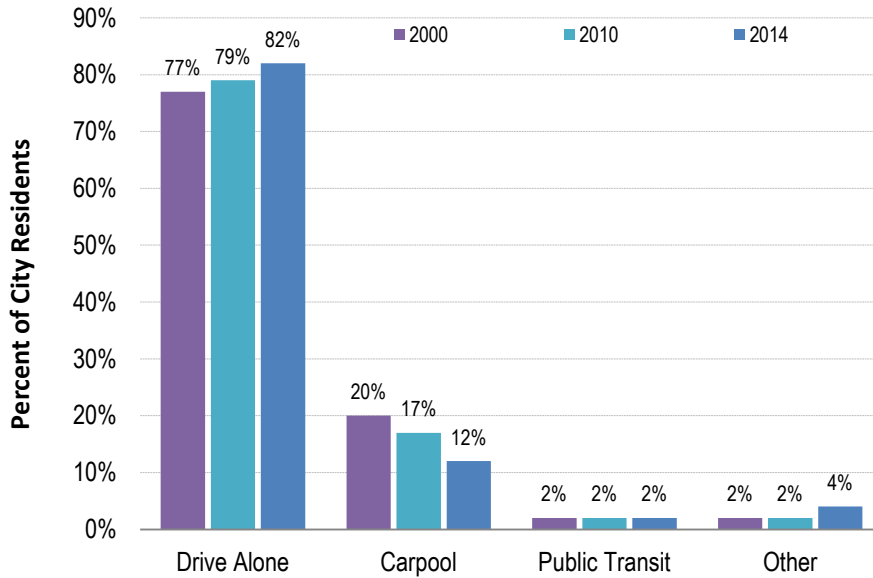
Source: MDA Data Quick, 2014

- There were a total of 168 foreclosures in 2014.
- Between 2007 and 2014, there were a total of 13,562 foreclosures.

## V. Transportation

### *Journey to Work for Residents*

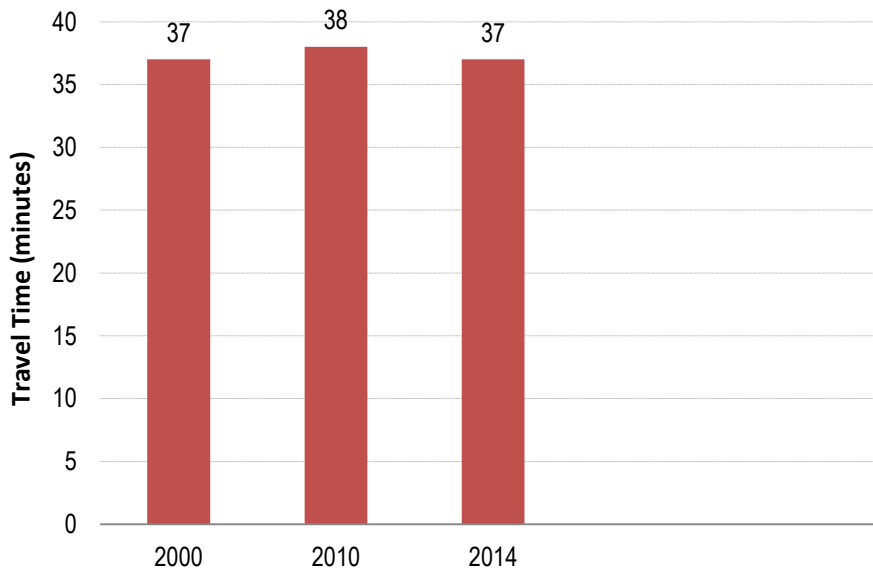
**Transportation Mode Choice: 2000, 2010, & 2014**



Sources: 2000 U.S. Decennial Census; 2010 U.S. Census American Community Survey; and Nielsen Co., 2014

- Between 2000 and 2014, the greatest change occurred in the percentage of individuals who traveled to work by carpool; this share decreased by 7.3 percentage points.
- 'Other' refers to bicycle, pedestrian, and home-based employment.

**Average Travel Time (minutes): 2000, 2010, & 2014**



Sources: 2000 U.S. Decennial Census; 2010 U.S. Census American Community Survey; and Nielsen Co., 2014

- Between 2000 and 2014, the average travel time to work remained the same.

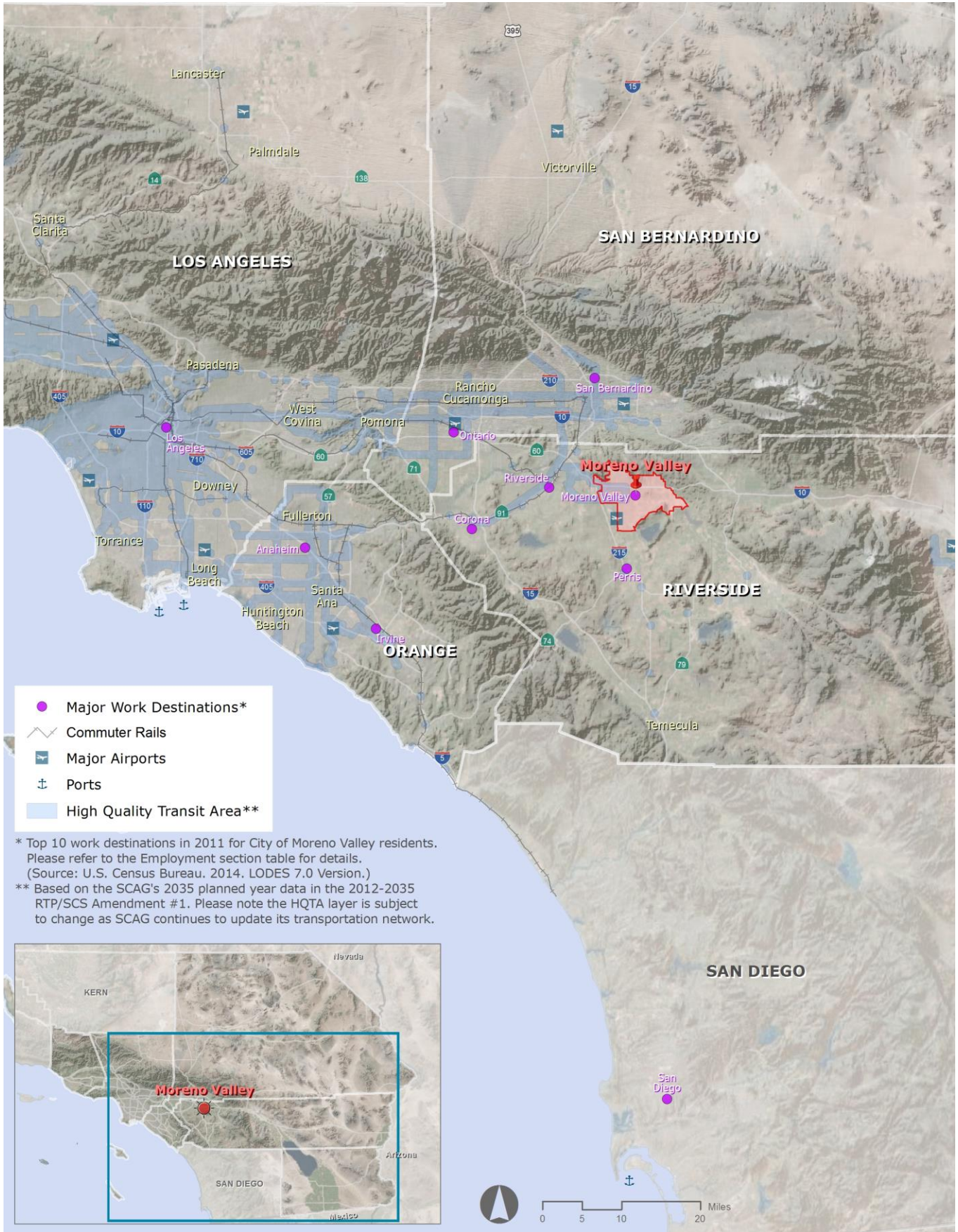
## VI. Employment

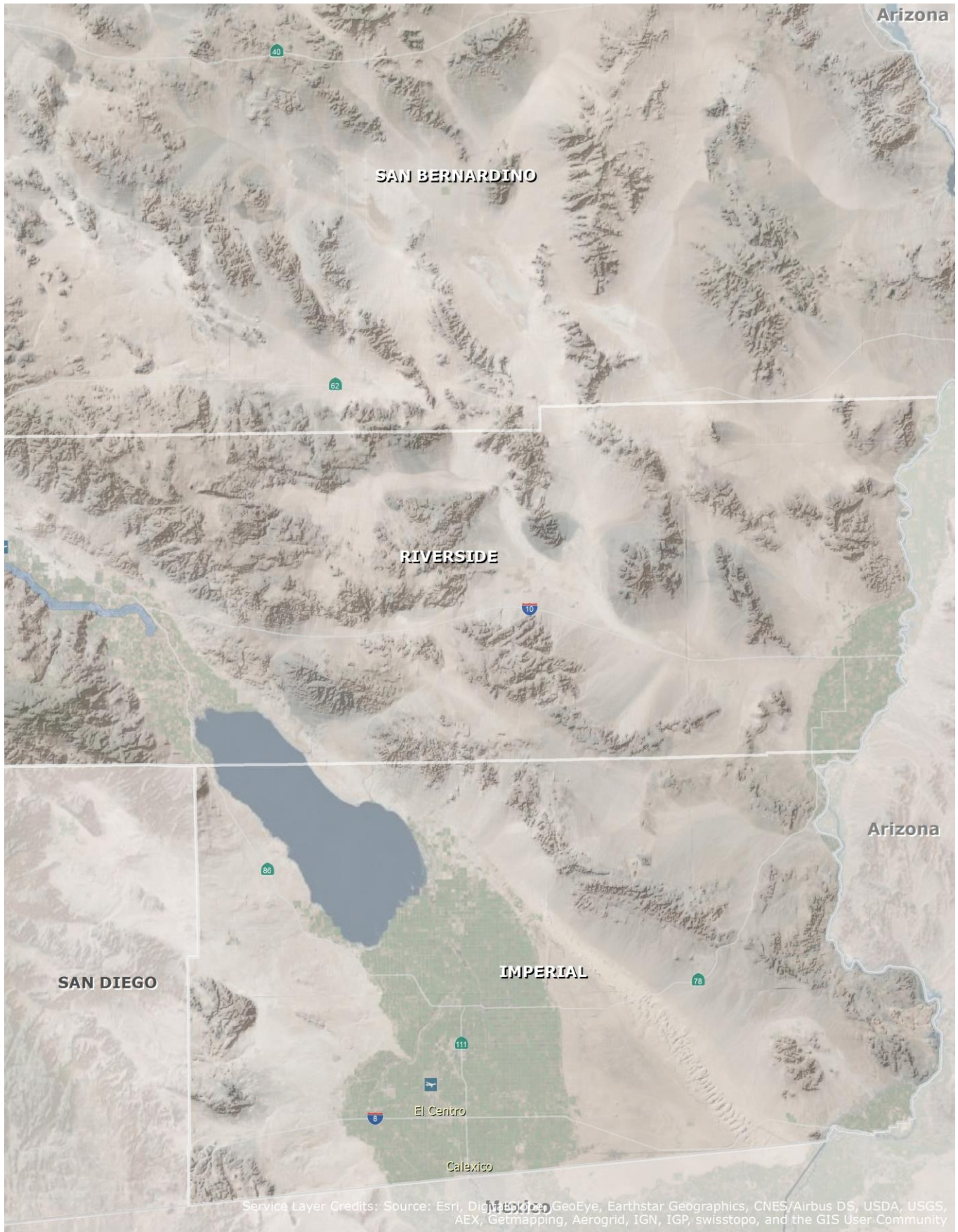
### Top 10 Places Where Residents Commute to Work

	<b>Local Jurisdiction</b>	<b>Number of Commuters</b>	<b>Percent of Total Commuters</b>
1.	Riverside	10,106	19.4 %
2.	Moreno Valley	6,518	12.5 %
3.	San Bernardino	2,979	5.8 %
4.	Los Angeles	2,669	5.1 %
5.	Ontario	1,492	2.8 %
6.	Corona	1,386	2.6 %
7.	Perris	1,339	2.5 %
8.	San Diego	1,070	2.1 %
9.	Anaheim	1,059	2.0 %
10.	Irvine	968	1.8 %
	All Other Destinations	22,588	43.4 %

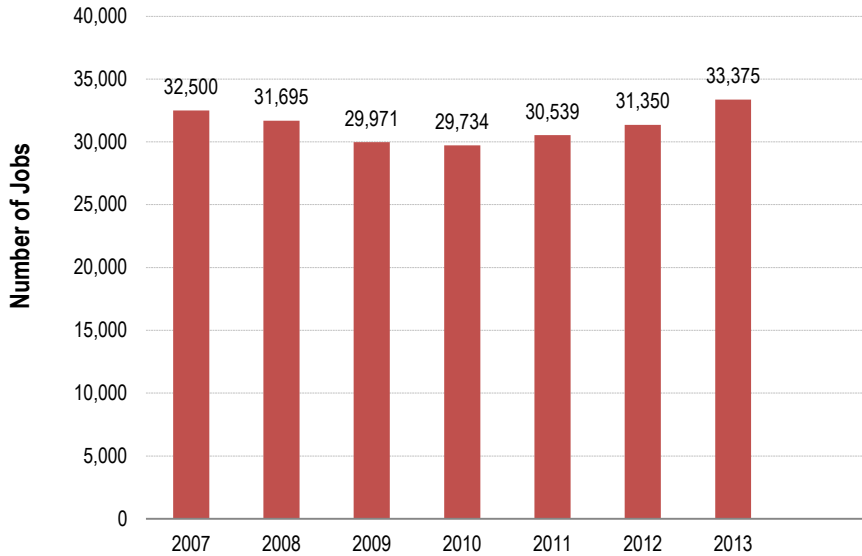
Source: U.S. Census Bureau, 2014, LODES Data; Longitudinal-Employer Household Dynamics Program, 2011

- This table identifies the top 10 locations where residents from the City of Moreno Valley commute to work.
- 12.5% work in the city where they live, while 87.5% commute to other places.





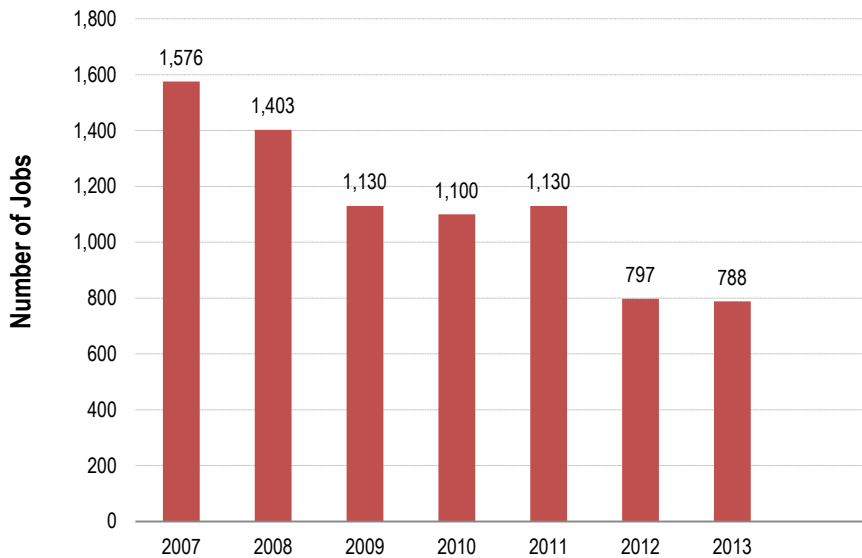
### Total Jobs: 2007 - 2013



Sources: California Employment Development Department, 2007 - 2013; InfoGroup; and SCAG

- Total jobs include wage and salary jobs and jobs held by business owners and self-employed persons. The total job count does not include unpaid volunteers or family workers, and private household workers.
- In 2013, total jobs in the City of Moreno Valley numbered 33,375, an increase of 2.7 percent from 2007.

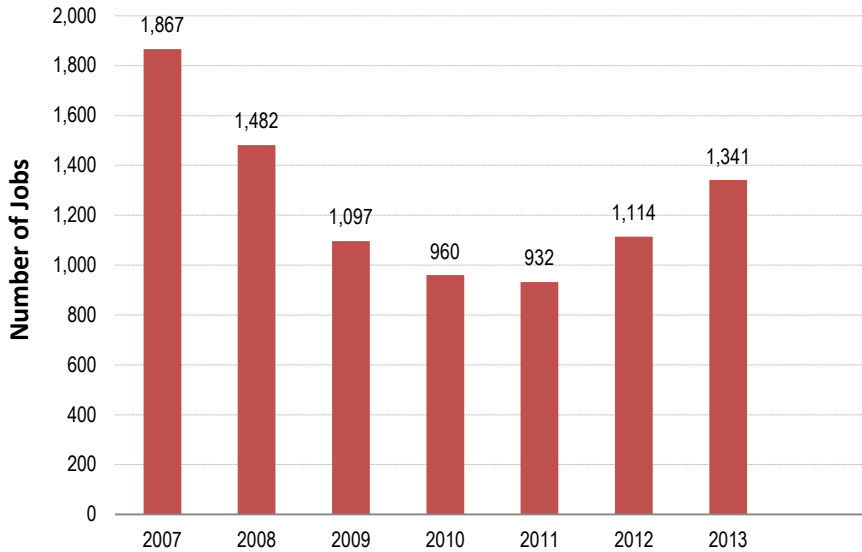
### Jobs in Manufacturing: 2007 - 2013



Sources: California Employment Development Department, 2007 - 2013; InfoGroup; and SCAG

- Manufacturing jobs include those employed in various sectors including food; apparel; metal; petroleum and coal; machinery; computer and electronic products; and transportation equipment.
- Between 2007 and 2013, the number of manufacturing jobs in the city decreased by 49.9 percent.

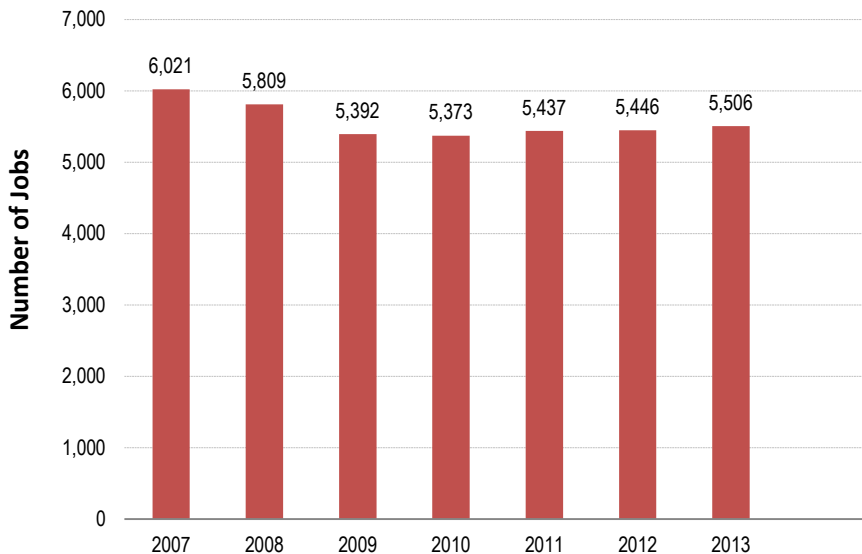
### Jobs in Construction: 2007 - 2013



Sources: California Employment Development Department, 2007 - 2013; InfoGroup; and SCAG

- Construction jobs include those engaged in both residential and non-residential construction.
- Between 2007 and 2013, construction jobs in the city decreased by 28.1 percent.

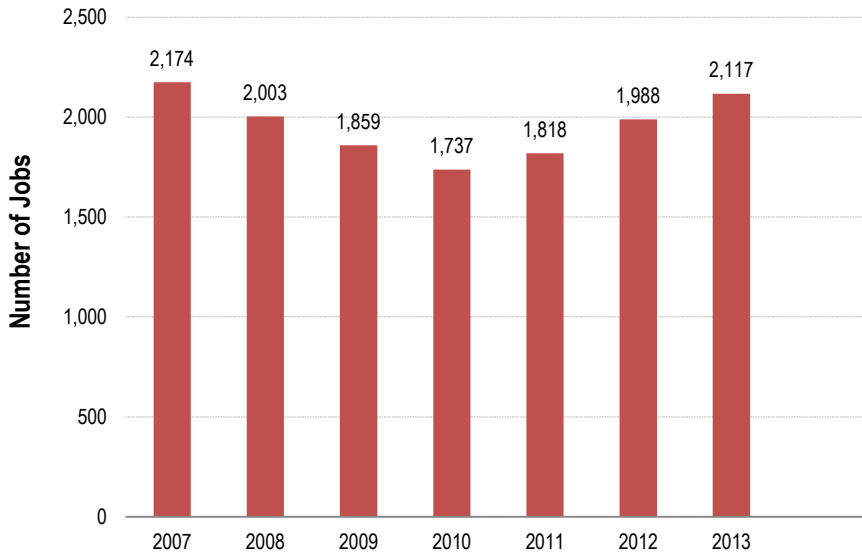
### Jobs in Retail Trade: 2007 - 2013



Sources: California Employment Development Department, 2007 - 2013; InfoGroup; and SCAG

- Retail trade jobs include those at various retailers including motor vehicle and parts dealers, furniture, electronics and appliances, building materials, food and beverage, clothing, sporting goods, books, and office supplies.
- Between 2007 and 2013, the number of retail trade jobs in the city decreased by 8.5 percent.

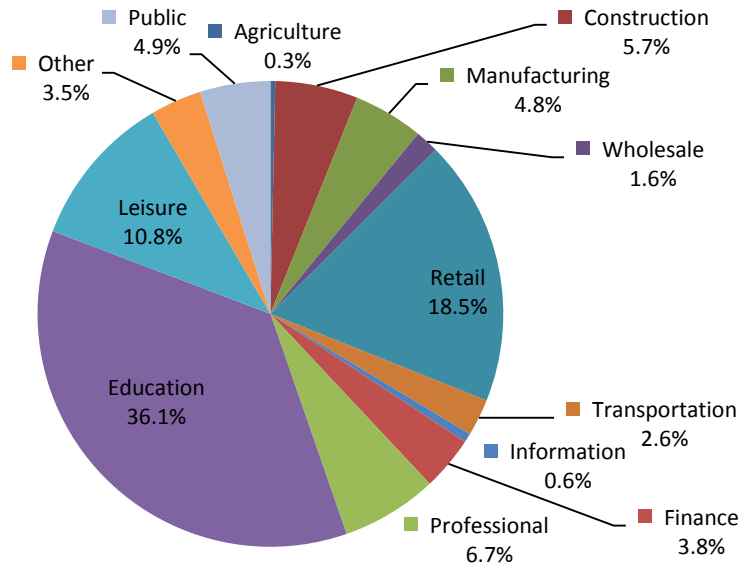
### Jobs in Professional and Management: 2007 - 2013



Sources: California Employment Development Department, 2007 - 2013; InfoGroup; and SCAG

- Jobs in the professional and management sector include those employed in professional and technical services, management of companies, and administration and support.
- Between 2007 and 2013, the number of professional and management jobs in the city decreased by 2.6 percent.

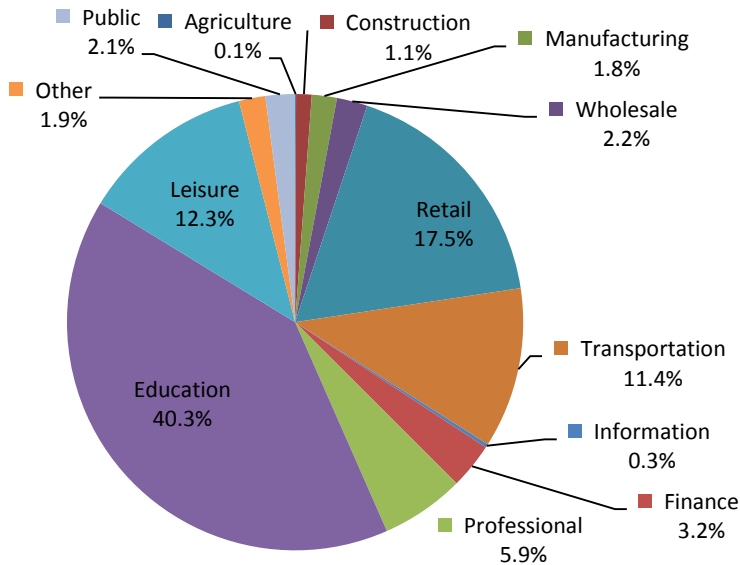
### Jobs by Sector: 2007



Sources: California Employment Development Department, 2007; InfoGroup; and SCAG.

- From 2007 to 2013, the share of Transportation jobs increased from 2.6 percent to 11.4 percent.
- See Methodology Section for industry sector definitions.

### Jobs by Sector: 2013

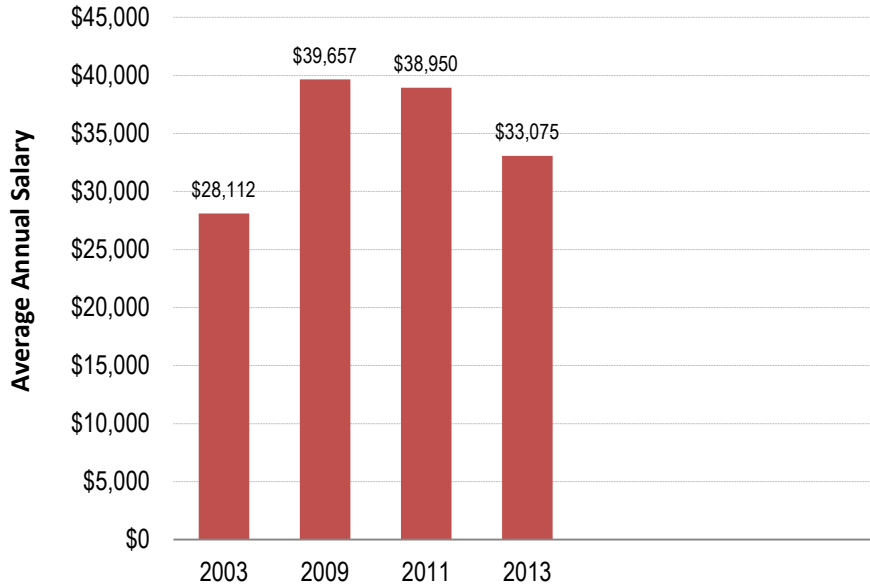


Sources: California Employment Development Department, 2014; InfoGroup; and SCAG.

- In 2013, the Education sector was the largest job sector, accounting for 40.3 percent of total jobs in the city.
- Other large sectors included Retail (17.5 percent), Leisure (12.3 percent), and Transportation (11.4 percent).

## Average Salaries

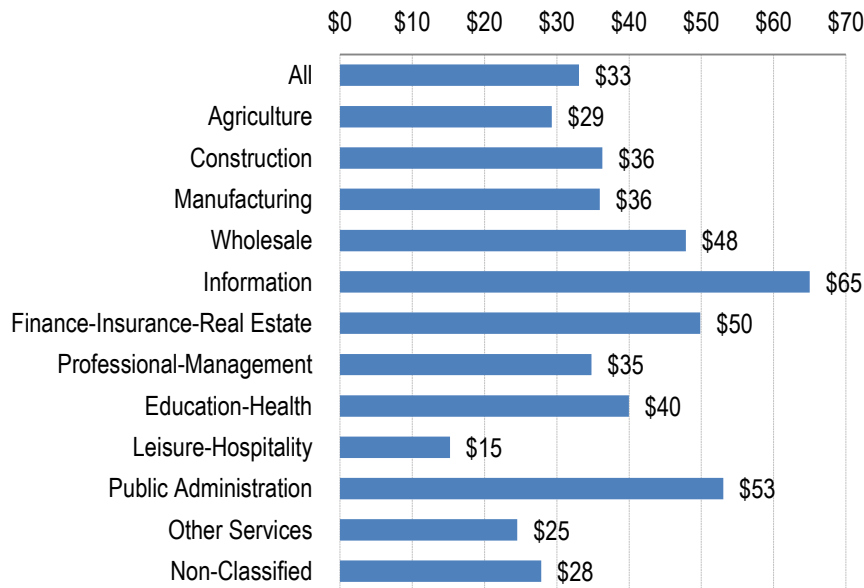
### Average Annual Salary: 2003, 2009, 2011, & 2013



Source: California Employment Development Department, 2003, 2009, 2011, 2013

- Average salaries for jobs located in the city increased from \$28,112 in 2003 to \$33,075 in 2013, a 17.7 percent change.
- Note: Dollars are not adjusted for annual inflation.

### Average Annual Salary by Sector: 2013 (\$ thousands)



Source: California Employment Development Department, 2013

- In 2013, the employment sector providing the highest salary per job in the city was Information (\$64,997).
- The Leisure-Hospitality sector provided the lowest annual salary per job (\$15,212).

## VII. Retail Sales

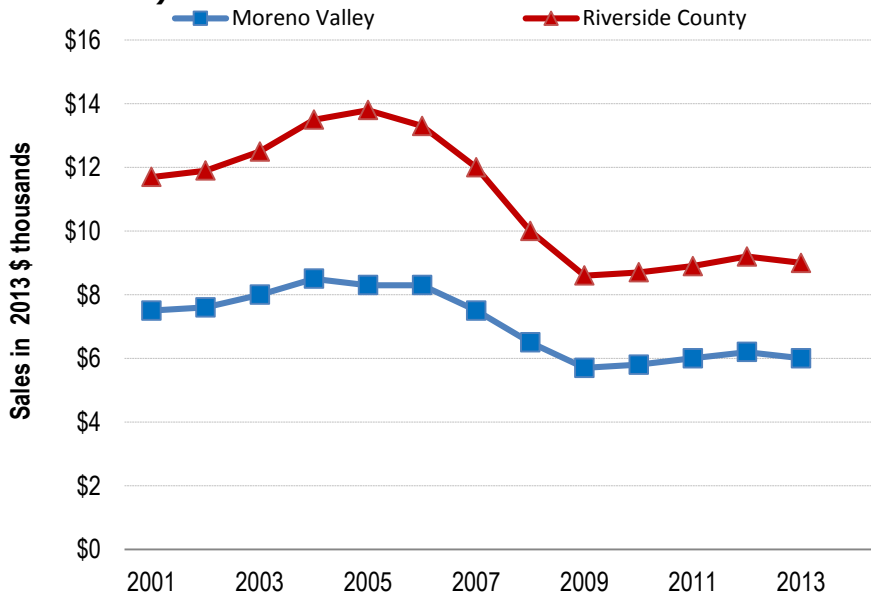
### Real Retail Sales: 2001 - 2013 (in 2013 \$ millions)



Source: California Board of Equalization, 2001-2013

- Real (inflation adjusted) retail sales in the City of Moreno Valley increased by 34.1 percent between 2000 and 2005.
- Real retail sales decreased by 11.8 percent between 2005 and 2013.

### Real Retail Sales per Person: 2001 - 2013 (in 2013 \$ thousands)

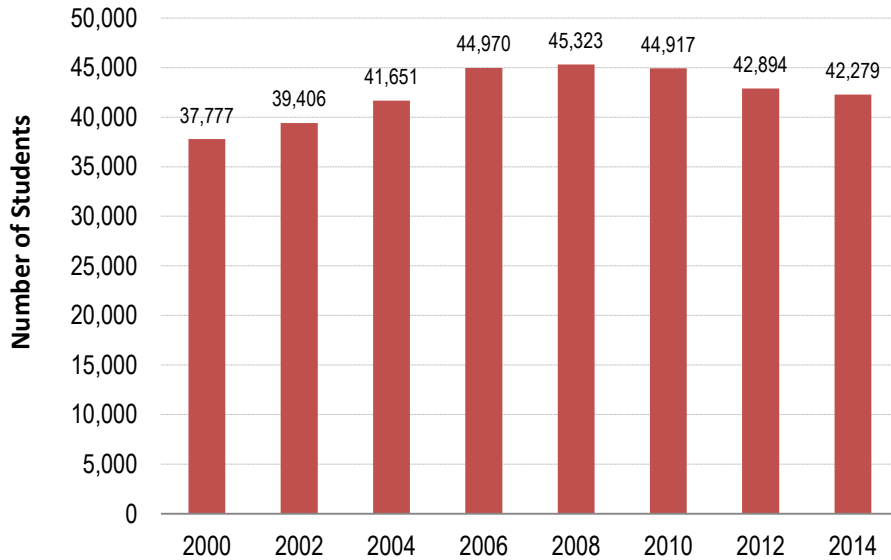


Source: California Board of Equalization, 2001-2013

- Between 2001 and 2013, retail sales per person for the city decreased from \$7,229 to \$6,142.

## VIII. Education

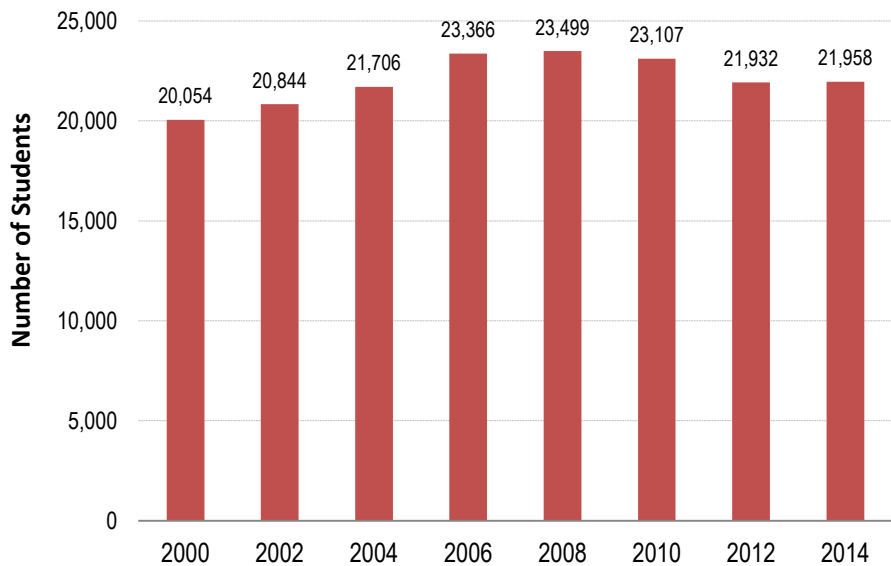
### K-12 Public School Student Enrollment: 2000 - 2014



Source: California Department of Education, 2000 - 2014

- Between 2000 and 2014, total K-12 public school enrollment for schools within the City of Moreno Valley increased by 4,502 students, or about 11.9 percent.

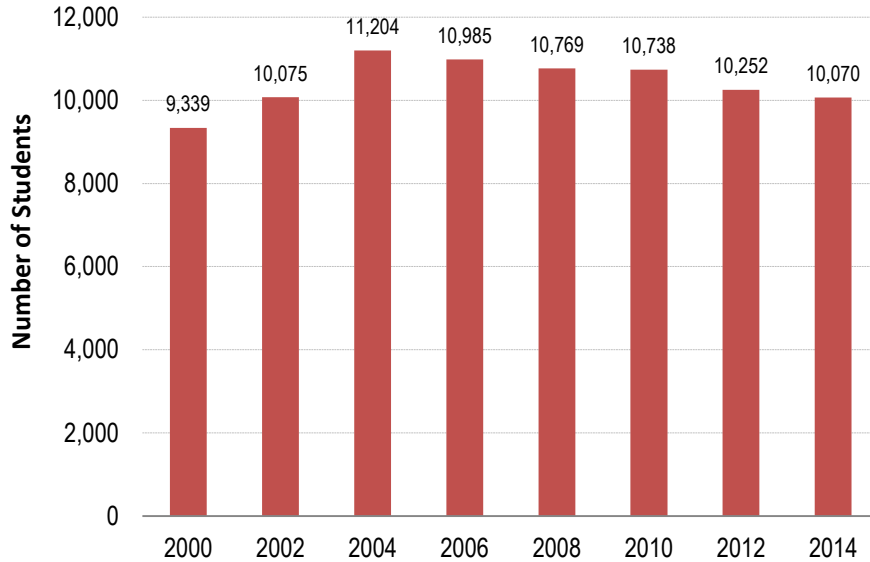
### K-6 Public School Student Enrollment: 2000 - 2014



Source: California Department of Education, 2000 - 2014

- Between 2000 and 2014, total public elementary school enrollment increased by 1,904 students or 9.5 percent.

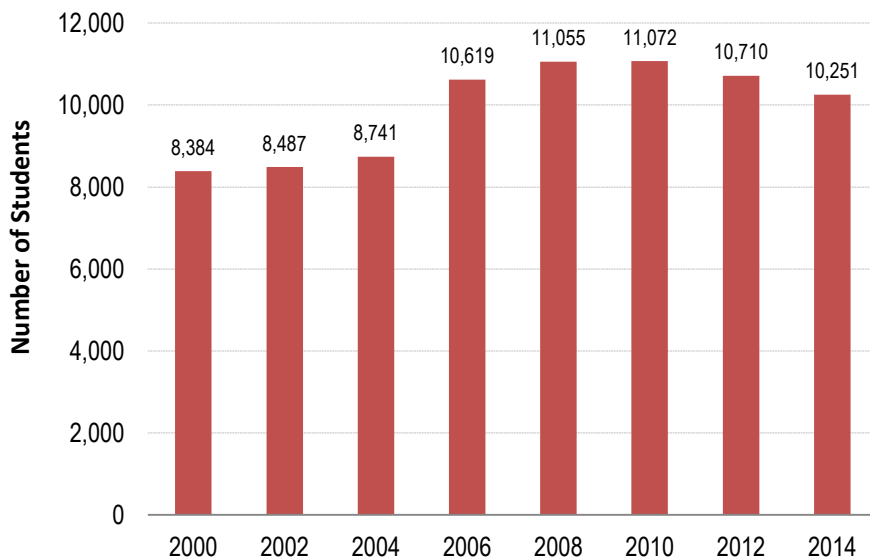
### Grades 7-9 Public School Student Enrollment: 2000 - 2014



Source: California Department of Education, 2000 - 2014

- Between 2000 and 2014, total public school enrollment for grades 7-9 increased by 731 students or 7.8 percent.

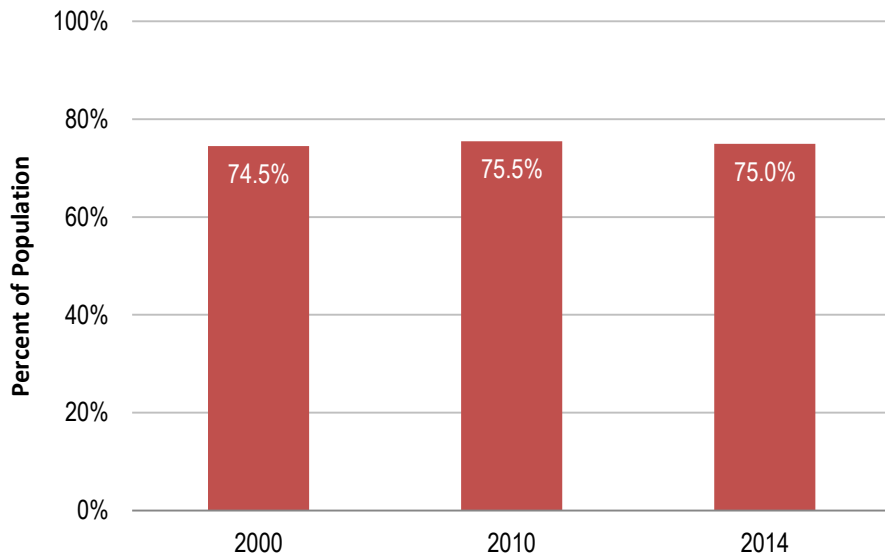
### Grades 10-12 Public School Student Enrollment: 2000 - 2014



Source: California Department of Education, 2000 - 2014

- Between 2000 and 2014, total public school enrollment for grades 10-12 increased by 1,867 students, about 22.3 percent.

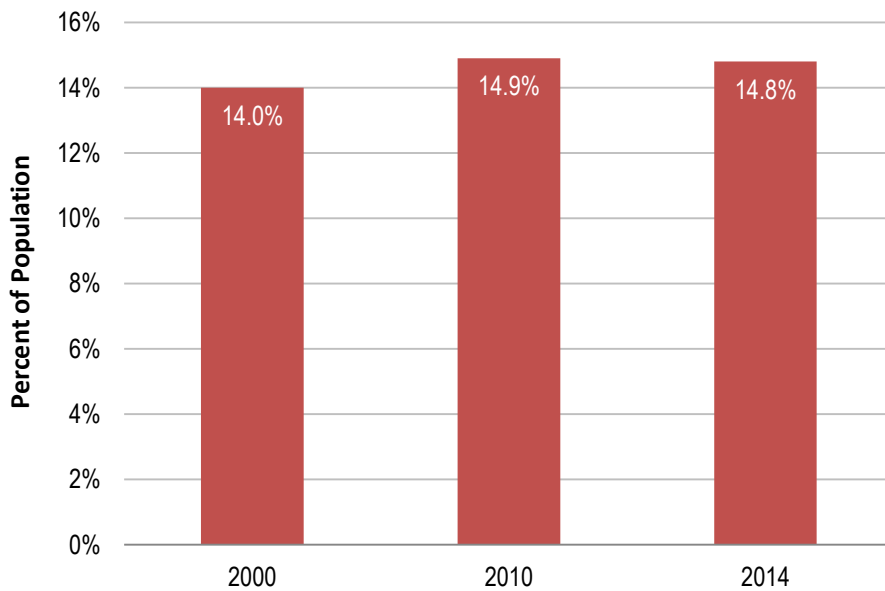
### Percent of City Population 25 Years & Over Completing High School or Higher



Sources: 2000 and 2010 Census; Nielsen Co., 2014

- In 2014, 75 percent of the population 25 years and over completed high school or higher, which is higher than the 2000 level.

### Percent of City Population 25 Years & Over Completing a Bachelor's Degree or Higher

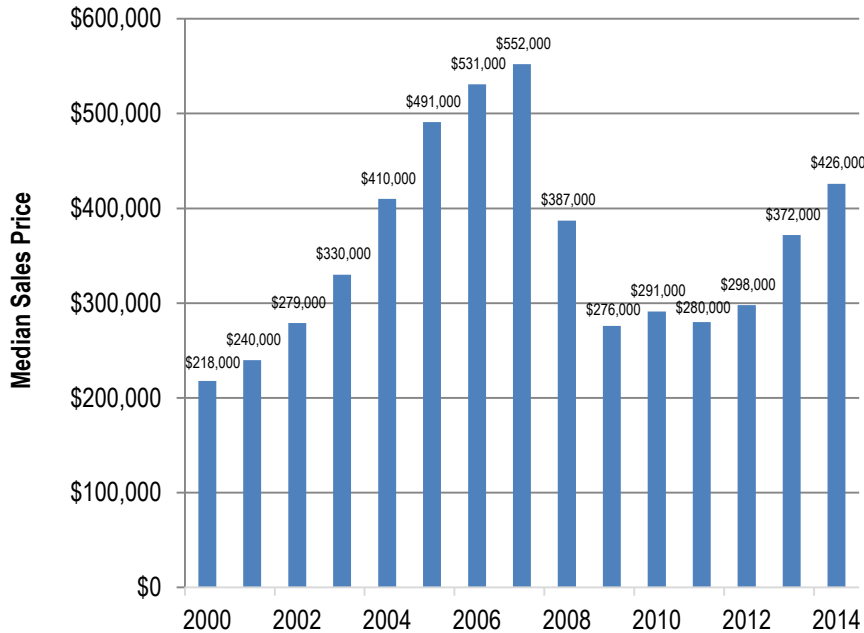


Sources: 2000 and 2010 Census; Nielsen Co., 2014

- In 2014, 14.8 percent of the population 25 years and over completed a Bachelor's degree or higher, which is higher than the 2000 level.

## IX. SCAG Regional Highlights

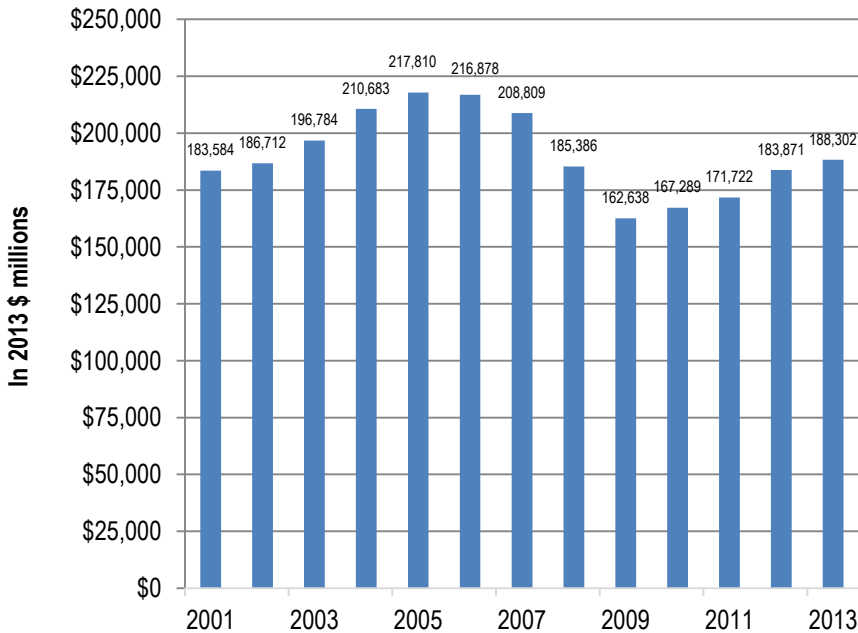
### Regional Median Sales Price for Existing Homes: 2000 - 2014



Source: MDA Data Quick, 2014

- After reaching its peak in 2007, the median sales price for existing homes in the SCAG region dropped by almost half by 2011 from its 2007 level and rebounded from 2012 to 2014.
- Median home sales price was calculated based on total existing home sales in the SCAG region.

### Regional Real Retail Sales: 2001 - 2013



Source: California Board of Equalization, 2001-2013

- Retail sales tend to follow closely with trends in personal income, employment rates, and consumer confidence.
- Between 2001 and 2005, real (inflation adjusted) retail sales increased steadily by 19 percent but then dropped between 2005 and 2009 by \$52 billion, or 25 percent.
- In 2013, total real retail sales were three percent higher than the 2001 level.

## **X. Data Sources**

California Department of Education

California Department of Finance, Demographic Research Unit

California Employment Development Department, Labor Market Information Division

California State Board of Equalization

Construction Industry Research Board

InfoGroup

MDA Data Quick

Nielsen Company

U.S. Census Bureau

## **XI. Methodology**

SCAG's Local Profiles utilizes the most up-to-date information from a number of publically available sources, including the U.S. Census Bureau, California Department of Finance, and the California Department of Education. In the event that public information is not available or is not the most recent, SCAG contracts with a number of private entities to obtain regional data. The following sections describe how each data source was compiled to produce the information displayed in this report.

### **Statistical Summary Table**

In the Statistical Summary Table (page 3), the values in the field "Jurisdiction Relative to County/Region" represent the difference between the jurisdiction's value and the county/region value, except for the following categories which represent the jurisdiction's value as a share of the county (or in the case of an entire county as a share of the region): Population, Number of Households, Number of Housing Units, Number of Jobs, Total Jobs Change, and K-12 Student Enrollment.

Median Age, Homeownership Rate, and Median Household Income are based on Nielsen Company data. Number of Housing Units is based on the 2010 Census and estimates from the California Department of Finance. Data for all other categories are referenced throughout the report.

### **Population Section**

Where referenced, data from 2000 to 2014 was taken from the California Department of Finance's (DOF) E-5 estimates, which were published in May 2014. This dataset was benchmarked to population figures from the 2000 and 2010 U.S. Decennial Censuses. Data relating to population by age group and by race/ethnicity was derived from the 2000 and 2010 U.S. Decennial Censuses, and Nielsen Co. The 2000 figure was based on U.S. Decennial Census figures for April 1, 2000 and the 2010 figure was based on U.S. Decennial Census figures for April 1, 2010.

Below are definitions for race and ethnicity, taken from the U.S. Census Bureau.

The Hispanic or Latino origin category is:

- A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.

The race categories are:

- American Indian or Alaska Native – A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- Asian – A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Black or African American – A person having origins in any of the black racial groups of Africa, including those who consider themselves to be "Haitian."

- White – A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- Some other race – This category includes Native Hawaiian or Other Pacific Islander (a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands) and all other responses not included in the "American Indian or Alaska Native," "Asian," "Black or African American," and "White" race categories described above.

Charts for population based on age were tabulated using 2000 and 2010 U.S. Decennial Census data and Nielsen Company data for 2014. Charts for race/ethnicity were tabulated using 2000 and 2010 U.S. Decennial Census data and Nielsen Company data for 2014.

### **Households Section**

The 2000 figure was based on U.S. Decennial Census figures for April 1, 2000 and the 2010 figure was based on U.S. Decennial Census figures for April 1, 2010. Information for 2014 was supplied by the Nielsen Company. Average household size was developed using information from the California Department of Finance (DOF). Households by Size was calculated based on Nielsen Company data. Households refer to the number of occupied housing units.

### **Housing Section**

Housing units are the total number of both vacant and occupied units. Housing units by housing type information was developed using data from the California Department of Finance (DOF). Age of housing stock information is from the Nielsen Company.

The number of residential units with permits issued was obtained using Construction Industry Research Board data, which are collected by counties and are self-reported by individual jurisdictions. It represents both new single family and new multifamily housing units that were permitted to be built, along with building permits that were issued for improvements to existing residential structures (e.g., re-roofs, remodels). Please note that SCAG opted to report the annual number of permits issued by each jurisdiction which may be different than the number of housing units completed or constructed annually. This was done using a single data source which provides consistent data for all jurisdictions. The Construction Industry Research Board defines "multi-family housing" to include duplexes, apartments, and condominiums in structures of more than one living unit.

The median home sales price, compiled from MDA Data Quick, was calculated based on total resales of existing homes in the jurisdiction, including single family units and condominiums. The median price does not reflect the entire universe of housing in the jurisdiction, only those that were sold within the calendar year.

### **Transportation Section**

The journey to work data for the year 2000 was obtained by using the 2000 U.S. Decennial Census Summary File 3. Data for 2010 is based on the 2010 U.S. Census American Community Survey. Information for 2014 was provided by the Nielsen Company.

## Employment Section

Data sources for estimating jurisdiction employment and wage information include the 2010 U.S. Census Bureau Local Employment Dynamics Survey, and information from the California Employment Development Department, InfoGroup, and SCAG for years 2007-2013. In many instances, employment totals from individual businesses were geocoded and aggregated to the jurisdictional level.

Employment information by industry type is defined by the North American Industry Classification System (NAICS). Although the NAICS provides a great level of detail on industry definitions for all types of businesses in North America, for the purposes of this report, this list of industries has been summarized into the following major areas: agriculture, construction, manufacturing, wholesale, retail, information, finance/insurance/real estate, professional/management, education/health, leisure/hospitality, public administration, other services, and non-classified industries.

A brief description of each major industry area is provided below:

- Agriculture – This industry includes crop production, animal production and aquaculture, forestry and logging, fishing hunting and trapping, and support activities for agriculture and forestry.
- Construction – Industries under this umbrella involve the construction of buildings, heavy and civil engineering construction, and specialty trade contractors.
- Manufacturing – This group includes the processing of raw material into products for trade, such as food manufacturing, apparel manufacturing, wood product manufacturing, petroleum and coal products manufacturing, chemical manufacturing, plastics and rubber products manufacturing, nonmetallic mineral product manufacturing and primary metal manufacturing.
- Wholesale – Wholesale industries do business in the trade of raw materials and durable goods.
- Retail – Retail industries engage in the sale of durable goods directly to consumers.
- Information – Businesses in this industry specialize in the distribution of content through a means of sources, including newspaper, periodicals, books, software, motion pictures, sound recording, radio and television broadcasting, cable or subscription programming, telecommunications, data processing/hosting, and other information mediums.
- Finance/Insurance/Real Estate – This sector includes businesses associated with banking, consumer lending, credit intermediation, securities brokerage, commodities exchanges, health/life/medical/title/property/casualty insurance agencies and brokerages, and real estate rental/leasing/sales.
- Professional Management – This industry involves businesses that specialize in professional/scientific/technical services, management of companies and enterprises, and administrative and support services. Types of establishments that would fall under this category range from law offices, accounting services, architectural/engineering firms, specialized design services, computer systems design and related services, management consulting firms, scientific research and

development services, advertising firms, office administrative services, facilities support services, among many others.

- Education/Health – Organizations include elementary and secondary schools, junior colleges, universities, professional schools, technical and trade schools, medical offices, dental offices, outpatient care centers, medical and diagnostic laboratories, hospitals, nursing and residential care facilities, social assistance services, emergency relief services, vocational rehabilitation services, and child day care services.
- Leisure/Hospitality – These industries include organizations in the performing arts, spectator sports, museums, amusement/recreation industries, traveler accommodations, and food and drink services.
- Public Administration – This classification includes public sector organizations, including legislative bodies, public finance institutions, executive and legislative offices, courts, police protection, parole offices, fire protection, correctional institutions, administration of governmental programs, space research and technology, and national security.
- Other Services – Groups in this group include, for example, automotive repair and maintenance, personal and household goods repair and maintenance, personal laundry services, dry-cleaning and laundry services, religious services, social advocacy organizations, professional organizations, and private households
- Non-Classified – Non-classified organizations involve work activities that are not included in the North American Industry Classification System.

### **Retail Sales Section**

Retail sales data is obtained from the California Board of Equalization, which does not publish individual point-of-sale data. All data is adjusted for inflation.

### **Education Section**

Student enrollment data is based on public school campuses that are located within each jurisdiction's respective boundary. Enrollment numbers by grade within a given jurisdiction are tabulated based upon data obtained from the California Department of Education. Enrollment year is based on the end date of the school year; for example, enrollment data for the year 2000 refers to the 1999-2000 school year. City boundaries used in the dataset for all years is based on data provided by the Local Agency Formation Commission for each county in the region.

### **Regional Highlights**

Information for this section was developed through data from MDA Data Quick and the California Board of Equalization.

## **Data Sources Section**

In choosing the data sources used for this report, the following factors were considered:

- Availability for all jurisdictions in the SCAG region,
- The most recognized source on the subject,
- Data sources within the public domain, and
- Data available on an annual basis.

The same data sources are used for all Local Profiles (except where noted) to maintain overall reporting consistency. The jurisdictions are not constrained from using other data sources for their planning activities.

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## **XII. Acknowledgments**

### **SCAG Management**

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Sharon Neely, Chief Deputy Executive Director  
Debbie Dillon, Deputy Executive Director, Administration  
Joann Africa, Chief Counsel/Director, Legal Services  
Huasha Liu, Director, Land Use & Environmental Planning  
Rich Macias, Director, Transportation Planning  
Darin Chidsey, Director, Strategy, Policy & Public Affairs  
Basil Panas, Chief Financial Officer  
Catherine Kirschbaum, Chief Information Officer

### **Project Managers**

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Michael Gainor, Senior Regional Planner

### **Project Core Team**

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### **Reproduction**

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Frank Wen, Manager, Research & Analysis  
Ying Zhou, Program Manager II

**Southern California Association of Governments**  
**Regional Council Roster**  
 May 2015

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<b>2nd Vice-President</b>	<b>3. Hon. Michele Martinez</b>	<b><i>Santa Ana</i></b>	<b>District 16</b>
<b>Imm. Past President</b>	<b>4. Hon. Greg Pettis</b>	<b><i>Cathedral City</i></b>	<b>District 2</b>
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	24. Hon. Bill Jahn	<i>Big Bear Lake</i>	District 11
	25. Hon. Mike Munzing	<i>Aliso Viejo</i>	District 12
	26. Hon. Barbara Kogerman	<i>Laguna Hills</i>	District 13
	27. Hon. Steven Choi	<i>Irvine</i>	District 14
	28. Hon. Steve Nagel	<i>Fountain Valley</i>	District 15
	29. Hon. John Nielsen	<i>Tustin</i>	District 17
	30. Hon. Steve Hwangbo	<i>La Palma</i>	District 18
	31. Hon. Kris Murray	<i>Anaheim</i>	District 19
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48. Hon. Jonathan Curtis	<i>La Cañada/Flintridge</i>	District 36
49. Hon. Carol Herrera	<i>Diamond Bar</i>	District 37
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60. Hon. Paul Krekorian	<i>Los Angeles</i>	District 49
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62. Hon. Tom LaBonge	<i>Los Angeles</i>	District 51
63. Hon. Paul Koretz	<i>Los Angeles</i>	District 52
64. Hon. Nury Martinez	<i>Los Angeles</i>	District 53
65. Hon. Felipe Fuentes	<i>Los Angeles</i>	District 54
66. Hon. Bernard C. Parks	<i>Los Angeles</i>	District 55
67. Hon. Curren D. Price, Jr.	<i>Los Angeles</i>	District 56
68. Hon. Herb J. Wesson, Jr.	<i>Los Angeles</i>	District 57
69. Hon. Mike Bonin	<i>Los Angeles</i>	District 58
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71. Hon. Mitch O'Farrell	<i>Los Angeles</i>	District 60
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73. Hon. Joe Buscaino	<i>Los Angeles</i>	District 62
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75. Hon. Barbara Delgleize	<i>Huntington Beach</i>	District 64
76. Hon. Ryan McEachron	<i>Victorville</i>	District 65
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81. Hon. Ross Chun	<i>Aliso Viejo</i>	TCA
82. Hon. Andrew Masiel, Sr.	<i>Pechanga Band of Luiseño Indians</i>	Tribal Government Representative
83. Mr. Randall Lewis	<i>Lewis Group of Companies</i>	(Ex-Officio)
84. Hon. Eric Garcetti	<i>Los Angeles</i>	(At-Large)

**Notes:**

<b>General Project Management/Project Initiation</b>	
<b>Tasks</b>	<b>Checklist</b>
Identification/Confirmation the consultant team project manager with approval from City staff	
Identification/Confirmation of the writer for the consultant team	
Preparation of meeting materials and exhibits, attendance at meetings	
Itinerary for, and execution of, team bus tour of city	
Preparation of monthly progress reports on the General Plan update process, overview of community issues, potential budget or schedule issues (any budget or schedule concerns identified must include recommended corrective measures)	
<b>Existing Conditions</b>	
<b>Tasks</b>	<b>Checklist</b>
Existing Conditions Summary to include findings, compilation of database/base maps on hardcopy and the most up-to-date electronic files of baseline assumptions. 10 hard copies and 1 electronic copy of both the Draft and Final summaries	
Working outline for the General Plan document	
Provide all raw baseline data for use with the General Plan document and the environmental impact report.	
<b>Opportunities and Constraints/Issue Identification</b>	
<b>Tasks</b>	<b>Checklist</b>
Prepare Opportunities and Constraints summary. 10 hard copies and 1 electronic copy of both the Draft and Final summary	
Conduct bus tour that will further the identification of community issues, and related opportunities and constraints	
<b>Formation of General Plan Advisory Committee (GPAC)</b>	
<b>Tasks</b>	<b>Checklist</b>
Prepare draft and final GPAC Roster	
Prepare GPAC Agendas and meeting minutes	
Consultant Project Manager to attend all GPAC meetings	
<b>Public Outreach</b>	
<b>Tasks</b>	<b>Checklist</b>
10 hard copies and 1 electronic copy of both the Draft and Final written comprehensive Public Participation Program that establishes communication protocols, strategies and timeframes with City staff, stakeholders, general public, outside agencies, GPAC, and City Council.	
Summaries of public comments and discussions after each meeting and study session. Attendance and facilitation of discussions at public open houses/workshops, GPAC study sessions, other public meetings, and summaries of public comments and discussions by commissions/committees/GPAC after each meeting and study session. stakeholders (including major property owners).	
Presentation materials for all meetings to include large-scale exhibits for public open houses/workshops.	
Draft abstract of all relevant information received as input from any community participation workshop.	

City of Moreno Valley  
 General Plan Update and Environmental Impact Report  
 Attachment G  
 Deliverables Checklist

A project website managed by the City with consultant team support suitable for providing properly vetted progress materials on the General Plan update process in order to keep the public and other interested stakeholders informed on the progress of the project. The website should also be utilized to hold community surveys.	
Prepare media blasts/project newsletters	
<b>Informational And Background Technical Reports</b>	
<b>Tasks</b>	<b>Checklist</b>
10 hard copies and 1 electronic copy of each technical baseline report noted above for each of the above study areas. Information from these reports will be used for analysis and incorporated into the General Plan and the project's Environmental Impact Report (EIR).	
<b>Alternatives/ Preferred Alternatives</b>	
<b>Tasks</b>	<b>Checklist</b>
10 hard copies and 1 electronic copy of each of the 1st Draft, 2nd Draft and Final Preferred Land Use Plan	
Transportation Plan Drafts shall incorporate Nason Study recommendations.	
<b>Drafting And Update of General Plan Elements</b>	
<b>Tasks: Environmental Justice Element</b>	<b>Checklist</b>
10 hard copies and 1 electronic copy of both the draft and final reports containing an inventory and assessment of environmental justice shortcomings, if any, in current General Plan policies, and recommended environmental justice policies to be codified within a new separate Element, or as permitted by SB1000 within the updated mandatory Elements of the General Plan.	
Large-scale exhibits for workshops and public hearings	
Related computer programs/software/databases produced	
<b>Tasks: Economic Development Element</b>	<b>Checklist</b>
<i>10 hard copies and 1 electronic file(s) of both the draft and final reports on the following:</i>	
Existing Conditions Report	
Economic/Demographic Profile	
Market Supply and Demand Analysis	
Strategic/Policy Framework Report containing policy and land use recommendations and implementation measures.	
Draft General Plan Element submitted in accordance with the timeframes set forth in the agreed upon project schedule required in E1	
Large-scale exhibits for workshops and public hearings	
Related computer programs/software/databases produced	

City of Moreno Valley  
 General Plan Update and Environmental Impact Report  
 Attachment G  
 Deliverables Checklist

<b>Environmental Impact Report (EIR)</b>	
<b>Tasks</b>	<b>Checklist</b>
Initial Study and Notice of Preparation	
EIR Scoping Meeting	
Screen Check EIR	
Draft EIR	
Response to Comments	
Final EIR	
Notice of Intent	
Mitigation Monitoring Program	
Technical baseline reports	
Other applicable CEQA requirements	
<b>Fiscal Analysis of General Plan</b>	
<b>Tasks</b>	
Report on cost/benefit analysis of policies and implementation measures contained in the General Plan and recommended tools, policies and procedures to ensure long term fiscal health of City. The studies shall include a Fiscal Impact Analysis to assess projected revenues to the City and other agencies derived from the proposed General Plan update and the costs for providing services up to and over a 20-year period in a net annual and on a cumulative basis. Additionally, the Fiscal Impact Analysis will establish a baseline of current revenue generation and evaluate the potential impact of the update on that revenue generation. The studies shall also include the preparation of other economic, financial and market information related to land use development. In addition, the studies shall include the relationship between development incentives/density and bonuses for community/public benefit.	
<b>Preparation of Final General Plan Document</b>	
<b>Tasks</b>	<b>Checklist</b>
One electronic copy of all documents (PDF and Word/Excel Versions)	
Adopted General Plan in Paper Format - 25 bound copies and 1 camera-ready copy	
Adopted General Plan on labeled CD - 75 copies	
Color Land Use Element Exhibit (1" = 2000') - 25 hard copies, 1 PDF and 1 JPG file	
Editable GIS files for all maps and associated data files (i.e. shape files)	
Editable computer files (Adobe file formats for Illustrator or InDesign) for all graphic illustrations	
<b>General Plan Implementation Program</b>	
<b>Tasks:</b>	<b>Checklist</b>
10 hard copies and 1 electronic copy of both the Draft and Final General Plan Implementation Program recommendations report	