



NOTICE IS HEREBY GIVEN that pursuant to CA Government Code §54956(a), the Mayor has called a Special Meeting of the Moreno Valley City Council, Moreno Valley Community Services District, City as Successor Agency for the Community Redevelopment Agency of the City of Moreno Valley, Moreno Valley Housing Authority and the Board of Library Trustees to be held at 6:00 p.m. on Tuesday, May 31, 2016 at the Moreno Valley City Hall, 14177 Frederick Street, Moreno Valley, California. The purpose of the meeting is as follows:

- **Review Draft Strategic Plan**

May 31, 2016

SPECIAL MEETING (Study Session)

6:00 P.M.

City Council Study Sessions

Second Tuesday of each month – 6:00 p.m.

City Council Meetings

Special Presentations – 5:30 P.M.

First & Third Tuesday of each month – 6:00 p.m.

City Council Closed Session

Will be scheduled as needed at 4:30 p.m.

City Hall Council Chamber – 14177 Frederick Street

Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities, in compliance with the Americans with Disabilities Act of 1990. Any person with a disability who requires a modification or accommodation in order to participate in a meeting should direct such request to Guy Pegan, ADA Coordinator, at 951.413.3120 at least 72 hours before the meeting. The 72-hour notification will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

Jeffrey J. Giba, Mayor Pro Tem
Jesse L. Molina, Council Member

Dr. Yxstian A. Gutierrez, Mayor

George E. Price, Council Member
D. LaDonna Jempson, Council Member

**AGENDA
SPECIAL JOINT MEETING OF THE
CITY COUNCIL OF THE CITY OF MORENO VALLEY
MORENO VALLEY COMMUNITY SERVICES DISTRICT
CITY AS SUCCESSOR AGENCY FOR THE
COMMUNITY REDEVELOPMENT AGENCY OF THE
CITY OF MORENO VALLEY
MORENO VALLEY HOUSING AUTHORITY
AND THE BOARD OF LIBRARY TRUSTEES**

***THE CITY COUNCIL RECEIVES A SEPARATE STIPEND FOR CSD
MEETINGS***

**SPECIAL MEETING (STUDY SESSION) – 6:00 PM
MAY 31, 2016**

CALL TO ORDER

PLEDGE OF ALLEGIANCE

INVOCATION

Pastor Mark Avila, Calvary Chapel of Moreno Valley

ROLL CALL

INTRODUCTIONS

**PUBLIC COMMENTS ON MATTERS EITHER ON THE AGENDA OR NOT ON THE
AGENDA UNDER THE JURISDICTION OF THE CITY COUNCIL**

There is a three-minute time limit per person. Please complete and submit a LAVENDER speaker slip to the City Clerk. All remarks and questions shall be addressed to the presiding officer or to the City Council.

A. SPECIAL ORDER OF BUSINESS

A.1. DRAFT STRATEGIC PLAN (Report of: City Manager)

A.2. CITY COUNCIL REQUESTS AND COMMUNICATIONS

ADJOURNMENT

CERTIFICATION

I, Leslie Keane, Interim City Clerk of the City of Moreno Valley, California, **certify that 72 hours prior to this Study Session**, the City Council Agenda was posted **on the City's website at: www.moval.org** and in the following **three public** places pursuant to City of Moreno Valley Resolution No. 2007-40:

City Hall, City of Moreno Valley
14177 Frederick Street

Moreno Valley Library
25480 Alessandro Boulevard

Moreno Valley Senior/Community Center
25075 Fir Avenue

Leslie Keane
Interim City Clerk

Date Posted: May 26, 2016

MOMENTUM *MoVal*

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)



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 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 their 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.

Dr. Wayne McAfee
Dr. Nels Klyver

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)



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.

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)



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

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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 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)

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)



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:

Resources:

Obstacles:

Objective 1.2: Market the opportunities for quality industrial development in Moreno Valley by promoting the largest industrial business project in California's history, the World Logistics Center (WLC).

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

Initiative 1.2.2: Develop a webpage dedicated to the WLC and hire a consulting firm to establish a WLC marketing plan for City staff. (1 year)

Partners:

Resources:

Obstacles:

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)

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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 for the utilization of the World Logistic Center Development Agreement funds dedicated to workforce training in the logistics industry. (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)

Partners:

Resources:

Obstacles:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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: Related to this objective is the determination of the highest/best use of the City’s parcel at Nason Street and Alessandro Boulevard and the exploration of an urban village concept. Complete land use analysis component of the Nason Street Corridor Study. (1 year)

Partners:

Resources:

Obstacles:

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. (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:

Resources:

Obstacles:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)



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:

Resources:

Obstacles:

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:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)



Resources:

Obstacles:

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:

Resources:

Obstacles:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)



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 in accordance with 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:

Resources:

Obstacles:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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:

Resources:

Obstacles:

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:

Resources:

Obstacles:

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:

Resources:

Obstacles:

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, Department of Social Services and other non-governmental organizations to house our homeless. (1 year)

Partners:

Resources:

Obstacles:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)



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:

Resources:

Obstacles:

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

Initiative 2.6.1: Begin the important process of rebuilding 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:

Resources:

Obstacles:

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. (2016)

Partners:

Resources:

Obstacles:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)



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:

Resources:

Obstacles:

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:

Resources:

Obstacles:

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)

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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:

Resources:

Obstacles:

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:



Resources:

Obstacles:

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:

Resources:

Obstacles:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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, increased Transient Occupancy Taxes, 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:

Resources:

Obstacles:

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)

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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:

Resources:

Obstacles:

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:

Resources:

Obstacles:



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:

Resources:

Obstacles:

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)

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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:

Resources:

Obstacles:

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:

Resources:

Obstacles:

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)

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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:

Resources:

Obstacles:

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:

Resources:

Obstacles:

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:

Resources:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

Obstacles:

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:

Resources:

Obstacles:

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

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

Initiative 4.8.2: Collaborate with Riverside Transit Agency 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)

Partners:

Resources:

Obstacles:

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:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)



Resources:

Obstacles:

Objective 4.10: Enhance Moreno Valley’s way-finding directional signage 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: Install solar powered lighting to all updated welcome and directional signs to enable night visibility. (2 years)

Partners:

Resources:

Obstacles:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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:

Resources:

Obstacles:

Objective 5.2: Promote the installation and maintenance of 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)

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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 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:

Resources:

Obstacles:

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)

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

Partners:

Resources:

Obstacles:

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 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:

Resources:

Obstacles:

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)

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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:

Resources:

Obstacles:

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:

Resources:

Obstacles:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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:

Resources:

Obstacles:

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)

Partners:

Resources:

Obstacles:

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)



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>	357	2,052

Attachment: Momentum MoVal 160526 (2128 : DRAFT STRATEGIC PLAN)

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.”