

# ENVISION RIVERSIDE 2025 STRATEGIC PLAN

## ANNUAL REPORT – 2021



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## CROSS CUTTING THREADS



## STRATEGIC PRIORITIES





# STRATEGIC PLAN OVERVIEW

The City of Riverside is pleased to present the First Annual Report for the **Envision Riverside 2025 Strategic Plan**. The Strategic Plan was adopted in October 2020 and identifies a vision for the City of Riverside that will help shape the City's priorities and goals for the next five-year period. The Strategic Plan was assembled with input from the Mayor and City Council, city staff, and members of the public, and includes the following six **Strategic Priorities** along with associated **Goals, Actions and Performance Metrics** to guide the City team in implementing the Strategic Plan:



**Arts, Culture and Recreation**



**Community Well-Being**



**Economic Opportunity**



**Environmental Stewardship**



**High Performing Government**



**Infrastructure, Mobility and Connectivity**

The Strategic Plan also includes five **Cross-Cutting Threads**, which are recurring themes woven throughout the Strategic Plan and reflected in all the City's outcomes. The Cross-Cutting Threads are defined as follows:



**Community Trust** – Riverside is transparent and makes decisions based on sound policy, inclusive community engagement, involvement of City Boards and Commissions, and timely and reliable information. Activities and actions by the City serve the public interest, benefit the City's diverse populations and result in greater public good.



**Equity** – Riverside is supportive of the City's racial, ethnic, religious, sexual orientation, identity, geographic, and other attributes of diversity and is committed to advancing the fairness of treatment, recognition of rights, and equitable distribution of services to ensure every member of the community has equal access to share in the benefits of community progress.



**Fiscal Responsibility** – Riverside is a prudent steward of public funds and ensures responsible management of the City's financial resources while providing quality public services to all.



**Innovation** – Riverside is inventive and timely in meeting the community's changing needs and prepares for the future through collaborative partnerships and adaptive processes.



**Sustainability and Resiliency** – Riverside is committed to meeting the needs of the present without compromising the needs of the future and ensuring the City's capacity to preserve, adapt and grow during good and difficult times alike.

This Annual Report provides an update on the Actions and Performance Metrics that have occurred throughout the 2021 calendar year, along with a summary of the City's current best practices related to each of the Cross-Cutting Threads.

We hope that this report is a useful and informative assessment of the City's efforts to provide responsive, engaging and innovative programs and services for our Riverside community.



**Environmental Stewardship**



**High Performing Government**



**Infrastructure, Mobility and Connectivity**

# CROSS-CUTTING THREADS UPDATE



## Community Trust



In 2021, staff worked with the Cal State San Bernardino Institute of Applied Research to incorporate Community Trust questions into the upcoming 2022 Quality of Life Survey. Through these questions, the survey will help assess the level of confidence residents have that Riverside is achieving Community Trust through transparency, activities and actions that service the public interest, benefit our diverse population, and result in greater public good.



## Equity

PRCSD launched **Adaptive Sports** for youth and senior adults who suffer from physical disabilities (spinal cord injury, cerebral palsy, nerve damage, multiple sclerosis, spina bifida, arthritis, birth disorders). Programs consist of an adaptive sports day and 4-8 weeks of sports offerings from, wheelchair basketball, bocce ball, soccer, volleyball, etc. A new Adaptive Swim program was introduced during the 10-week season of summer was Adaptive Swim and is designed for individuals, ages 3 and older, with developmental, cognitive, and physical disabilities to learn to swim. The one-on-one instruction with a lifeguard, is an inclusive program that provides unlimited possibilities to the disabled community.



The **Riverside Employment Services Education & Training Program (RESET)** assists Riverside's young adults in achieving their education, civic, personal, and social development goals by providing a unique opportunity to obtain soft skills, skills assessment, and on the job training within various city departments.

**Friendly Stars** is a program for intellectually and developmentally disabled adults (18+) that serves over 100 participants every Friday evening. The goal of the Friendly Stars program is to use art & crafts, music therapy, and many other communal activities to enhance sensory-motor skills, social interaction, and communication. Participants can interact with peers while being supervised in a safe environment. The Friendly Stars program partners with local volunteer-based groups to offer a special event once a month.



## Fiscal Responsibility



**Fund Balance Guidelines for the General Fund**  
- The City has adopted reserve policies for the General Fund and Measure Z in alignment with GFOA's recommended best practices.

### Achieving a Structurally Balanced Budget

- The City adopted a Long-Term Financial Planning Fiscal Policy that requires a long-term financial plan spanning at least five years for all major City funds (e.g., General, Electric, Water, Sewer, etc.) in conjunction with the proposed biennial (two-year) budget.



## Innovation



The new California Air Resources Board (CARB) research facility qualified for **LEED Platinum certification** and is the **largest Zero Net Energy building** in the United States.

The **Bourns Family Youth Innovation Center** won the 2021 CPRS Award of Excellence for Facility Design. The Center is like no other community center in California and focuses on CREATE (Computer science, Robotics, Engineering, Art, Technology, and Electronics).



Arts, Culture and Recreation



Community Well-Being



Economic Opportunity





# Sustainability and Resiliency

The City adopted the **Riverside PACT** which consists of: a Pedestrian Target Safeguarding Plan (PTS), an Active Transportation Plan (AT Plan), a Complete Streets Ordinance (CSO), and a Trails Master Plan (TMP). The Riverside PACT envisions a network of active transportation routes that will provide connectivity and mobility options for residents in the event of disaster / future pandemics. The network advances the sustainability objectives of the City in that it encourages a reduction in vehicle miles traveled by providing viable active transportation options and connections to public transportation.




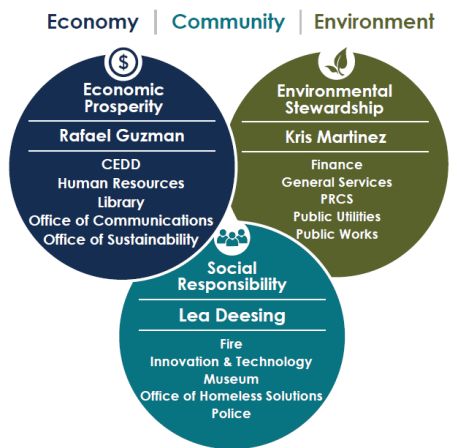
 The **Riverside Water Quality Control Plant** moves the needle when it comes to sustainability. In 2021, the Plant's fuel cell, powered by biogas (aka food waste), generated **Over 6,500,000 Kilowatts of Energy** or approximately **50%** of the power needed to operate the Plant.

A second anaerobic digester was approved by City Council in 2021, which will generate renewable fuels to fuel vehicles and the remainder of the Plant. This system helps divert organic material from landfills thereby reducing the release of methane (a greenhouse gas) and positively impacts climate change. This same team partnered with US Environmental Protection Agency to host UCR students in a five week summer internship program focused on Food Recovery Technology to serve the needs of the City of Riverside.

**Electrify Riverside** programs have been launched for RPU electric utility customers in support of electric vehicles. Rebates are offered for new and used electric vehicles and for electric vehicle chargers. Qualified low-income households and low-income multifamily are eligible to receive enhanced (larger) rebates. These programs support the transition of the vehicle fleet in the City from engines that run by combusting fossil fuels to those that run on electricity thus reducing both greenhouse gas emissions as well as other air pollutants.



 **RPU's classroom educational** programming for grades K-12 in Riverside is incorporating sustainability into the curriculum for the current year. Programming addressing electricity and water is provided in the classrooms with hands-on lab work that also conforms to the curriculum requirements of the schools. These programs provide direct learning to youth in elementary and high schools throughout the community and provide early support to help the community understand sustainability, energy and water.



Realignment of City Departments into **Triple Bottom Line** groupings


## Emergency Operations Center

 Completed 22nd Month of Continuous Operation for COVID-19 Pandemic



**"Virtual 24/7 City Hall"** to depict the numerous services we offer to be more resilient (during a pandemic where you cannot visit City Hall) and sustainable (lower carbon footprint because fewer vehicle miles traveled)

## Green Energy Portfolio

 RPU nears **50%** Renewable, Non-Greenhouse Gas Energy



**EASTSIDE CLIMATE COLLABORATIVE**  
**\$30 Million Grant Award**  
Largest in City History



Environmental Stewardship



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Infrastructure, Mobility and Connectivity



# Arts, Culture and Recreation

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

## Goal 1.1

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

Action Item	Action Item Update
<b>Action 1.1.1. Prepare a strategy to assess the City’s role, priorities, and commitment as a partner, operator and/or manager in City-owned arts, culture, and entertainment facilities, including, but not limited to, The Box, The Cheech, Fox Performing Arts Center, and Riverside Municipal Auditorium. Ensure clarity in communications regarding the City’s role for each facility.</b>	Each facility is evaluated in relation to staffing, resources and operations due to individual needs/concerns. The Box is re-opening from COVID-19; staff is completing the implementation of community programming and fees before further evaluation is done. The Cheech Marin Center for Chicano Art & Culture opening is scheduled for June 2022; staff is meeting to review and assess the City’s and Riverside Art Museum’s responsibilities outlined in the agreement. Staff is evaluating options for the operation and management of The FOX and Riverside Municipal Auditorium for the future after the operating agreements sunset in Dec. 2022 and March 2023; each facility is being assessed and evaluated strategically and in consultation with City Council through reports and meetings. <b>CHALLENGES: Budgetary concerns/issues</b>
<b>Action 1.1.2. Develop a thorough and easily accessible database and/or system for the community to access arts, culture, library and entertainment opportunities, including, but not limited to, cultural mapping and web presence.</b>	Staff has begun to review scheduling and work for the spring of 2022. <b>CHALLENGES: Competing priorities</b>
<b>Action 1.1.3. Complete the Museum of Riverside renovation and expansion project to enrich the Mission Inn Avenue cultural corridor.</b>	The Museum has resumed work with its architect to advance through the design process. <b>CHALLENGES: Budgetary concerns/issues</b>
<b>Action 1.1.4. Identify, implement and communicate an equitable fund development program with dedicated staff to pursue additional funding and resources for arts, culture, entertainment, library, recreation and senior programs and opportunities.</b>	City Manager’s Office hired a Principal Management Analyst for Citywide Grant Administration and Resource Development. The City was awarded a Shuttered Venue Operator Grant in 2021 in the amount of \$2,143,228.51 to support the Fox Performing Arts Center for lost revenue due to COVID-19. In Fall of 2021, the Museum of Riverside was awarded \$7,000,000 from the State of California to help support the preservation and rehabilitation of the Harada House. <b>CHALLENGES: Workload of staff members</b>



Action Item	Action Item Update
<p><b>Action 1.1.5. Prepare an Arts Master Plan for the City to become an “outdoor art gallery” and create sustainable process, procedures, and policies for all arts, culture and entertainment.</b></p>	<p>Staff has updated research and potential drafts for the Arts Master Plan; elements of Arts are being reviewed, added and revised in the current General Plan Update and Housing element. Staff created and implemented a no cost Public Art Application and has begun to identify community members to help with the process and implementation. The timing of the "plan" will coincide or immediately follow the fee discussion with implementation anticipated in FY 22-23.</p>
<p><b>Action 1.1.6. Develop the mechanism and authority for instituting up to a one percent charge on all development projects for an art program for both private and public capital projects exceeding \$10 million in construction costs to support arts and cultural programs that include, but are not limited to public art, grants and programming (internal and community).</b></p>	<p>Citywide, staff and consultants are updating our fee structure for all departments. Because of this opportunity, staff has worked with the consultants to recommend an addition of this Arts fee. Consultants are currently researching other cities and preparing information and a report, which is set to come before Committees and City Council in 2022.</p>

## GOAL 1.1 PERFORMANCE MEASURES

**P.M. 1.1.1. Number of non-profits providing services through partnerships and collaborations - Parks, Recreation and Community Services Department (56 non-profit collaborations in 2020)**

**Target = Increase to 60 non-profit collaborations**  
**Progress = 65 non-profit collaborations in 2021**

**P.M. 1.1.1. Number of non-profits providing services through partnerships and collaborations - Museum (26 non-profit partnerships in 2020)**

**Target = Maintain at or above 24 partnerships**  
**Progress = 24 partnerships in 2021**

**P.M. 1.1.1. Number of non-profits providing services through partnerships and collaborations - Arts & Culture (90 non-profit partnerships in 2020)**

**Target = Maintain at or above 90 partnerships**  
**Progress = 125 partnerships in 2021**



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**Goal  
1.2**

**Enhance equitable access to arts, culture, entertainment and recreational service offerings and facilities.**

Action Item	Action Item Update
<p><b>Action 1.2.1. Provide diverse year-round programming including arts, culture, entertainment, adult mentoring, and volunteer support programs for youth that focuses on collaboration, opportunities, and resources in the community at the Youth Innovation Center, Youth Opportunity Center, Riverside Arts Academy and other locations throughout the City.</b></p>	<p>The Parks, Recreation &amp; Community Services Department provides daily programming to at-risk teens, including Step Up, Teens in Action, Neighborhood College Youth Opportunity Program, and many more. Community Service opportunities for teens are provided in person and virtually including resume building, job skills and mentorship, and a food pantry. Project B.R.I.D.G.E. is the City's Gang intervention and prevention program and serves at-risk youth and their families by providing social services programs, referrals, mentoring and recreational activities. The BFYIC had it's grand opening on September 25, 2021. Programming includes Coding and Robotics courses, Music Production, Photography, and Film production. The Museum offers year-round programming through 1) exhibitions at Heritage House and non-Museum sites; and 2) children's and family programs. The Bourns Family Youth Innovation Center provides a variety of STEAM classes, and UCR students volunteer and assist with "Girls Who Code" programs.</p> <p><b>CHALLENGES: Increase case loads require additional staffing (Outreach Workers).</b></p>
<p><b>Action 1.2.2. Utilize our libraries, parks, arts, and cultural assets cross-departmentally and equitably for intergenerational support, lifelong education, and personal enrichment through meaningful community engagement. Support community participation and engagement for all members of the community</b></p>	<p>Museum staff has engaged neighborhood groups and stakeholders for interviews, oral histories, and mid-project feedback specific to the planning of small exhibitions at non-museum sites. Library programs offered include Riverside Reads (Book to Action), Summer Reading - Reading Colors your World, Virtual: Miriam the Librarian Reviews, Writing Boxes/Reading-Writing Connection, Hoopa Book Club, Veteran's Connect, Art Walk (in person &amp; virtual monthly program). PRCSD added Adaptive swim lessons to teach participants with disabilities to learn water safety in a calming environment that promoted safe socialization during COVID-19. PRCSD continues to collaborate with non-profits to offer low cost aquatic programs. The Bourns Family Youth Innovation Center offers classes to assist parents in educating their children with courses such as Math for Parents and Safety in Social Media for Families. The BFYIC offers Vocational Test Prep for high school students, entrepreneur series for business owners to network, and a Speaker Series where local professionals present various topics related to the STEAM field.</p>
<p><b>Action 1.2.3. Enhance and expand formal and informal relationships with all external educational institutions to integrate city and non-profit arts, culture, and recreational programming with curriculum and ensure equitable access with shared facilities and uses.</b></p>	<p>Partnerships created with UCR and AUSD for the Riverside Insect Fair and to post flyers promoting library services and upcoming events; Riverside Art Council Partnership info booth and STEM activity (Art and Music Festival); RUSD partnership for free lunch. Through collaboration with RUSD, PRCSD provided over 48,000 nutritious lunches on weekdays for 10 weeks during summer.</p> <p><b>CHALLENGES: As a result of COVID, schools have not resumed field trips or in-classroom visits from Museum staff. Some educator support in the form of digital programs.</b></p>



Action Item	Action Item Update
<b>Action 1.2.4. Develop and implement a diverse and dynamic marketing plan, including, but not limited to, digital, print, graphic, web and social media for all arts, culture, library, recreation, and cultural tourism programming citywide.</b>	New brand and logo for the Museum of Riverside adopted after extensive stakeholder review to target all audiences with particular emphasis on cultural tourists and younger generations. Riverside Reads! (Zoom meetings, YouTube, Facebook discussions, Inspirational Quotes, Riverside Reads website); updated library brochures/forms; created LGBTQIA+resources and reading list (all ages); adult/family literacy programs; Inlandia programs

## GOAL 1.2 PERFORMANCE MEASURES

**P.M. 1.2.1. Demographic information on program participants (race/ethnicity, age, location/ward)**

**No target, tracking only**

**Tracking = Parks, Library and Museum will begin collecting and tracking demographic data across a broad range of programming in FY 21/22**

### Goal 1.3

**Improve parks, recreational amenities, open space, and trail development, and fulfill critical lifecycle and facility maintenance needs.**

Action Item	Action Item Update
<b>Action 1.3.1. Complete trails master plan, including a detailed five-year spending plan.</b>	Trails Master Plan was adopted August 2021. Five-year spending plan needs to be established and integrated into Capital Improvement Program.
<b>Action 1.3.2. Create three park master plans every two years.</b>	The California Coastal Conservancy provided grant funding for nine park master plans and CEQA as part of the Riverside Gateway Parks Project suite along the Santa Ana River. Site and environmental analysis has been completed and community outreach and design is in progress. The Master Plans will be completed in 2023.
<b>Action 1.3.3. Create a GIS-based Park Inventory and Assessment Plan for each park, including existing park and facility improvements and amenities.</b>	New GIS layers are being developed using park amenity inventory conducted as part of the 2020 Comprehensive Parks, Recreation and Community Services Master Plan. This data provides the foundation for GIS based asset management plans for the park system.

## GOAL 1.3 PERFORMANCE MEASURES

**PM 1.3.1. Percentage of residents who say the parks and recreational spaces in Riverside meet their needs (73.4% in 2019, per QOL Survey)**

**Target = Increase to 75%**

**Progress = The next QOL Survey will be conducted in 2022.**



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**Goal  
1.4**

**Prioritize safety at parks, trails, arts, cultural and recreational facilities.**

Action Item	Action Item Update
<p><b>Action 1.4.1. Develop and strengthen policies and programs that ensure all residents can access city facilities in a safe manner (e.g. Safe Space designation, unaccompanied minor policies, Codes of Conduct, etc.)</b></p>	<p>Redesigned Code of Conduct handout released for the public in May 2021. Consultation with HR/Safety preceded the reopening of Heritage House; draft of department-specific procedural manual that will address unaccompanied minors, service animals, and similar issues as part of the process for updating the Museum's code of ethics Recruitment underway for personnel for Parks and Neighborhood Safety Program (PANS) through PD; office space is being designated for these staff members; all city parks have been designated as "safe place" in collaboration with Op Safe House.</p> <p><b>CHALLENGES: Finding qualified candidates for PANS and the actual implementation and start up of the PANS program.</b></p>
<p><b>Action 1.4.2. Provide safety training for all staff who work in libraries, museums, recreational public sites and arts and culture programs.</b></p>	<p>The Museum Department is following the lead of HR/Safety for safety trainings; staff are in the process of getting Certified/recertified in CPR/First-Aid/AED. Safety trainings scheduled on an annual basis for all Parks staff. HR Safety Division has successfully deployed safety training to all City departments. The training is virtual and ongoing. Departments are working on the completion of Fire Extinguisher and Injury Illness &amp; Prevention Plan training. HR and PD have also incorporated this City action item into RPD's 2021-2024 Strategic Plan.</p>
<p><b>Action 1.4.3. Modify Safety Survey, analyze and prioritize safety results to address the public's perception of safety at all arts, culture, entertainment and recreation events, programs, trails and facilities, including the Santa Ana River.</b></p>	<p>In June 2021, PD conducted site surveys of the entire length of the Santa Ana River trail making recommendations for placement of barriers to deny access to motor vehicles to ensure the safety of pedestrians and bicyclists using the path. In July 2021, PD organized Bike Path Barrier Project meeting with all City and County Stakeholders to formulate a plan to implement the Bike Path Barrier plan. In August 2021, County Park Ranger installed new barriers at Tyler/Jurupa to deny access to the bike path; County Flood Control installed new bollards in the area of Market and Rivera and at the bridge between Bonaminio and Martha McLean Park and placed boulders across the river bottom at the 60 fwy and the Riverbottom. In October 2021, Public Works designed a new bollard system to be constructed on the bike path west of Martha McLean Park; PRCSD did a cost analysis to install barriers at Martha McLean, Bonaminio and Dog Carlson Parks. In November 2021, Public Utilities installed new steel gates and boulders at the dead end of Wilderness.</p> <p><b>CHALLENGES: Cost and the project needs constant attention because new access points are continually being created, improper barriers can be defeated and resources are limited.</b></p>





Action Item	Action Item Update
<p><b>Action 1.4.4. Create a plan to reinstate the Park Ranger Program and expand program to include Libraries. Identify goals, expectations and funding to implement the plan.</b></p>	<p>The PANS position description was approved by Council on August 17, 2021 and the position was posted by HR in September 2021; 68 applications were reviewed with applicant testing and oral interviews were conducted; uniforms were selected and the patch and logo were approved; <b>The purchase of Hybrid vehicles is an obstacle due to ongoing supply shortage; PD is identifying different transportation strategies.</b> PD is also working on the training plan and developing Standard Operating Procedures (SOP) for the team.</p>

## GOAL 1.4 PERFORMANCE MEASURES

**PM 1.4.1. Percentage of residents who feel safe at park and recreation facilities (75% per P&R Master Plan survey)**

**Target = Increase by 5%**

**Progress = New data for this metric will be available in 2022**

**PM 1.4.2. Number of incident reports at City Libraries(382 incidents in FY18/19)**

**Target = Reduce incidents by 5% annually over 5 years (25% reduction)**

**Progress = 126 incidents in July - December 2021**

### Goal 1.5

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

Action Item	Action Item Update
<p><b>Action 1.5.1. Launch citywide early childhood literacy campaign and enhance visibility of adult literacy programs</b></p>	<p>1,000 Books Before Kindergarten launched on Oct. 5, 2021. All marketing materials and collateral for Adult and Family Literacy updated to increase visibility of literacy programs. Library has partnered with RUSD for promotion at local schools.</p>
<p><b>Action 1.5.2. Expand volunteer opportunities and program offerings for seniors.</b></p>	<p>Parks, Recreation &amp; Community Services Department is working with the Office on Aging to seek senior volunteers to assist at local community/senior centers. Seniors may assist in the capacity of instructors, clerical and cooks for senior breakfast, luncheons and Grab N Go meal program. Seniors with disabilities can volunteer through a collaboration with the local Easter Seals to assist with light janitorial cleaning, packaging, decorations and signage for special events and multiple centers. A new volunteer opportunity for Seniors this year is to serve as Marshals at the Fairmount golf course. Virtual senior programming includes physical fitness, conversational classes such as book clubs, current events and fitness classes. iPads are available at senior centers to give seniors an opportunity to stay connected.</p>



Action Item	Action Item Update
<b>Action 1.5.3. Expand Project Bridge program to reduce rates of dropout, gang recruitment and similar.</b>	This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24
<b>Action 1.5.4. Expand opportunities for all non-profits to offer arts, culture, entertainment, educational and recreational programs at city facilities for youth through seniors.</b>	This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24

## GOAL 1.5 PERFORMANCE MEASURES

**PM 1.5.1. Percentage of children entering Kindergarten ready (read 1,000 books before Kindergarten)**

**Target = 3% annual increase over 5 years**

Progress = Program just started and no one has completed the program as of yet; however, a few participants have reached 100 books read.

**PM 1.5.2. Completion of adult/family literacy goals on an annual basis (Baseline = 30%)**

**Target = 3% annual increase over 5 years**

Progress = Library restarted the program in November 2021; no goal completions are available to share at this time as they are normally year long goals.

**PM 1.5.3. Number of participants attending Senior programs (Baseline = 55,000 seniors in FY18/19)**

**Target = Increase by 5% annually over 5 years (25% total)**

Progress = 46,933 seniors in 2021 (includes Bordwell, Villegas, Dales, La Sierra and Janet Goeske Senior Centers)

**PM 1.5.4. Number of Art Classes provided by PRCSD (137 classes offered in FY20/21)**

**Target = Increase by 5% annually over 5 years (25% total)**

Progress = 340 classes

**PM 1.5.5. Number of education-based community programs offered by PRCSD (319 classes offered in FY20/21)**

**Target = Increase by 2% annually over 5 years (10% total)**

Progress = 416 classes





# Community Well-Being

Ensure safe and inclusive neighborhoods where everyone can thrive.

## Goal 2.1

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

Action Item	Action Item Update
<b>Action 2.1.1. Update the City's General Plan, including the Housing Element, to implement adopted housing policies that promote housing production.</b>	Housing Element approved RFP for General Plan consultant reissued
<b>Action 2.1.2. Develop a promotional campaign that focuses on attracting housing developers to Riverside by promoting Streamline Riverside, opportunities for by-right housing development and the City as pro-housing to protect neighborhood quality of life.</b>	The "Build Riverside" site ( <a href="https://www.riversideca.gov/buildriverside/">https://www.riversideca.gov/buildriverside/</a> ) has a housing component that offers on-line permitting, information on building accessory dwelling units (ADU) and information regarding the development of market-rate and affordable housing.
<b>Action 2.1.3. Update the City's zoning ordinance and other relevant portions of the RMC to encourage compact development promoting housing near transit to ensure affordable housing options throughout Riverside.</b>	Housing Element updated RMC 19.120 and 19.580 to encourage walkability and streamline the planning entitlement process. New Density Bonus and other modifications planned for 2022.
<b>Action 2.1.4. Prepare creative land use regulations that include: Adaptive Reuse Ordinance, Inclusionary Zoning, Density Bonus Ordinance, and Infill Ordinance to create incentives for housing development.</b>	Inclusionary Housing Project will be complete by Summer 2022. New Density Bonus and other modifications planned in late 2022.
<b>Action 2.1.5. Develop standard plans, streamlined processes and promotional materials that promote ADUs, and other unique types of housing, to increase housing production in the City.</b>	The City is working to develop pre-approved standard ADU plans in 400, 745, 1,000, and 1,200 square foot designs to expedite development; anticipated completion is late 2022.

## GOAL 2.1 PERFORMANCE MEASURES

**PM 2.1.1. Number of new residential units, including ADUs and JADUs, permitted annually**  
 (449 units permitted in 2020)  
**Target = 683 units in 2021**  
 Progress = 607 units permitted

**PM 2.1.2. Percentage of new residential units permitted annually that are affordable (subsidized or unsubsidized) (0% of permitted units affordable in 2020)**  
**Target = 11% of units affordable in 2021**  
 Progress = 22.5% of units were affordable

**PM 2.1.3. Time to process housing project entitlements through the City**  
**Target = Process 80% of Housing Element site entitlements within 6 months**  
 Progress = No data available at this time



Environmental Stewardship



High Performing Government



Infrastructure, Mobility and Connectivity



**Goal  
2.2**

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

Action Item	Action Item Update
<p><b>Action 2.2.1. Identify and apply for grants, and pursue other funding strategies, that facilitate the development of affordable housing in partnership with high-quality developers, public agencies, and non-profit organizations.</b></p>	<p>Staff identified State Homekey funding for the Sunrise Bogart affordable housing project. In October 2021, the City submitted the Homeless Housing, Assistance and Prevention Round 3 Standard Agreement to Apply to receive \$8,433,288.22 in grant funds.</p>
<p><b>Action 2.2.2. Pursue partnerships with high-quality developers and other public agencies and non-profit organizations to aggressively pursue grant funding opportunities that facilitate the development of housing that is affordable to the City's residents.</b></p>	<p>The City is working in partnership with the State of California and Edan Housing for the development of the Mulberry Garden Apartments, an affordable housing community.</p>
<p><b>Action 2.2.3. Develop a coordinated ecosystem of programs alongside partner agencies and non-profit organizations that effectively prevent the incidence of homelessness by proactively working to address the varied issues that lead to it.</b></p>	<p>On December 15, 2021, the City hosted a Saturation Day Event to connect individuals living on the streets with mental health professionals and outreach workers to offer shelter, mental health services, and substance abuse treatment programs. There was a 61% increase in people accepting services over the previous event.</p>
<p><b>Action 2.2.4. Update the City's Homeless Strategy for the broad spectrum of individuals experiencing homelessness and with a focus on regional equity, efficient and effective use of resources, addresses disparities, provides supportive services, prevents homelessness, and supports housing stability.</b></p>	<p>Preparing a Five Year Plan to Reduce Homelessness that focuses on how state and grant funds can be used efficient and effectively to address homelessness, address disparities, provides supportive services, prevents homelessness, and supports housing stability.</p>
<p><b>Action 2.2.5. Refine outreach efforts to include needs-based best practices to better address the broad spectrum of individuals experiencing homelessness and that facilitate an exit of the condition.</b></p>	<p>The Office of Homeless Solutions, Public Safety and Engagement Team (PSET), City Net, Step Up on Second and Riverside County Housing Authority Outreach teams collaborated to engage homeless individuals in the Santa Ana Riverbottom. The teams were able to track and identify 44 encampments; engage 47 individuals; 31 individuals stated they were interested in housing; 12 individuals stated they were interested in shared housing.</p>



## GOAL 2.2 PERFORMANCE MEASURES

**PM 2.2.1. Number of homeless individuals identified through the Point in Time (PIT) count (587 individuals in FY19/20)**  
**No target, tracking only**  
 Tracking = There was no PIT count held in 2021 due to COVID.

**PM 2.2.2. Number of individuals housed through Tenant Based Rental Assistance (72 individuals in FY20/21)**  
**No target, tracking only**  
 Data for this metric will be provided at the end of FY 21/22

**PM 2.2.3. Number of homeless shelter beds (169 existing beds in 2020, 51 proposed beds in 2020)**  
**Target = Increase by 51 new beds**  
 Progress = 78 beds (50 recuperative care beds + 28 behavioral health recuperative care beds)

**PM 2.2.4. Percentage of residents who say they are satisfied with the progress the City has made in addressing homelessness (30.7 % in 2019, per QOL Survey)**  
**Target = Increase to 40%**  
 Progress = The next QOL Survey will be conducted in 2022.

### Goal 2.3

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

Action Item	Action Item Update
<b>Action 2.3.1. Develop and implement creative solutions focusing on technology that expands and enhances community outreach and engagement opportunities.</b>	Received approval through ARPA program to secure a community engagement platform. Neighborhood Engagement staff will work with IT on details.
<b>Action 2.3.2. Conduct meetings with neighborhoods on a rotating basis to engage residents and understand their vision for their community and the improvements needed or desired.</b>	Neighborhood Engagement Division staff regularly attends neighborhood meetings where residents come together to discuss community-related visions and concerns. Eight meetings have been attended from July - December 2021. Neighborhood Engagement Division has been working with Mayor's Office on Big Tent Tour, facilitating conversations with residents and discussing strengths and challenges of each neighborhood. <b>CHALLENGES: Staff and resources are continued challenges. There are 2 staff dedicated to implementing this work which makes it difficult to make substantial progress.</b>
<b>Action 2.3.3. Prepare a long-range Urban Design Strategy focused on strengthening the image of Riverside, including future design projects that contribute to healthy, equitable, resilient, and economically vibrant community.</b>	Funding for this item has not been identified; dependent on Action item 2.3.5. <b>CHALLENGES: Staff and resources are a continued challenge.</b>



Action Item	Action Item Update
<p><b>Action 2.3.4. Create a network of resources through community partnerships to support the community with social services that promote health and well-being.</b></p>	<p>Neighborhood Engagement staff members have facilitated and participated in 35 meetings related to food security including the Food Resiliency Collaborative which includes 13 representatives from diverse backgrounds. The Better Together monthly training sessions began with topics that include city sponsorship, special event permits, and risk management, all presented by city staff ,and training by a local CPA on standard accounting practices, board responsibilities, and government requirements for nonprofits and training for food pantries. The series will include training related to ARPA programs supporting nonprofits in the coming months. Attendance has ranged from approximately 30 attendees to over 100, depending on the topic discussed.</p> <p><b>CHALLENGES: Staff and resources are a continued challenge.</b></p>
<p><b>Action 2.3.5. Create an Urban Design Studio within the City that focuses on community-based placemaking resulting in more attractive, functional, and playful neighborhoods, public spaces, and districts.</b></p>	<p>There is no activity to report on this action at this time.</p> <p><b>CHALLENGES: Staff and resources are a continued challenge.</b></p>
<p><b>Action 2.3.6. Prepare Urban Design Plans for neighborhoods that promote walkability, access to services and proximity to public transit.</b></p>	<p>Funding has not been identified - dependent on Action 2.3.5.</p> <p><b>CHALLENGES: Staff and resources are a continued challenge. Positions are not currently in the CEDD organizational structure.</b></p>
<p><b>Action 2.3.7. Focus on enhancing needs for stability, well-being, and resiliency throughout the lifespan, ensuring that everyone has access to the services they need from infants to seniors.</b></p>	<p>PRCSD. added Adaptive Sports to their programming to allow access to sports programming for all. Through ARPA funding, they are also expanding the Project BRIDGE program, a gang prevention and intervention program for teens and young adults that provides social services, referrals and recreational activities for at-risk youth.</p>
<p><b>Action 2.3.8. Develop a community benefit fund to use for projects and programs that eliminate barriers to access safe and healthy food for all community members.</b></p>	<p>This is a Tier 4 Action Item and work on this project is contingent on capacity and resources for implementation</p>
<p><b>Action 2.3.9. Convert parkways to community gardens through maintenance agreements with community-based organizations and grant funding</b></p>	<p>Program funding secured through ARPA. Work is under way to establish and launch community gardens within parkways that would serve as stormwater filtration "rain gardens" to treat runoff from impervious surfaces, in addition to being a food security lifeline within disadvantaged communities. Program will include community training and partnership.</p>





## GOAL 2.3 PERFORMANCE MEASURES

**PM 2.3.1. Percentage of residents who say they feel a sense of belonging to their community (84% in 2019, per QOL Survey)**

**Target = Increase to 90%**

**Progress = The next QOL Survey will be conducted in 2022.**

**PM 2.3.2. Percentage of residents who say they are proud to live in Riverside (92% in 2019, per QOL Survey)**

**Target = Increase to 95%**

**Progress = The next QOL Survey will be conducted in 2022.**

### Goal 2.4

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

Action Item	Action Item Update
<b>Action 2.4.1. Collaborate with community organizations to identify strategies to confront racism.</b>	The city hired a consultant for services related to diversity, equity and inclusion (DEI) and a future phase in the scope of work includes collaboration with community partners to elevate efforts that will lead combating racism.
<b>Action 2.4.2. Using trained City employees, engage community members, especially those historically marginalized, in a timely, accessible, and respectful manner on topics they prioritize.</b>	Neighborhood Engagement Division staff engages community members by attending Neighborhood Group meetings Staff attends events related to the Mayor's Big Tent Tour and facilitates discussions relative to community strengths and challenges. Number of community meetings attended = 8; number of meetings facilitated by staff = 6.
<b>Action 2.4.3. Conduct and report out on a bi-annual Quality of Life Survey (odd years) to understand the perspectives of Riverside residents.</b>	The next Quality of Life Survey is scheduled the first quarter of 2022. The survey will be conducted by Cal State San Bernardino through a telephone and online questionnaire and will gather information about the quality of life of Riverside residents and those who work in Riverside but live elsewhere.
<b>Action 2.4.4. Create a marketing program which instills reminders to sworn officers regarding expected conduct, behavior, and ethics.</b>	The Police Personnel Bureau sends out "Daily Training Bulletins" (DTB's) via the Lexipol application. These DTB's cover policy and/or procedure updates, including new laws conduct and behavior, ethics, training requirements, and several other topics needed to operate in a professional manner. <b>CHALLENGES: Remove "marketing" from the language in the action item. Program has been created via an existing software within the police department.</b>



Action Item	Action Item Update
<b>Action 2.4.5. Establish an initiative that elevates inclusion, diversity, and equity and produce a comprehensive guide/ toolkit.</b>	The city has hired a consultant for services related to DEI and a future phase in the scope of work includes the development of a plan/toolkit for internal and external stakeholders.
<b>Action 2.4.6. Actively participate in local and regional discussions on racism and host community meetings with experts to learn about successful practices to confront racism.</b>	City staff has participated in mandatory training related to DEI and the Human Resources Department has held Wellness Sessions related to DEI.
<b>Action 2.4.7. Establish a small grant program to support organizations that focus on issues of racism.</b>	This is a Tier 4 Action Item and work on this project is contingent on capacity and resources for implementation

## GOAL 2.4 PERFORMANCE MEASURES

**PM 2.4.1. Percentage of residents who feel safe to walk in their neighborhood (70% in 2019, per QOL Survey)**

**Target = Increase to 75%**

**Progress = The next QOL Survey will be conducted in 2022.**

**PM 2.4.2. Average time to fulfill public records requests (4 days in 2020)**

**Target = Maintain Below 6 days**

**Progress = 2.97 days**

### Goal 2.5

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

Action Item	Action Item Update
<b>Action 2.5.1. Create a shared understanding with the community about what constitutes timely, equitable, and effective safety outcomes and align performance expectations and resource investments accordingly.</b>	The Fire Prevention team recently launched the POSSE Public Permit Portal to create timely efficient plan reviews; the Fire Dept. continues to maintain a goal of responding to 90% of emergency calls in 5 minutes or less. Work continues on the Citywide Community Engagement Policy to provide a consistent approach to how the City engages the community and enhance the City's ability to provide meaningful engagement opportunities for the people of Riverside; internal drafts have been prepared and Committee and Council consideration is anticipated in early 2022. On October 5, 2021, the City Council adopted a comprehensive update of the General Plan 2025 Public Safety Element, which addresses new and evolving public safety issues related to wildfire, drought and climate adaptation. <b>CHALLENGES: This action item is vague and does not lend itself any measurable outcomes. Staff would suggest rewording to focus on more concrete, measurable and actionable goals.</b>



Action Item	Action Item Update
<p><b>Action 2.5.2. Foster relationships by providing and promoting services that increase the well-being of our residents and increase safety awareness. Pursue programs that increase safe and thriving environments that positively impact residents.</b></p>	<p>Fire Department Operations conducted approximately 100 community events, school visits and virtual station tours and partnered with RUSD on Fire Extinguisher Training; volunteers participated in the Habitat for Humanity Mulberry Street Village construction project. Fire released Atlas mobile app which gives safety updates to the public, general information and numbers to call, the ability to report crimes, and contact the PD. The Small Sparks Neighborhood Matching Grants provide opportunities for residents to accomplish neighborhood improvement projects and community building events that lead to safe and thriving environments that positively impact residents; 10 projects have been funded in 2021 including 4 neighborhood beautification projects, 3 neighborhood-based events, and 3 citywide neighborhood events.</p>
<p><b>Action 2.5.3. Prepare a plan and implement a camera collaborative between public safety, public works, and private entities.</b></p>	<p>Although this is a Tier 3 program, RPD reports that PD is currently meeting with businesses and apartment complexes to conduct CPTED's (Community Policing Through Environmental Design). Officers create a safety plan that may include adding security cameras and lighting to help prevent crimes from occurring on the private property. The cameras would help deter crimes from occurring and provide access to PD to help solve crimes that occur.</p>
<p><b>Action 2.5.4. Develop a Holistic Community-Based Safety Strategy that identifies programs that improve safety that help neighborhoods thrive, identifies actions that positively impact residents and ensures timely, equitable, and effective safety outcomes.</b></p>	<p>This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24</p>
<p><b>Action 2.5.5. Review and revise public safety policy and procedures to enhance community transparency, accountability, and conflict de-escalation training.</b></p>	<p>This is a Tier 3 action and work on this project is scheduled to begin in FY 23/24</p>
<p><b>Action 2.5.6. Integrate happiness-related indicators into health impact assessments during new community projects.</b></p>	<p>This is a Tier 4 Action Item and work on this project is contingent on capacity and resources for implementation</p>





Action Item	Action Item Update
Action 2.5.7. Develop micro and macro safety prediction models to develop effective community preparedness programs.	This is a Tier 4 Action Item and work on this project is contingent on capacity and resources for implementation
Action 2.5.8. Create and implement a Quality Improvement Program to improve the performance of public safety services.	This is a Tier 4 Action Item and work on this project is contingent on capacity and resources for implementation

## GOAL 2.5 PERFORMANCE MEASURES

**P.M. 2.5.1. Number of community meetings attended by Police Department staff (850 meetings in 2019)**  
**Target = Increase by 3% over five-year period (875 by 2025)**  
**Progress = 1,617 meetings**

**P.M. 2.5.2. Number of emergency calls responded to by the Fire Department**  
**No target, tracking only**  
**Tracking = 38,801 calls**

<b>Goal 2.6</b>	<b>Strengthen community preparedness for emergencies to ensure effective response and recovery.</b>
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Action Item	Action	Item	Update
<b>Action 2.6.1. Develop consistent ongoing training to develop knowledge and skills across all City departments for emergency preparedness, response, and recovery with a particular focus on our ability to deliver safety services to vulnerable and historically marginalized communities.</b>	The Police Dept. has maintained constant contact with its "You are Not Alone" (YANA) elderly community via a network of volunteers during the pandemic; YANA provides outreach to ensure the elderly members of this program have the vital home safety equipment, food, and medical supplies to survive their unique challenges; iPads were provided for members of YANA to communicate with volunteers and their family members during the pandemic, as many of them were quarantined to their homes due to age and preexisting medical conditions. The Fire Dept. Office of Emergency Management plans to deliver two City Employee-focused Community Emergency Response Team (CERT) Basic Training courses per year.		
<b>Action 2.6.2. Develop and implement a strategy to expand participation in CERT classes to enhance the public's awareness of emergency response situations.</b>	The Fire Dept. Office of Emergency Management (OEM) developed a sign-up process (via web form, phone, or in-person) and list of members of the public interested in CERT and has launched a process to engage those members as classes became available. OEM engaged with Sherman Indian High School to provide CERT training to staff that would be charged with the safety of the student population in the event of an emergency.		



Action Item	Action	Item	Update
<b>Action 2.6.3. Create and implement Citywide policies and programs to advance sustainability and resiliency goals to mitigate/adapt for climate change, and ensure the City is better prepared to survive and recover from natural and human caused disasters.</b>	The City is participating in the Dr. Lucy Jones Foundation Community Resilience Program. A citywide survey of vulnerable buildings and "Seismic Safety Program" for the resiliency within the built environment has been proposed. The City developed a PACT that envisions a network of active transportation routes that will provide connectivity and mobility options for residents in the event of disaster / future pandemics; the network advances the sustainability objectives of the City in that it encourages a reduction in vehicle miles traveled by providing viable active transportation options and connections to public transportation; the PACT also contains a specific component, the Pedestrian Target Safeguarding Plan, which is intended to help prepare the City for accidental or intentional vehicle intrusions into pedestrian gathering areas. <b>CHALLENGES: CEDD - Challenges include limited resources to implement, community/stakeholder support, financing potential retrofits and need to cover critical unfunded, need to hire structural engineer consultant to assist with survey.</b>		
<b>Action 2.6.4. Communicate through mail, email, and Everbridge "Ready Riverside" information to the Riverside community.</b>	A list of 1,102 members of the public who have been previously trained in CERT has been updated, including updates to the Ready Riverside website and requests to share them with their communities. ReadyRiverside.org linked to or "#ReadyRiverside" used in 51 social media posts since 7/1/21. Riverside Alert sent out 28 external alerts to the community from July to November 2021. <b>CHALLENGES: GovDelivery service uses old formatting software code that creates barriers to crafting clean, presentable email correspondence.</b>		
<b>Action 2.6.5. Assess the vulnerabilities and interdependencies that exist for critical City infrastructure and facilities. Prioritize actions and investments to prevent and mitigate the identified risks</b>	Engineer drawings for security fencing at Fire Station 9 have been obtained and bids have been solicited to modify the apparatus bay at Fire Station 10 to accommodate new fire apparatus.		
<b>Action 2.6.6. Advance the City's ability to engage and communicate with the community before, during, and after a disaster or emergency in ways that effectively connect people with accurate information, critical assistance, and support systems for response and recovery.</b>	The City engaged with community members through social media and in-person events (such as Community Preparedness Booths across all city Wards and the Public Safety Preparedness Expo) about preparedness tips, how to get alerts (esp. via Riverside Alert) and finding more info at ReadyRiverside.org; 2,133 members of the public have been directly engaged since 7/1/21. A Community Preparedness Coordinator Outreach Plan is currently being developed. <b>CHALLENGES: Requirement for the integration of cultural competence, interpreters, and translators per California Government Code § 8593.5.5. Lack of resources and staffing contribute to this challenge.</b>		

## GOAL 2.6 PERFORMANCE MEASURES

**PM 2.6.1. Number of local volunteers trained in Community Emergency Response Teams (CERT)**

**No target, tracking only**

**Tracking = 1,730 volunteers trained in CERT**

**PM 2.6.2. Number of Basic CERT classes conducted (84 CERT classes since 2004)**

**Target = Increase Above 87 classes**

**Progress = 86 classes**



Environmental  
Stewardship



High Performing  
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Infrastructure, Mobility  
and Connectivity



# Economic Opportunity

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

## Goal 3.1

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

Action Item	Action Item Update
<b>Action 3.1.1. Develop, market and maintain effective channels for information sharing with the business community to provide access to knowledge and resources.</b>	40 digital newsletters were sent in the past year. The Economic Development newsletter list has a total of 25,623 subscribers. Business information is shared through the City's social media channels. Facebook: 59,570 followers; Instagram: 53,104 followers; Twitter: 33,962 followers; LinkedIn: 9,868 followers.
<b>Action 3.1.2. Foster and strengthen partnerships for collaborative Economic Development including continued support for various Chambers of Commerce, representation on relevant boards and commissions, facilitation of initiative-based partnerships, and creation of an Economic Development Corporation to oversee citywide economic development.</b>	Staff is currently on the boards/committees or meets regularly with the following organizations: Riverside ExCITE; Green Team; Parkview Hospital; Downtown Business Partnership Board; Arlington Business Partnership Board; Micro-Enterprise Collaborative of Inland Southern California Board; Security Committee and Land Use Committee.
<b>Action 3.1.3. Identify local industry gaps and develop and implement specific business attraction and expansion programs to promote business mix diversification.</b>	The City issued an RFP to hire a consultant to prepare an Economic Analysis that will include a local industry gap analysis.
<b>Action 3.1.4. Grow local business relationships and partnerships through dedicated outreach and visitation programs.</b>	Regular business visits have been on hold due to COVID restrictions and insufficient staffing. <b>CHALLENGES: COVID restrictions and insufficient staffing continue to present challenges to this action.</b>
<b>Action 3.1.5. Work with partners to promote the region as a viable business friendly incubator with a large pool of college educated workers.</b>	The City partnered with EPIC and Excite to facilitate the successful acceleration of advanced technologies startup companies to promote economic opportunity, sustainability, resiliency, and innovation in Riverside.





## GOAL 3.1 PERFORMANCE MEASURES

**PM 3.1.1. Number of businesses attending city-sponsored and partner organization mentoring, coaching and technical assistance activities**

**No target, tracking only\***

Tracking = 1786 units

**PM 3.1.2. New and renewing business license**

**No target, tracking only\***

Tracking = 947 units

**PM 3.1.3. Business closures**

**No target, tracking only\***

Tracking = 4 units

\*A target number may be provided once the impacts of COVID-19 subside

### Goal 3.2

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

Action Item	Action Item Update
<b>Action 3.2.1. Identify local workforce strengths and weaknesses/barriers, with a special focus on people of color and historically marginalized communities and create a city workforce development roadmap to track and meet regional goals.</b>	Staff released an RFP seeking a qualified consultant to develop a comprehensive local economic analysis, including an evaluation of workforce challenges, gaps, needs and opportunities. The intent is to have data for developing a workforce roadmap by the end of 2022.
<b>Action 3.2.2. Support and promote programs that encourage the retention of workforce talent such as first-time homebuyer programs for targeted professionals, forgivable student loan opportunities, job placement programs, community integration (welcome programs, and job fairs).</b>	The Greater Riverside Chambers of Commerce partnership has resulted in significant positive developments within our community. Riverside College and Career Fair (Virtual) connected 8,078 people to resources; CBU \$14,000 in scholarships, Area Business Councils \$6,000 in scholarships. Riverside County First Time Home Buyer Program is designed to provide assistance to lower income persons in the purchase of their first home. Neighborhood Partnership Housing Services (NPHS), in collaboration with the City and National CORE, was able to offer seven new construction homes in the City to income-qualified first-time home buyers. The application period was July - September 2021.
<b>Action 3.2.3. Work with local partners to implement and support innovative apprenticeship, internship and corporate engagement programs.</b>	HR-Training Division has an ongoing project to expand the intern and volunteer program; ways to expand and align this effort with Action item 3.2.3 are currently being evaluated.
<b>Action 3.2.4. Support and promote educational and vocational training programs to address evolving workforce needs and increase opportunities for economic mobility.</b>	This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24
<b>Action 3.2.5. Collaborate with partners to leverage local college pool and hold large mixers or “meet the firms” bringing together businesses seeking highly qualified applicants and college educated students looking for local opportunities.</b>	This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24



## GOAL 3.2 PERFORMANCE MEASURES

**PM 3.2.1. Number of CTE/vocational programs and alternative workforce development programs (e.g. apprenticeships).**  
**No target, tracking only**  
 Tracking = 34 (RUSD & AUSD) in 2019  
 No updates at this time.

**PM 3.2.2. Number of graduates from CTE/vocational programs**  
**No target, tracking only**  
 Tracking = 13,634 graduates in 2019  
 No update at this time.

**PM 3.2.3. City unemployment rate (8.4% December 2020)**  
**Target = Maintain at or below 4%**  
 Progress = 5.3% in October 2021

### Goal 3.3

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

Action Item	Action Item Update
<b>Action 3.3.1. Complete the Economic Development Action Plan as directed by the City Council and consider rebranding it as an Economic Prosperity Action Plan.</b>	An RFP was issued for a qualified consultant to conduct a comprehensive local economic analysis that will complete an Economic Opportunities & Prosperity Plan and provide a baseline to measure the success of Envision 2025 Actions relative to Strategic Priority #3; the intent is to select a consultant to start work in 2022.
<b>Action 3.3.2. Continue to improve city services and promote the One Stop Shop and business liaison services for business expansion and development.</b>	Economic Development staff continues to promote the unique attributes of the One Stop Shop and business liaison services to Riverside's development community including recent attendees of the International Council of Shopping Centers (ICSS) annual event.
<b>Action 3.3.3. Create and implement a development strategy for the first and any subsequent Innovation Districts that establishes it as a testing ground for innovative economic development and investment concepts.</b>	The Economic Development, Placemaking/Branding and Marketing Committee reviewed and approved the Arts & Innovation District Master Plan and Associated Zoning in September 2021; Council approved the plan on February 1, 2022
<b>Action 3.3.4. Develop a public-facing portal on the City's website to promote investments such as citywide land inventory for both commercial and residential investors and highlighting opportunities to invest in the first Innovation District.</b>	Economic Development staff, in collaboration with the Office of Communications, have completed a draft Arts & Innovation District website that promotes land investment opportunities, provides economic development/City updates, and showcases important investments/development projects. The draft website is currently under review/update before going live in early 2022.



Action Item	Action Item Update
<b>Action 3.3.5. Promote and implement measures and pilot programs that facilitate or advance clean-tech/green-tech and an innovation and advanced manufacturing economy, including zoning ordinance transformations, public infrastructure investments, feasibility.</b>	Funding agreement with EPIC SBDC was approved by the by the Economic Development, Placemaking and Branding/ Marketing Committee. As a result of the funding agreement, EPIC SBDC will continue to provide comprehensive support systems and innovative programs for the facilitation and successful acceleration of startup companies engaged in entrepreneurial research and development of advanced technologies, including green and clean tech throughout Riverside.
<b>Action 3.3.6. Encourage co-working, flexible and creative office space concepts and facilitate development and reuse efforts in appropriate areas to focus on creative spaces and mixed-use environments for entrepreneurs.</b>	Grant agreement with ExCITE Riverside was approved by the Economic Development, Placemaking and Branding/ Marketing Committee. ExCITE will continue to provide flexible/collaborative office space, in an expanded location in downtown Riverside, for Riverside's startups and entrepreneurs in the fields of research and development of advanced technologies, including green and clean tech.
<b>Action 3.3.7. Identify green jobs citywide and relaunch the "Green-Business Network" program to facilitate and acknowledge local businesses transition, mitigation and adaption for climate change and activities that reduce their GHG emissions.</b>	Economic Development staff is actively participating in the "Green Team" organized by the County of Riverside and in collaboration with UCR, the Chambers of Commerce (and others), with the goal of leveraging the California Air Resources Board (CARB) to attract other large-scale clean and green companies to the City.

## GOAL 3.3 PERFORMANCE MEASURES

**PM 3.3.1. Number of businesses, developers, brokers, etc. that were provided market research (20 businesses in 2020)**

**Target = 30 businesses in 2021**

Progress = 164 businesses, developers and brokers were provided with market research consisting of customized CoStar real estate data, available City and Successor Agency owned property opportunities, and California GoBiz opportunity responses. A one-time release in surplus property opportunities created an additional 720 research contacts, for a complete total of 884 (Note: CEDD anticipates 2021 will be an anomaly as the numbers are not sustainable)

**PM 3.3.2. Total amount of space that was developed or leased through staff efforts (16,287 sf in 2020)**

**Target = 15,000 sf in 2021**

Progress = 24,828 SF in 2021

**PM 3.3.3. Number of businesses that obtained angel, seed or venture capital funding (14 businesses in 2020)**

**Target = 15 businesses in 2021**

Progress = In 2021, 11 businesses obtained angel, seed or venture capital funding, through EPIC SBDC and ExCITE. (Note: This number decreased due to a mid-year move for EPIC and ExCITE and CEDD expects an increase in 2022 due to additional support from partnership with the City and a larger capacity space for the program.)



Environmental Stewardship



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**Goal  
3.4**

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

Action Item	Action Item Update
<p><b>Action 3.4.1. Foster and support relationships with microlenders, local credit unions and banks as well as private and institutional investors.</b></p>	<p>Representation on the Micro-Enterprise Collaborative of Inland Southern California (MECISC) board provides exposure to micro-lenders, credit unions and banks. Two presentations on the City of Riverside were provided to micro-lenders and work was conducted on the MECISC Strategic Plan Update committee. <b>CHALLENGES: Staff and resources are continued challenges.</b></p>
<p><b>Action 3.4.2. Create “Tell the Riverside Story” campaign to capitalize on Riverside’s assets and raise community awareness. Engage developers, businesses and community leaders in becoming local storytellers.</b></p>	<p>In 2021, presentations were given to students at CSUSB and CBU (which included a local developer), a presentation to the Downtown Partnership, two presentations to bankers and micro-lenders through MECISC, and a presentation to the RIAOC Broker Association. A marketing firm was engaged to develop stories around local business innovation; five stories were created and shared so far. ED staff collaborated with Marketing to develop two Business Recovery Spotlights related to the CARES Act Grant funding of 2020. <b>CHALLENGES: COVID creates continued barriers to maximizing presentations and other face-to-face storytelling opportunities.</b></p>
<p><b>Action 3.4.3. Evaluate opportunities to provide/enhance local business preference for city contracts and implement as appropriate.</b></p>	<p>Staff is in the process of developing an updated plan with direction from the Economic Development, Placemaking, and Branding/Marketing Committee for local preference procurement and Disadvantaged Business Enterprise policies (DBEs).</p>
<p><b>Actions 3.4.4. Identify and advance local business-to-business connections, ship local initiatives and business advocacy groups that minimize gentrification and reduce the leakage of dollars, businesses and talent from the City.</b></p>	<p>This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24</p>
<p><b>Action 3.4.5. Assess outcomes of city programs that support entrepreneurship and designated small, minority-owned, women-owned and disadvantaged businesses and optimize for participant success (e.g. business expansion, revenue, profitability)</b></p>	<p>This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24</p>
<p><b>Action 3.4.6. Develop and launch a “buy local” campaign to support distribution and increase consumption of local grown foods.</b></p>	<p>This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24</p>



## GOAL 3.4 PERFORMANCE MEASURES

**PM 3.4.1. Percent of city business contracts with local, women and minority-owned businesses**

**No target, tracking only**

Tracking = Total contracts reported where a PO was created in 2020 = 102; local businesses = 4.2%; women-owned = 0.3%; minority-owned = 0.3% • Total contracts reported where a PO was created = 78 in 2021; local businesses = 9.7%; women-owned = 1.7%

**PM 3.4.2. Number of active partnership projects (9 partnerships in 2019)**

**Target = 5 partnerships in 2021**

**Progress = 20 partnerships in 2020; 23 partnerships in 2021 partnerships**

### Goal 3.5

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

Action Item	Action Item Update
<b>Action 3.5.1. Continue to facilitate new and existing programs that attract investments and development of small farms in the greenbelt and across the City.</b>	Partnership established with UCR OASIS and Lamplighter Energy to develop solar greenhouses at 895 and 900 Clark Street.
<b>Action 3.5.2. Continue to facilitate new and existing programs to build capacity (skills, knowledge) among local and regional farmers to produce, distribute and market locally grown food.</b>	Reconvened conversations to relaunch the NextGen Farmer Training Program with partners. Development of new agreements with partners underway. Planning also underway to recruit a new cohort of trainees in Spring 2022.
<b>Action 3.5.3. Acquire land resources to develop and build an urban agriculture training center in the Northside at 895 &amp; 900 Clark Street.</b>	895 and 900 Clark Street acquired. Site development activities underway.
<b>Action 3.5.4. Connect greenbelt property owners to resources to facilitate transition of acreages to productive agricultural activities.</b>	Two cohorts of 21 farmers were trained in Good Agricultural Practices and Food Safety rules to implement these practices on their farms.
<b>Action 3.5.5. Update the General Plan to support urban and small farm activities.</b>	This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24

## GOAL 3.5 PERFORMANCE MEASURES

**PM 3.5.1. Number of participants engaged in programs that build capacity to grow food locally. (406 in 2019)**

**Target = 250 in 2021**

**Progress = 104 in 2021**

**PM 3.5.2. Numbers of acres maintained in agriculture production (Baseline = 2,666 acres)**

**Target = Maintain at or above 2,666 acres**

**Progress = 2,666 acres in 2021**



Environmental Stewardship



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# Environmental Stewardship

Champion proactive and equitable climate solutions based in science to ensure clean air, safe water, a vibrant natural world, and a resilient green new economy for current and future generations.

## Goal 4.1

Rapidly decrease Riverside's carbon footprint by acting urgently to reach a zero-carbon electric grid with the goal of reaching 100% renewable energy production by 2040 while continuing to ensure safe, reliable and affordable energy for all residents.

Action Item	Action Item Update
<b>Action 4.1.1. Establish partnerships with UCR, public agencies and public private partnerships to maximize opportunities for renewable energy implementation and productions, including, but not limited to, biogas, hydrogen and solar.</b>	Approved exception for 3.5 MW of solar deployment at new CARB research facility and enrolled facility into RPU's 100% Renewable Energy Tariff, ensuring that the facility qualifies for LEED Platinum certification and as the largest Zero Net Energy building in the United States. Continued partnership with Public Works to explore the feasibility of generating renewable energy from excess biogas generation at the Wastewater Treatment Control Plant. RPU, PW, and CEDD continuing discussions and partnerships with UCR, other organizations and private developments on options for deployment of renewable energy production.
<b>Action 4.1.2. Procure adequate power supplies to provide renewable and GHG emissions free electricity to comply with, and where possible, exceed, state laws and regulations and reduce GHG emissions by dates specified to meet the State of California goals of GHG emissions free electricity for electric utility customers by 2045.</b>	Power Resources Division staff are negotiating a new Power Purchase Agreement (PPA) that will deliver 90,000 MWh / year of renewable wind energy to Riverside, beginning in May 2023; PPA negotiations are ongoing. Power Resources Division staff are making final preparations for receiving ~85,000 MWh of new renewable geothermal energy from the COSO Geothermal project; PPA approved by CC in Jan 2021. Power Resources Division staff continue to seek renewable energy contracts that are commercially viable, reduce our carbon footprint and optimize renewable procurement content category requirements in the most cost effective manner possible. Power Content Label / Power Source Disclosure report approved by Public Utilities Board on September 27, 2021.
<b>Action 4.1.3. Study opportunities to integrate solar generation, energy efficiency, fuel switching, energy storage and other advanced technology to support reduction of GHG emissions and integration of all renewable energy resources at public and private facilities, including parking structures, parking lots, and buildings.</b>	Planning efforts to begin in 2022 - RPU, PW, CEDD and General Services will begin discussing options for renewable energy production, energy efficiency, fuel switching and energy storage projects.





Action Item	Action Item Update
<b>Action 4.1.4. Maximize development of Biogas to Energy projects by optimizing multiple alternative energy generation sources such as microturbine electrical generation, fuel cell electrical generation, wasteheat recovery, and heat by biogas fueled boilers.</b>	The concept for this Biogas to Energy project was approved by the Board of Public Utilities and City Council on March 23, 2020 and May 5, 2020, respectively.
<b>Action 4.1.5. Maximize Renewable Natural Gas by the development of Southern California Gas pipeline interconnection and Biogas Cleanup Process Unit.</b>	This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24
<b>Action 4.1.6. Identify best practices and sustainable methods to address energy affordability.</b>	Best practices & methods to address energy affordability will be examined in detail in the upcoming 2023 RPU Integrated Resource Plan.
<b>Action 4.1.7. Develop a 10-year implementation plan of energy generation project priorities in the Integrated Resources Plan.</b>	Energy generation project priorities through 2030 were previously identified in RPU's 2018 Integrated Resource Plan (chapters 12 and 13). Power Resources Division staff continue to identify and procure renewable energy contracts that are commercially viable, enhance and diversify the RPU resource portfolio, mitigate future regulatory risks, reduce our carbon footprint and optimize our renewable procurement content category requirements in the most cost effective manner possible. New energy generation project priorities will also be re-examined in detail in the upcoming 2023 RPU Integrated Resource Plan.

## GOAL 4.1 PERFORMANCE MEASURES

**PM 4.1.1. Percentage of onsite energy production (renewable natural gas and electricity) at WQCP from biogas (186 million cubic feet of renewable biogas produced in 2020; 336 mega watts of renewable electricity produced on-site)**

**Target = Increase biogas production by 100% by January 1, 2023**

**Progress = 2021 metrics will be available in January 2022**

**PM 4.1.2. Percentage of renewable and GHG emissions- free electric generation resources in RPU portfolio (37.6% in 2019)**

**Target = Equals 100% by 2040 (2020 target = 33% renewable energy and 6% GHG emission-free energy)**

**Progress: Achieved 42.2% Renewable Portfolio Standard (renewable energy) and 6.2% GHG emissions-free energy in 2020**



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**Goal  
4.2**

**Sustainably manage local water resources to maximize reliability and advance water reuse to ensure safe, reliable and affordable water to our community.**

Action Item	Action Item Update
<p><b>4.2.1. Implement One Water through City Council-adopted policy and ordinances, as well as appropriate changes to the City organization.</b></p>	<p>Public Works and RPU staff continue to meet and discuss One Water in Riverside, primarily to discuss and inform each other about on-going projects. We identify common goals and work to ensure water is used and managed effectively throughout the City. Staff will work to identify improvements to the current City policy and ordinances to further incorporate the One Water concept and approach to water management. <b>CHALLENGES: Funding to fully implement the One Water concept and related projects.</b></p>
<p><b>4.2.2. Develop stormwater conveyance systems to automatically divert dry weather water runoff into the Regional Water Quality Control Plant's sanitary sewer collection system.</b></p>	<p>Public Works has completed their first Dry Weather Flow Diversion project at the Phoenix storm drain near Martha McLean park. Public Works is continuing to identify additional areas for future Dry Weather Flow Diversion projects. <b>CHALLENGES: Funding to implement various dry weather diversion projects. Identifying future locations within the sewer system that would provide the most benefit to the City (volume, water quality impact, etc.). Regulatory permitting and related compliance.</b></p>
<p><b>4.2.3. Incorporate water supply planning and stormwater management into the General Plan update</b></p>	<p>This is a Tier 3 action and work on this project is ongoing with results anticipated in FY 23/24</p>
<p><b>4.2.4. Develop projects to remove salt and pollution of emerging concerns such as Per- and polyfluoroalkyl (PFAS) to produce high quality recycled water for community reuse and support Santa Ana River habitat.</b></p>	<p>RPU has two active projects to evaluate PFAS treatment; the first is a planning study to evaluate which groundwater wells should be under treatment and where future water treatment plants would be best located; the second effort is evaluating the best carbon media to use to remove PFAS from drinking water – this is a full-scale pilot study. This study will also help RPU understand the ongoing costs associated with operation and maintenance of future PFAS water treatment plants. <b>CHALLENGES: Regulatory compliance - A Maximum Contaminant Level (MCL) has not yet been set, but is anticipated within the next year or two Funding. PFAS treatment plants for RPU could cost about \$25M, depending on flow rates and where the MCL is set.</b></p>



## GOAL 4.2 PERFORMANCE MEASURES

**PM 4.2.1. Water treated at RWQCP (25.30 million gallons/day in 2020)**

**Target = Treat 100% of all reclaimed water**

**Progress = 26.02 million gallons/day in 2021; 100% of the effluent met all regulatory requirements.**

**PM 4.2.2. Reclaimed water produced (2.66 million gallons/day in 2020)**

**Target = 100% of all reclaimed water**

**Progress = 3.68 million gallons/day; 100% of the recycled water met all regulatory requirements in 2021.**

**PM 4.2.3. Reclaimed water provided by the WQCP to deliver offsite (0.16 million gallons/day in 2020)**

**Target = Ready to deliver up to 2.6 million gallons/day to RPU by 2023**

**Progress = 0.15 million gallons/day**

### Goal 4.3

Implement proactive policies and inclusive decision-making processes to deliver environmental justice and ensure that all residents breath healthy and clean air with the goal of having zero days of unhealthy air quality per the CalEnviroScreen.

Action Item	Action Item Update
<p><b>4.3.1. Develop and implement new actions and strategies that will reduce transportation induced emissions, including, but not limited to: 1) congestion and freight roadway pricing; 2) reduced parking requirements or parking maximums in High Quality Transit 3) lane reduction projects and use planned roadway widening projects to enhance active transportation or provide a transit lane; 4) upgrade and/or install Fiber Optic traffic Signal Interconnect along the major arterials with the objective of enabling eco-driving signal and connected vehicle technology; 5) create an internal Travel Demand Policy for City employees; 6) implement Bus Rapid Transit with RTA Route 1/Gold Line as a first priority.</b></p>	<p>Item #2-First implementation included in General Plan Update Phase 1, Housing Element (recently adopted); additional discussion to occur as part of the General Plan Update Phase 2, Land Use Element. Item #3-Projects to be part of General Plan Update Phase 2, Circulation Element. Item #4-Approximately 12 miles of traffic fiber optic installed along Magnolia Ave &amp; University Ave; City to seek additional funding for future fiber installs. Item #6-To be assessed as part of General Plan Update Phase 2, Circulation Element or as opportunities allow.</p>
<p><b>4.3.2. Activate clean air centers, similar to cooling center, where residents can get relieve from poor air quality during large fires.</b></p>	<p>Centers that are used for fire evacuations can possibly be used as clean air locations and resiliency centers. PRCSO has the facilities and RPU can assist in the development of microgrids to power the clean air equipment. However, a lead department and funding source have not been identified.</p>



Action Item	Action Item Update
4.3.3. Ensure that environmental justice is considered in decision making at the City by: 1) including it in the development of a Triple-Bottom-Line evaluation process for City projects; and 2) raising public awareness of the issues through ongoing meetings with community members and partner agencies.	Changes made to City Council reports have helped the Triple-Bottom-Line evaluation process be more transparent for items that go to Council. A Triple-Bottom Line Project Evaluation Tool is in the early stages of creation. This can be used at the beginning of projects to aid in the decision making process. Environmental Justice will be woven into the General Plan Phase II and several community engagement meetings are anticipated.
4.3.4. Involve local groups and leadership of diverse backgrounds and provide equitable access to the decision-making process that affects health and environmental benefits/burdens.	Staff is considering various ways to involve community members and local groups. Staff is reviewing how existing community meetings, member groups, etc., can receive updates from City personnel on sustainability. Additional outlets for this discussion are also being considered.
4.3.5. Establish a multi-jurisdictional Traffic Management Center to facilitate implementation of transportation policies on a regional scale. Partner with Caltrans, Moreno Valley, Colton, Corona and other agencies.	This is a Tier 3 project and would likely be dependent on grant funding opportunities
4.3.6. Study the potential to implement Transfer of Development Rights and Land Banks to facilitate separation of non-compatible uses.	The City will begin the General Plan update Phase II in 2022. At that time this study will be initiated.

## GOAL 4.3 PERFORMANCE MEASURES

**PM 4.3.1. Reduce the number of days annually when Riverside-Rubidoux area exceeds the EPA 8-hour ozone standard of 0.070 ppm (64 days in 2019)**

**Target = 0 days by 2038**

Progress = 89 days in 2020 (due to the number of wildfires among other conditions.) Data source (using Riverside Metro 3): <http://www.aqmd.gov/home/air-quality/historical-air-quality-data/historical-data-by-year>

**PM 4.3.2. WQCP Environmental Compliance inspections completed per year (3,894 inspections in 2020)**

**Target = 4,000 inspections by 2022**

Progress = 2,808 inspections in 2021 (staff shortages throughout the year affected inspection numbers)

### Goal 4.4

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

Action Item	Action Item Update
4.4.1. Collaborate with local food industry partners to encourage a zero-waste mentality through measures including: customer incentive programs, restaurant recycling programs, and sustainable purchasing practices.	Public Works is working with CalRecycle to utilize grant funds to develop a new application or to enhance an existing 3rd party application to share data between Tier 1, Tier 2, and Food Service Providers. Tier 1 and Tier 2 are food generators, such as Big Box stores, supermarkets, restaurants, etc. The purpose is to redirect edible food to food banks and non-profits that can distribute the food to consumers. Otherwise, opportunities to redirect edible food will end up in the landfill. Food waste, including edible food, is approximately 13% of the California waste stream, and is a big creator of methane gas.





Action Item	Action Item Update
4.4.2. Develop and adopt an organizational waste reduction strategy with an objective of approaching zero-waste for City operations by 2040.	In 2022, staff will start meeting with key City personnel to help formulate a strategy that can be implemented within all City facilities.
4.4.3. Support Organic and Green Waste management by pursuing grants and public/private partnerships to put in place refuse and organics service contracts that divert waste from the landfill/transfer station to the RWQCP for bio-methane production and energy generation in support of state legislative requirements.	Currently the RWQCP digesters are scheduled for rehab. Grants are being pursued to help fund these costs.
4.4.4. Pursue all available programs to receive waste reduction credits and maximize the value of those credits to support City incentives for waste reduction and diversion by 2040.	City staff evaluate all programs and/or grants to determine how they can be utilized to support waste reduction efforts throughout the City of Riverside. As with 4.4.2, City staff is working with local non-profits to create and expand a food recovery network.
4.4.5. Provide resident education of responsible waste management through refuse bill attachments, vehicle decals, and waste bins.	Beginning December 16, the City will initiate the edible food recovery pilot program within Ward 4. Neighborhood meeting is on December 15 for Q&A. This is scheduled to be released Citywide in summer 2022. Commercial businesses have been contacted regarding organic food recycling mandates under SB 1383.

## GOAL 4.4 PERFORMANCE MEASURES

PM 4.4.1. Tons of waste landfilled

No target, tracking only

Tracking = 311,929 tons of trash landfilled in 2020

PM 4.4.2. Rate of recycling (31.11% of waste recycled in 2020)

Target = 75% by 2025

Progress = 31.11% of waste was recycled in 2020

### Goal 4.5

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

Action Item	Action Item Update
4.5.1. Pursue a variety of funding sources & partnership opportunities to preserve, protect and enliven the natural resource of the Santa Ana River through habitat and species conservation, advancement of 'One Water One Riverside', fire prevention engagement, regional collaboration with County and neighboring cities, homeless outreach, and investment in programming and placemaking at trailhead locations.	Riverside Gateway Project Suite: Using grant funding from the Coastal Conservancy, park master plans with community outreach and CEQA are being prepared for nine sites along the Santa Ana River. Within this group of sites are opportunities to conserve and restore habitat along the river, as well as improve upon the built environment of the existing Santa Ana River Trail to inspire more people to use the trail for local and regional commutes which would contribute to reduced vehicle miles traveled. The design consultant has completed the analysis stage and has started community outreach.



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Action Item	Action Item Update
<p><b>4.5.2. Deploy innovative access management techniques and policies along the Santa Ana River Trail and other open spaces to reduce damage to local ecosystems</b></p>	<p>The site east of the Tyler, Jurupa intersection has been assessed and a bollard/cable barrier has been budgeted; the upgrade will be fully installed before the end of August, but in the short term we have placed some smaller boulders and wire fencing; the County will be working with SoCal gas to place two-ton boulders at opening locations of the wilderness section and expects the first of the boulders to be on site around the first of September. Design and bidding for scope of work at Martha McLean Entry and the Ryan Bonaminio area across from the Tequesquite Garden have been completed; ARPA funding was identified and will be used for construction; work is anticipated to begin in February 2022; bollards installed at Santa Ana River Trail (SART) at both entry points of Martha McLean east and west of the park. County Flood Control installed two sets of bollards in the area of Market and Rivera. Team Meetings and work continues to manage access along the SART and open spaces to reduce damage.</p>
<p><b>4.5.3. Boost green infrastructure citywide by planting trees in parks, public spaces, and private areas along with adding landscaping around buildings, green roofs and promoting healthy soils management, including compost applications.</b></p>	<p>No progress to report on this action †  <b>CHALLENGES: Base line and funding needed to implement a Performance Metric that inventories, manages and tracks new tree planting for the City's urban forest (PRCSD and PW). And has a baseline of number of trees and funding to actively manage the existing trees, diseases and pruning cycles. Budget determines what our target should be for planting number of trees per year. Possible grant and private partnership opportunities.</b></p>
<p><b>4.5.4. Preserve and maintain existing park land, including open and natural spaces, and increase public and private greenspaces citywide.</b></p>	<p>No progress to report on this action †  <b>CHALLENGES: Funding to purchase and maintain new land is not available. There are opportunities, but maintenance funding for new land or acquiring additional land is not available. Some grants are available but matching grant dollars are not available. Also, funding and staffing is needed to develop Geographic Information System (GIS) to bring together and document the baseline for all public and private existing Green space, agricultural lands, urban forest, parks, openspace and natural lands; and, Identify land opportunities and constraints for equitable access and how we can meet 30% goal</b></p>
<p><b>4.5.5. Support community-based organizations that are spearheading action/projects that take steps that mitigate climate change burdens with resources and funding.</b></p>	<p>Funding for Parkway community gardens approved through ARPA funding package. Additional options are being explored.</p>

## GOAL 4.5 PERFORMANCE MEASURES

**PM 4.5.1. Number of identified parkways to be converted to Community Gardens using community-based organizations (Baseline = 0 parkways converted)  
 Target = 1 Community Garden in the public ROW by 2024  
 No progress to report at this time**

**Goal  
4.6**

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

Action Item	Action Item Update
4.6.1. Expand the use of zero and low-emission vehicles as part of the City's fleet, including electric, hybrid, and hydrogen vehicles, and develop the charging/fueling infrastructure to support to meet state mandates and timelines.	While supply chain issues are negatively impacting the ability of the City to purchase vehicles, seven non-emergency vehicles were acquired over the last year, of which 57% were alternative fuel (CNG/E85). Additionally, Fleet Services recently opened a new public access fuel island that dispenses CNG and E85. <b>CHALLENGES: Supply chain issues are negatively impacting the ability of the City to purchase vehicles.</b>
4.6.2. Update urban forestry policies to select tree species that maximize carbon sequestration and building energy reduction potential.	The Public Works Department's Master Street Tree Plan, that lists species of trees by each street in the City, is updated on an on-going basis as issues/concerns are identified. Public Works is currently working to update the Urban Forestry Policy Manual with the Parks and Recreation Commission. During this process, the Master Street Tree Plan will also be evaluated and recommendations will be prepared to identify how to maximize carbon sequestration.  Riverside Public Utilities and the Office of Sustainability are evaluating how trees and natural lands in the City affect and are affected by climate change and how climate change and trees are affecting and are affected by the City's water supply. These efforts will lead to citywide policy recommendations for both water and actions that affect trees.
4.6.3. Develop public private partnerships and infrastructure for food waste organic separators and digester rehab to produce beneficial soil amending byproducts for community applications.	Public Works' RWQCP team has developed the RFQ describing the project and it is currently in review with CAO and Procurement. The RFQ is expected to be issued in 2022.
4.6.4. Prepare a CEQA qualified Climate Action Plan to ensure that GHG levels are being reduced to meet State guidance.	Staff is finalizing the RFP for the CEQA qualified Climate Action Plan with an anticipated Q1 2022 release.
4.6.5. Conduct studies to identify processes to produce Class A Biosolids and/or Biochar as nutrient rich organic fertilizers for community applications.	This is a Tier 3 Action item and work on this project is anticipated to begin in FY 23/24
4.6.6. Evaluate the use of drone technology to facilitate field inspections.	This is a Tier 4 Action Item and work on this project is contingent on capacity and resources for implementation

**GOAL 4.6 PERFORMANCE MEASURES**

**PM 4.6.1. Percentage of city fleet that is green (60% green fleet in 2020)**  
**Target = Maintain Above 60%**  
**Progress = 67%**

**PM 4.6.2. Percentage of riverside organic material diverted from landfills to WQCP (Developing program, no baseline)**  
**Target = Divert up to 100 tons per day of food waste to the WQCP by 2025**  
**Program is in development and there is no data to report at this time**



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# High Performing Government

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

## Goal 5.1

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

Action Item	Action Item Update
<p><b>Action 5.1.1. Leverage various multi-media platforms and diversity organizations to attract diverse job applicants.</b></p>	<p>PRCSD posts recruitments on social media channels to increase the volume of applications received and tell our story of how PRCSD is inclusive through our events and programming. Public works is involved with many volunteer and community groups to engage staff and allow them to connect with the community. CEDD supports promotion of an inclusive City workforce by 1) supporting inclusion and diversity in all their programs that strengthen the ability of people to live and work locally and raise the next generation of Riversiders, 2) engaging in marketing and storytelling efforts that spread the word of Riverside's welcoming quality of place, natural diversity and broad opportunities that encourages a diverse talent pool for our great City, and 3) fostering workforce development partnerships that lead to talent retention in both public and private sectors. RPU sponsors the annual STEM-PULL event which raises awareness to students about the valuable work done in public utilities and encourage careers in this area. Fire has a recruitment team that goes out to job fairs and schools.</p>
<p><b>Action 5.1.2. Host Equity dialogue Sessions with and facilitate anonymous Equity Workplace Survey to City staff; implement Diversity, Equity and Inclusion training and investigate and implement best practices on removing discrimination and racism from the workplace.</b></p>	<p>Human Resources implemented mandatory Diversity, Equity, and Inclusion Training for all employees and supervisors. Training included Workplace Diversity; Racial Sensitivity and Inclusion; Micro-aggressions and Unconscious Bias.</p>





Action Item	Action Item Update
Action 5.1.3. Prepare and communicate an assessment of the entire City organization to understand how it can better represent the Riverside community and to identify recommended actions and metrics to better support diversity, equity and inclusion; and establish baseline and recommended increase of women and minorities within the organization, middle management, and at the executive level.	Bi-weekly meetings are ongoing with the City's consultant a Citywide assessment is currently being developed
Action 5.1.4. Develop an internal process including, but not limited to, review of job descriptions within industry standard requirements and in compliance with any Federal or State regulations.	SEIU class study underway; still in the infancy stage of developing a process to review all other classifications.
Action 5.1.5. Align core learning programs to performance and align a dynamic suite of learning solutions to data resulting in curriculum for supervisory and leadership training, succession planning for mission-critical positions, and career development.	This item is in the preparation stage; there are no activities to report at this time.
Action 5.1.6. Implement a local educational institution partnership strategy resulting in experiential, on-the-job training programs and internships for high school and college students.	Internship program in place.
Action 5.1.7. Develop an employee engagement strategy that creates a culture of feedback, continuous improvement, and a highly engaged workforce.	Next survey is scheduled for first quarter 2022.

## GOAL 5.1 PERFORMANCE MEASURES

**PM 5.1.1. Percentage of underrepresented racial/ethnic groups that apply for jobs at the City of Riverside (22.7% of applicant pool in 2020)**

**Target = Increase to 23.7% by 2023**

**Progress = 21.8% of applicant pool in 2021**

**PM 5.1.2. Percentage of employees who positively rate overall training and development opportunities (64.21% per 2018 HR Survey)**

**Target = Increase to 75% by 2023**

**Progress = Next survey scheduled for January 2022; results expected by April 2022**

**PM 5.1.3. Voluntary employee turnover rate (6.77% in 2020)**

**Target = 6% by 2023**

**Progress = 8.87% in 2021**

**PM 5.1.4. Average number of job descriptions reviewed per quarter (3.75 in 2020)**

**Target = Increase to 10 by 2023**

**Progress = 4.75 in 2021**

**PM 5.1.5. Number of high school and local educational institution partnerships (6 on 2019)**

**Target = Maintain at 6**

**Progress = 6 in 2021**

**PM 5.1.6. Percentage of fully engaged staff (37% in 2018 per engagement survey)**

**Target = Increase to 40% by 2023**

**Next survey scheduled for January 2022; results expected by April 2022**

**PM 5.1.7. Percent utilization of education reimbursement funds per fiscal year (99% in 2020)**

**Target = Increase to 100% by 2023**

**Progress = 97% in 2021**



**Goal  
5.2**

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

Action Item	Action Item Update
<p><b>Action 5.2.1. Assess and appropriately implement remote working that facilitates efficient and effective provision of public services, supports the needs of the workforce, reduces space needs, and reduces vehicle miles traveled by employees.</b></p>	<p>March 2020 - IT launched Office 365 to facilitate remote video conferencing, chat, and office productivity; City Council also switched to virtual meetings using Microsoft Teams with drive-up public comment shortly after the declaration of emergency. August 2020 - City Council approved CARES Act funding to purchase equipment to facilitate remote work capabilities and support continuity of government during the pandemic; IT purchased 1041 laptops, 100 rugged devices, 700 monitors, 672 docking stations, 725 keyboard and mouse, 400 headsets, 100 webcams, and accessories to complete the remote work package with total budget of \$2.5M; approx. 700 laptops and 690 monitors were issued to city staff to facilitate remote work. As of December 2021, approximately 700 laptops and 690 monitors were issued to city staff to facilitate remote work. HR is reviewing the telecommute policy; remote work is supported at department level based on operational needs with hybrid/rotational approach to maintain lower occupancy level; this also benefits with reduced vehicle miles traveled; no plan for physical space reductions at this time.</p>
<p><b>Action 5.2.2. Analyze investment in IT internal resources to expand capabilities and capacity prior to consideration of external solution investments.</b></p>	<p>Paired with Action Item 5.2.5. Formed a steering committee that will review service proposals during the monthly ELT meetings for need assessment, strategic alignment, resources, return on investment, and funding prior to approval. The steering committee will review this process and analyze IT internal resources and capabilities before recommending external solution investment.</p>
<p><b>Action 5.2.3. Provide training to all employees encouraging mindset change to execute more efficient ways of doing business; expand Technology Showcase content to all Departments.</b></p>	<p>In 2019, City Manager's Office encouraged city leadership teams to visit the local fire helmet manufacturing plant - Phoenix Helmets - and study their lean methodology used to optimize resources and build operational efficiency. The IT department's Innovation Division focuses on business process optimization and automation to reduce waste and build operational efficiency. In 2021, the entire IT department staff took the tours of Phoenix Helmets and encouraged to brainstorm ideas to spark innovation to reduce operational waste. IT department is also collaborating with HR to bring the lean practices training to city employees to encourage mindset change to seek opportunities to build operational excellence.</p>
<p><b>Action 5.2.4. Update City Council staff report template to include justification of how items brought before the City Council contribute toward the implementation of the strategic plan.</b></p>	<p>City Council staff report template has been updated to include justification of how related item will contribute to the Envision Riverside strategic priorities and cross cutting threads.</p>



Action Item	Action Item Update
Action 5.2.5. Develop governance structure to vet all proposed service automations to include steering committee review of problem to be solved, silo vs central systems, return on investment, how the system will be sustained, value the system will provide, resources needed, and the funding source.	Formed a steering committee that will review service proposals during the monthly ELT meetings for business needs assessment, strategic alignment, resources, return on investment, and funding prior to approval.
Action 5.2.6. Assess the geographic understanding of equity across the City to contribute to decision-making pertaining to public service demands and resource allocation needs.	There are no updates to report at this time.

## GOAL 5.2 PERFORMANCE MEASURES

PM 5.2.1. Number of public-facing City services performed online (22 in 2020)

No target, tracking only

Tracking = 56 services identified and documented

PM 5.2.2. Percentage of the community that reports being satisfied or very satisfied with the overall quality of services provided by the City. (94% in 2019)

Target = Maintain at or above 95%

No updates to report at this time. The High Performance Team is working on collecting recent customer satisfaction ratings from various sources.

### Goal 5.3

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

Action Item	Action Item Update
Action 5.3.1. Establish an organizational strategy centered on effective community engagement through a variety of mediums; and develop community engagement methods that use innovative and creative tools that create an open, respectful, and intentional dialogue regarding inclusion, diversity and equity.	Councilmembers sent 245 emails providing Ward Newsletters, bulletins, and updates during 2021.
Action 5.3.2. Provide on-going education to community partners, grantees, vendors, and contractors that outlines the values and practices that address racism and create a community where diversity, inclusion, and equity is valued and elevated.	The City hired a consultant to assist with the development of a collaborative strategic plan with community partners, grantees, vendors and contractors that outlines the values and practices that address racism and create a community where diversity, inclusion, and equity is valued and elevated. This will include a toolkit on best practices.



Action Item	Action Item Update
<b>Action 5.3.3. Provide more outward facing data and its importance through the open data portal or global dashboarding telling the story of City services and performance that constituents care about, such as public safety statistics, financial performance measures, and parks and recreation.</b>	Parks, Recreation and Community Services Department updates the community on programming and special events via the activity guide and social media. The activity guide is printed three times annually and sent to 118,000 households and is available online. This year PRCS D had 25,000 contacts through social media and social media following has increased 6.2%.
<b>Action 5.3.4. Redefine “public notices” and the City’s policy on providing public notice of upcoming projects, policy proposals, meetings, etc.</b>	The City Clerk’s Office posts agendas on the Government Meetings Calendar, posts a Master Meeting Calendar, sends agenda through GovDelivery to subscribers, emails agendas by request, and posts upcoming public hearings in Online Documents portal.
<b>Action 5.3.5. Lead and engage in meaningful conversations with the community about inclusion, diversity and equity to eliminate barriers and work in a holistic manner that breaks down silos. Conversations need to take place that focus on listening to differing opinions respectfully with openness.</b>	The City hired a consultant to assist with the development of a collaborative strategic plan with community partners, grantees, vendors and contractors that outlines the values and practices that address racism and create a community where diversity, inclusion, and equity is valued and elevated. This will include a toolkit on best practices.

## GOAL 5.3 PERFORMANCE MEASURES

**PM 5.3.1. Frequency of external communications by Ward to bring information to residents**

**No target, tracking only**

Tracking = Councilmembers sent out 245 emails to constituents providing Ward Newsletters and bulletins in 2021

**PM 5.3.2. Percentage of residents who report they are satisfied with their ability to engage the City in a fair and transparent manner.**

**No target, tracking only**

Progress = Next QOL Survey will be conducted in 2022.

### Goal 5.4

**Achieve and maintain financial health by addressing gaps between revenues and expenditures and aligning resources with strategic priorities to yield the greatest impact.**

Action Item	Action Item Update
<b>Action 5.4.1. Implement and train city employees on priority-based budgeting and provide training to all employees on City Council strategic priorities and goals and develop a detailed understanding of how the employee’s role provides critical support to</b>	Final deliverable for this year is a prioritized list of critical unfunded needs from the departments, to fund via priority-based budgeting insights by repurposing resources or generating revenue. Change management strategy developed to weave PBB into organizational culture.
<b>Action 5.4.2. Implement a Corporate Partnership Program to help generate new revenues for city programs and services.</b>	Policy adopted by City Council May 2020; RFP to select a consultant to assist with developing the program framework issued July 2020. Project on hold, no consultant selected due to COVID. City Manager’s Office plans to restart project in Spring 2022.





Action Item	Action Item Update
<b>Action 5.4.3. Complete comprehensive Citywide fee study to eliminate the one-off fee increases done throughout the year and align fees with appropriate benchmarks to ensure customers pay reasonable fees.</b>	Citywide fee study began in May 2021. Fees were inventoried and costed, department recommendations documented; Steering Committee will review. Community Engagement Team has been established to ensure a comprehensive community engagement strategy.
<b>Action 5.4.4. Conduct Citywide inventory of all fees charged to ensure that fees for services are aligned with valid City services, including analysis of ongoing implementation and maintenance.</b>	Citywide fee study began May 2021. Fees were inventoried and costed, department recommendations documented; Steering Committee will review. Community Engagement Team has been established to ensure a comprehensive community engagement strategy.
<b>Action 5.4.5. Minimize City-utilized spaces to reduce liability of maintenance, unnecessary use of utilities, etc., to become a more efficient operator by restacking employee workspaces and reducing external sites beyond City Hall</b>	This action is closely related to Action 5.2.1. When we have a better idea of what the City's long-term remote work plan will be, we will have a better idea of workspace needs and can look into restacking/consolidating space.
<b>Action 5.4.6. Establish a return on investment test for any new initiative to eliminate duplicate systems and assess ongoing financial impacts prior to authorization to proceed on new systems.</b>	Work on this study has not yet occurred and is anticipated to begin in FY 22/23.

## GOAL 5.4 PERFORMANCE MEASURES

### PM 5.4.1. Cost of City services per capita

No target, tracking only

Updated data for this metric will be available with fiscal year-end audited financials at the end of FY 21/22

### Goal 5.5

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

Action Item	Action Item Update
<b>Action 5.5.1. Assess and appropriately implement consolidation opportunities within the City organization to capture better synergies for implementing sustainable practices and implementing more efficient and effective provisions of public services.</b>	The Office of Sustainability has begun meeting with several new groups across the City organization around each triple-bottom-line (TBL) area. Additionally, a Sustainability & Resiliency team has also been convened to begin cross-department conversations. These team meetings are anticipated to recur on a monthly basis. Additional opportunities for consolidation within the City organization and best approaches to sustainability are under assessment; this effort is ongoing.



Action Item	Action Item Update
<b>Action 5.5.2. Work with a consultant to conduct a third-party review of administrative policies for supporting equity and inclusion. Continuously evaluate programs, policies and practices to ensure they align with city values regarding diversity, inclusion and equity.</b>	The City hired a consultant to provide services related to the City's Diversity, Equity and Inclusion (DEI) Initiative. Phase II of this agreement includes review of existing administrative policies for best practices related to diversity, equity and inclusion (or if necessary, possible development of new policies), including any City and Human Resources Administrative Policies and the City Charter. This phase of the agreement is based on future fund availability later this fiscal year or in FY 22/23, and is subject to the completion of Phase I, which is currently underway.
<b>Action 5.5.3. Develop plans and policies including onboarding training content that support values of diversity and inclusion.</b>	Consultant is currently working on this project. The first step is to define and create the classification for the Diversity, Equity and Inclusion Officer, which has been completed and requires City Council approval. The second step is to conduct an audit of all City policies and practices, which will include an employee DEI survey.
<b>Action 5.5.4. Incorporate evaluation of employee compliance with diversity and inclusion policies and demonstration of these values in annual performance appraisals.</b>	Human Resources Department is currently in the process of updating the performance appraisal to include DEI reinforcers. This is expected to go-live with the next performance appraisal cycle in July 2022, pending labor union approval. <b>CHALLENGES: Labor Union Approval</b>
<b>Action 5.5.5. Develop a Diversity, Equity and Inclusion Strategic Planning Toolkit to outline responsibilities and set priorities toward creating and sustaining diversity, equity and inclusion</b>	City has hired a consultant to assist with the development of a DEI strategic plan/toolkit. The services are part of a future phase of the scope of work, and will begin upon completion of phase one in 2022
<b>Action 5.5.6. Develop a sustainability policy that includes opportunities and resources that empower the community and encourage continuity and stability within the community to adjust and change with success</b>	The Office of Sustainability anticipates the development of a Sustainability Policy as part of the work effort for Phase 2 of the General Plan and Climate Action Plan. An RFP for this effort is anticipated in Q1 2022.
<b>Action 5.5.7. Incorporate race and equity into the City's Legislative Platform and work with contracted lobbyists to track legislation pertaining to race and equity. Strengthen our voice through memberships and advocacy.</b>	The City Manager's Office is working on an update to the City's Legislative Platform, which is scheduled to go to City Council for consideration and approval in March 2022. Staff is identifying ways to incorporate race and equity into our legislative platform and will continue to work with our contracted state lobbyist to track and monitor legislation pertaining to race and equity and identify ways to enhance our advocacy efforts in this area.
<b>Action 5.5.8. Work with the City Council to evaluate and update the City's Mission and Core Values.</b>	Any necessary updates to these items will be identified and reflected in the Envision Riverside 2025 Strategic Plan, if needed.

## GOAL 5.5 PERFORMANCE MEASURES

**PM 5.5.1. Total recordable injury rate (TRIR)**  
(number of recordable incidents per 100 full-time workers during a one-year period; 9.1 in 2019)  
**Target = Decrease to 8.0 in 2021**  
No updates at this time.

**PM 5.5.2. Days away, restricted or transferred (DART) due to employee injury (3.1 days)**  
**Target = Decrease to 2.5 days in 2021**  
No update at this time.





# Infrastructure, Mobility & Connectivity

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

## Goal 6.1

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

Action Item	Action Item Update
<b>Action 6.1.1. Implement first and last mile pedestrian &amp; bicycle infrastructure, enhance transit stops, and upgrade traffic signals and striping to improve the quality, accessibility, and frequency of public transportation opportunities within the City.</b>	There are no project updates at this time; however, Action Item 6.1.1 is discussed regularly during development meetings with future developers in the city.
<b>Action 6.1.2. Through capital projects and new private developments, encourage low emission modes of transportation such as mass transit, micromobility, biking or walking/rolling.</b>	There are no updates to report at this time.
<b>Action 6.1.3. Plan for a network of shared, electric, connected and autonomous vehicles, including the charging, parking, and roadway infrastructure to support them.</b>	Fleet Services opened a new public access fuel island that dispenses CNG and E85.

## GOAL 6.1 PERFORMANCE MEASURES

### PM 6.1.1. Average citywide Walk Score, Bike Score and Transit Score

Target = Increase walk score to 50-69 "Somewhat Walkable" by 2030; Increase transit score to 50-69

"Good Transit" by 2030; Increase bike score to 50-69 "Bikeable" by 2030

Progress = Walk score = 42; Transit score = 33; Bike score = 49



Environmental Stewardship



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Infrastructure, Mobility and Connectivity

**Goal  
6.2**

**Maintain, protect and improve assets and infrastructure within the City's built environment to ensure and enhance reliability, resiliency, sustainability and facilitate connectivity.**

Action Item	Action Item Update
<p><b>Action 6.2.1. Complete the vehicle GPS installations for a more efficient City asset (vehicular) management program.</b></p>	<p>GPS deployment is ongoing. Currently 588 devices have been installed and are in service.</p>
<p><b>Action 6.2.2. Improve Riverside's Pavement Condition Index towards a score of 65 through implementation of the pavement management program and exploration of innovative and sustainable paving techniques and materials.</b></p>	<p>Public Works undertakes approximately 20-25 miles of street maintenance projects each year with a budget of less than \$20M annually. The latest Pavement Management Program report dated May 2018 estimates that \$34.5M annually for a 5-year period is needed to achieve a network Pavement Condition Index (PCI) score of 65. PW will request additional Measure Z funding in upcoming fiscal years in order to achieve the PCI target. PW also continues to explore and utilize innovative and sustainable paving techniques and materials such as: Fiber Reinforced Asphalt, Rubber Hot Mix Asphalt, and Asphalt Rubber Aggregate Membrane interlayers which are proven to extend the life of streets.</p>
<p><b>Action 6.2.3. Capture latitude/longitude data for critical City assets. Expand the GIS system to include additional city asset layers.</b></p>	<p>Enhancements to the City's GIS system are ongoing. New layers continue to be added on an as-needed basis along with new assets and their corresponding spatial locations.</p>
<p><b>Action 6.2.4. Complete infrastructure improvements to the City's wastewater collection system and treatment facilities as identified within the Integrated Master Plan for Wastewater Collection and Treatment Facilities, constructing and rehabilitating facilities to meet population, flow, and organic loading projections.</b></p>	<p>PW is responsible for the collection and treatment of wastewater flows generated in the City and four community service districts, which consists of 820 miles of gravity sewers, 420 miles of sewer laterals, and 20 wastewater pump stations. Treatment includes preliminary, primary, secondary, and tertiary treatment for approximately 46 million gallons per day average dry weather flow. The 2019 Sewer Master Plan update provides guidance to improve and enhance the wastewater collection system and treatment facilities; goals and objectives include: Capital Improvements to serve the needs of existing and future users; regulatory compliance; reduce rate payer burden; equitable to development community; recommendations for the collections system and treatment facility to continue providing safe and reliable wastewater conveyance and treatment; and ensure the safety of the community and the environment.</p>
<p><b>Action 6.2.5. Collaborate with Riverside County Flood Control to update master drainage plans within the City to align with projected development patterns and construct necessary stormwater infrastructure to reduce flooding risk, prioritizing the Northside</b></p>	<p>A consultant has been hired to complete the Master Drainage Plan Study for the Northside Specific plan. The study will provide the approximate type and size of the required drainage infrastructure along with the preliminary costs. Staff expects that the study will be completed by the end of 2022 and will begin looking for grant opportunities to fund the improvements.</p>





Action Item	Action Item Update
<p><b>Action 6.2.6. Establish a Seismic Safety Program that identifies vulnerabilities in the built environment to improve resiliency and response to natural disasters while protecting public safety and investment within the City.</b></p>	<p>The City is participating in the Dr. Lucy Jones Center for Science and Society Community Resilience Program that will help the City organize a collaborative approach to earthquake disaster preparedness, response, and recovery. This program will act as a foundational element in supporting the proposed citywide survey of vulnerable buildings and contribute to the framework of the proposed Seismic Safety Program regarding improved resiliency within the City's built environment. The City is also preparing an RFP to solicit consultants to assist with the program and its implementation.</p>
<p><b>Action 6.2.7. Establish a technology replacement program to sustain datacenter, network, phone system, employee and public computers, software, enterprise applications and other technology infrastructures.</b></p>	<p>IT and Finance are in the process of assessing the yearly and cumulative costs for the technology replacement program, which will help avoid unplanned and non-budgeted expenses resulting from deferred maintenance. Once the assessment is complete, the budgetary impact and required funding will be determined, along with recommended funding options.</p>

## GOAL 6.2 PERFORMANCE MEASURES

**PM 6.2.1. Pavement Condition Index (PCI = 61 in 2018)**

**Target = increase PCI to 65 by 2027**

**Progress = 61 PCI**

**Additional funding is required to achieve the targeted PCI score.  
Additional Measure Z funding will be requested in upcoming fiscal years.**

### Goal 6.3

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

Action Item	Action Item Update
<p><b>Action 6.3.1. Pursue public-private partnerships to fund innovative projects and programs that would provide public benefit.</b></p>	<p>On July 6, 2021 the City Council accepted \$1 million in grant funding to establish the Riverside Clean Air Car Share, a network of hydrogen fuel cell vehicles with free usage for low income residents. CEDD is exploring a potential public-private partnership to expand the Convention Center as part of the Riverside Alive project. RPU began new customer rebate programs for the purchase of a used electrical vehicle and the installation of a Level 2 EV charger for both residential and commercial customers. \$700,000 was authorized for FY 21/22.</p>



Action Item	Action Item Update
<b>Action 6.3.2. Identify and pursue grant funding opportunities to focus on alternative fuels options.</b>	On August 8, 2017, the City Council approved the acceptance of a \$300,000 Mobile Source Air Pollution Program (MSRC) grant award. Grant funds will help offset project costs for a variety of alternative fuel infrastructure improvements estimated at \$1.7 million, including one Compressed Natural Gas (CNG) fuel dispenser at the Lincoln Street Fueling Station, and four CNG storage spheres, and two CNG fuel dispensers at the Acorn Street Fueling Station.
<b>Action 6.3.3. Develop City owned Hydrogen fuel production for transportation and distributive energy needs</b>	RPU is researching available and emerging technology for the production of hydrogen, the impact of climate change on demand for hydrogen, and hydrogen production competitors with CA. In late October 2020, the Hydrogen Fuel Station at the Corporation Yard became operational again, by appointment only. Owned and operated by Iwatani, same day only appointments can be made at: <a href="http://www.calendly.com/iwatani/riverside">www.calendly.com/iwatani/riverside</a>
<b>Action 6.3.4. Establish an IT internal service fund to allow for technology chargebacks to sustain the ongoing exponential growth in Citywide technology needs.</b>	On December 14, 2021, City Council received recommendations from the Performance Assessment and Financial Review of the Innovation and Technology Department, prepared by the City's consultant. Among the recommendations is for Management to meet with Finance and discuss the possibility of transitioning IT out of the General Fund into an Internal Service Fund to enable IT to have greater transparency, flexibility, and ownership of its expenses and revenues.
<b>Action 6.3.5. Establish a mandatory return on investment test and long-term funding and staffing sustainability plan prior to funding or approving new projects, initiatives or purchases to ensure long term fiscal stability.</b>	No progress to report.

## GOAL 6.3 PERFORMANCE MEASURES

**PM 6.3.1. Grant revenue received for fleet and infrastructure projects (\$388,610 grant revenue received in 2019)**

**Target = Maintain Above \$300,000 in 2021**

**Progress = Mobile Source Air Pollution Reduction (MSRC) will not have any Local Government funding opportunities for the upcoming 2021-2024 work program. The General Services department receives funding opportunity notifications from the MSRC website and will submit an application upon notification.**



**Goal  
6.4**

**Incorporate Smart City strategies into the planning and development of local infrastructure projects.**

Action Item	Action Item Update
<b>Action 6.4.1. Partner with community-based organizations and local institutions to create a distributed data collection network.</b>	There are no updates to this Action Item.
<b>Action 6.4.2. Develop mapping solutions to visualize community need and create consistent priority ranking systems for infrastructure planning.</b>	There are no updates to this Action Item.
<b>Action 6.4.3. Complete the fiber loop project, which will provide redundancy, resilience, and efficiency for the City’s network traffic.</b>	The fiber loop is built and the fiber loop networking equipment is installed and functional at the City’s 6 core facilities. Of the total 75 City facilities, approximately 30% are reconfigured with new network equipment and connected to the fiber loop network through one of the City’s 6 core facilities. On 11/15/2021, the City’s inbound and outbound Internet was cut-over to connect through the fiber loop. Riverside Public Utilities Orange Square facility, including call center operations, was transitioned to the fiber loop in December 2021. City hall was completed in January 2022. Riverside Public Utilities Mission Square facility and Public Works Water Quality Treatment Plant campus are in planning stages.
<b>Action 6.4.4. Connect new streetlights network installation for smart City initiatives.</b>	This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24.
<b>Action 6.4.5. Expand of the use of the Internet of Things (IoT) technology to better protect and track City assets.</b>	This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24.
<b>Action 6.4.6 .Expand the testing and deployment of new technology along the City’s Innovation Corridor to adopt technology that improves safety or facilitates transportation movement</b>	This is a Tier 3 action and work on this project is anticipated to begin in FY 23/24.

**GOAL 6.4 PERFORMANCE MEASURES**

**6.4.1. Number of projects initiated and successfully completed in the Innovation District**  
**Target = 3 new mobility projects over the next 5 years**  
**Progress = 3 projects implemented in Innovation District in 2021**



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