

FINAL REPORT



City Council Strategic Planning/Goal Setting Workshop
Friday, August 24, 2018

City Council Meeting to Discuss Level 1A and 1B Priorities
Wednesday, September 26, 2018

City Council Meeting to Discuss Level 2 and 3 Priorities
Wednesday, November 14, 2018

FACILITATOR: HENRY T. GARCIA, PRINCIPAL CONSULTANT

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STRATEGIC PLANNING/ GOAL SETTING WORKSHOP

August 24, 2018

City Council Members in Attendance:

Mayor Clint Lorimore
Mayor Pro Tem Todd Rigby
Councilmember Joseph Tessari
Councilmember Brandon Plott
Councilmember Adam Rush

Management Staff in Attendance:

Bryan Jones, Interim City Manager
Angelica Zepeda, Talent & Special Projects Manager
Steven Aguilar, City Clerk
Ernie Reyna, Finance Director
Crystal Adams, Senior Management Analyst
Olivia Applegate, Public Information Officer

Facilitated by:

Henry T. Garcia, Principal Consultant
HR Dynamics & Performance Management, Inc.

EXECUTIVE SUMMARY

The City of Eastvale operates under a City Council/City Manager form of government. The City Council consists of five (5) Council Members. The members of the City Council set policy and enact laws of the City. The City Manager is appointed by the members of the Eastvale City Council. One of the primary responsibilities of the City Manager is to implement the plan set forth by the City Council, utilizing the City Departments and Management Team. The purpose of the workshop was to assist the City of Eastvale's Mayor, City Council and Interim City Manager in developing a plan that includes clearly defined targets and goals in order to provide staff with clear direction and prioritization.

The workshop took place on Friday, August 24, 2018 from 8:00 a.m. until approximately 3:00 p.m. During the workshop, the City Council engaged in a participatory process along with staff and the public, in which they accomplished the following:

1. Established expectations for the Workshop and intended outcomes
2. Identified the organization's Strengths, Weaknesses, Opportunities and Threats (SWOT)
3. Established six (6) major targets
4. Established a total of forty-four (44) goals
5. Prioritized goals across the targets and established fourteen (14) top-priority items (Levels 1A and 1B, Level 2, and Level 3)
6. Referred development of the detailed action plans and schedule to the Interim City Manager and Management Team for the fourteen (14) top-priority goals

During the workshop, a group voting process was utilized in order for the Mayor and Council to identify the key priorities, and to provide for stratification of the goals into three levels:

Level 1 – includes the selection of two (2) first level priority goals each for the Mayor and City Council. A total of six (6) level 1 goals were identified. The level 1 goals were further defined into Level 1A with four (4) goals, and Level 1B with two (2) goals.

Level 2 - includes the selection of two (2) second level priority goals each for the Mayor and City Council. A total of four (4) level 2 goals were identified.

Level 3 - includes the selection of two (2) third level priority goals each for the Mayor and City Council. A total of four (4) level 2 goals were identified.

In addition to the fourteen (14) goals, the plan includes all remaining goals that did not rank into priority Levels 1, 2, or 3. As progress is made with Level 1, 2, and 3 goals, additional goals may be introduced into the plan and discussed further with the Mayor and City Council. In addition, as opportunities or needs arise, other priorities may be introduced or elevated.

At the conclusion of the workshop, the Mayor and City Council had effectively established clear direction and focus for the Management Team related to Targets and Goals. The City Council clearly communicated its desire and intent to blend this exercise with the results of the community survey in the future allocation of resources related to programs and services. It was further intended that this plan remain a fluid and evolving document to be re-visited at regular intervals for progress and re-shifting of priorities, as needed.

Attached to this summary are the work sheets that include the detailed action plans prepared by staff, and to be presented back to the City Council by the Interim City Manager as a further step in the process to ensure that plans and timelines meet with the intended expectations. It should be noted that some of the goals identified may translate into resource needs that may be incorporated into future budgets.

It is recommended that a regular formal review of the newly established Goals/Strategic Plan occur annually, in which progress may be measured, and new or shifting priorities addressed.

I would like to thank the Mayor, City Council and Interim City Manager Bryan Jones for the opportunity to assist the City of Eastvale in this important endeavor and for the outstanding team work that provided for a positive and productive day. I look forward to the opportunity to partner with the City of Eastvale in the future.

Respectfully,

Henry

*Henry T. Garcia, Principal Consultant
HR Dynamics & Performance Management, Inc.*

EXPECTATIONS

The Mayor and City Council expressed the following expectations related to the goal setting workshop and their desired outcomes for the day:

- To have an open process and dialogue
- To figure out a path forward with strategic direction
- To see how we can continue to improve and become the best
- To be on the same page
- To set similar goals
- To find prioritization and clear direction
- To develop consensus and priorities
- To balance efficiency and effectiveness and hit the right targets
- To take the organization to the next level and align staffing and resources

SWOT ANALYSIS – STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

STRENGTHS

- Diversity
- Safety
- *Money* magazine “Top City” in California
- Balanced budget and surplus
- Engagement and communication
- Leadership
- Youth sports engagement and scouting programs - youth program options
- Entrepreneurial spirit, adaptability, and thinking outside the box
- Willingness to engage sister agencies and develop community partnerships
- Charter our own destiny as a young City
- Transparency and openness
- Strong relationships with other agencies
- New infrastructure
- Active residents
- The “newness” of being a new City
- Fiscally responsible
- Schools
- Parks
- The “small-town feel” of a small community
- Maintaining public trust
- Staff
- Favorable geography (i.e. not landlocked)
- Strong City government – open communication

SWOT ANALYSIS – STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

WEAKNESSES

- Difficult to connect with others in community
- Lack of a civic center and places
- Loss of tax revenues to Riverside
- Lack of a structured TOT tax
- Formulate consistent development patterns and rethink “pad use”
- Running out of land: implement land use control and value remaining land
- Sub-divided community and fast development within the same decade
- Predominately residential community (weakness) which provides a base for development (strength)
- Need to focus on sales tax generation
- Lack of business to business retail
- Rising public safety costs
- Lack of dining options
- Lack of night life and placemaking
- Lack of extensive experience due to being a younger City
- Lack of housing diversity, i.e. no senior housing or starter housing
- Traffic, i.e. bottlenecks, congestion
- Lack of branding for identity and national recognition
- Lack of a post office and specific zip code for identity (associated with Corona)
- Lack of public art
- Lack of medical facilities and hospital
- Youth sports/youth relationships
- Fractionalized nature of service structure, e.g. county services, service districts, etc.
- Large, fast streets that increase severity of collisions and create challenges for pedestrians
- Long commutes and congestion on freeways
- Drive “through Eastvale” rather than “to Eastvale”

SWOT ANALYSIS – STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

OPPORTUNITIES

- To develop a community connectivity master plan
- To develop a trails master plan
- To improve traffic, speeds, and safety
- To expand public transportation, particularly on the westerly end of the City
- To increase public safety staffing (in progress) and continue to review
- To seek grant funding for public safety
- To leverage code enforcement with public safety staff and enhance the relationship
- To add a K-9 program for Eastvale to serve as an ambassador for the City and to help mitigate risk to public safety staff
- To implement a program to mount license plate readers on police vehicles – ALPRs
- To explore adding another access to the i-15 freeway in and out of the City
- To adopt a City plant or flower for City use and branding
- To explore the need for adding additional schools
- To explore additional revenue generation for sustainability
- To expand economic development
- To explore development of the Leal property and create a “drive to” destination
- To create local jobs through development
- To create a regional identity
- To leverage the Ontario business park
- To capitalize on Polopolus land – artful, beautiful, to include a hotel, restaurants for branding the City
- To explore the development of a future City Hall and civic center to provide a sense of place and to include local art in the community
- To expand on community involvement
- To capitalize on the City’s young community and use the community survey to shape the future
- To capitalize on the City’s location and geography
- To capitalize on the City’s young engaged staff and connection with the community
- To become the “Best City” and learn from others’ mistakes
- To put Eastvale on the map
- To explore a neighborhood watch program City-wide and sustainability of the program
- To evaluate staffing levels and structure (and potential staffing for the neighborhood watch program)
- To enhance efficiency at City Hall in service delivery

SWOT ANALYSIS – STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

OPPORTUNITIES (Continued)

- To capitalize on new experienced staff and their ability to think outside the box – capitalize on the momentum
- To invest in staff with organizational development
- To evaluate the return on investment related to programs
- To leverage gateways into/out of the City with logos
- To explore claiming the extra space in road right of ways for trails and other uses

SWOT ANALYSIS – STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

THREATS

- Running out of developable land
- Surrounding communities and growth (also an opportunity)
- Cal PERS
- Rising crime rates
- State policies
- Possible economic downturn and slight correction (1-2 year timeframe)
- Potential downsizing in housing size/space needs by families
- Other agencies competing for the same talent and ability to retain talent
- Problems with infrastructure may come all at once
- Landscaping exceeding its life-cycle
- Costs of law enforcement
- Costs of City administration
- Growth in a fiscally responsible manner (opportunity for “right sizing”)
- Avoiding maintenance mode or decay mode (opportunity for reinvesting in the community)
- Homeless, day laborers, transients, and panhandlers and how to deal with the issues
- Increase in rentals and impact to quality of life (opportunity to further regulate rental property conditions)
- Complacency (opportunity to stay on top of things and remain proactive in all areas of service to the community)
- Social media (also an opportunity related to communication in general)
- Vehicle license fees (VLF) and need to watch for potential State takeaways

TARGETS

The “Targets” were developed at the Strategic Planning/Goal Setting Workshop. The City Council determined that the targets identified would serve as the key pillars in which to categorize specific goals and action plans.

#1 – Communication/Community Engagement

#2 – Public Safety

#3 – Economic Development

#4 – Organizational Development

#5 – Finance/Budget

#6 - Infrastructure

GOALS

Key:

Gold:	Top Priority Goals – Level 1A
Peach:	Top Priority Goals – Level 1B
Blue:	Second Priority Goals – Level 2
Green:	Third Priority Goals – Level 3

TARGET #1 – COMMUNICATION/COMMUNITY ENGAGEMENT

Priority Level	Mayor/ Council Priority	Goal #	Goal
2	CL	1	Conduct the community feedback survey for alignment and allocation of City resources to programs and services
		2	Utilize video and social media platforms
		3	Expand web page into multiple languages
		4	Diversify engagement with the community beyond sports to include programs for seniors and other groups
		5	Explore implementation of community coffee meetings
		6	Expand City volunteerism and ambassadors
		7	Expand District outreach
		8	Implement public engagement platforms on issues for community feedback
		9	Explore creating opportunities for pro-active representation in the community between staff and residents
		10	Create out of the box strategies for engagement and partnerships
		11	Engage the public through the neighborhood watch program
		12	Provide public information celebrating the City's successes

TARGET # 2 – PUBLIC SAFETY

Priority Level	Mayor/ Council Priority	Goal #	Goal
2	JT	1	Expand community policing model and involve code enforcement
3	BP, TR, JT	2	Implement the Automatic License Plate Reader (ALPR) program for public safety vehicles
2	CL, BP	3	Implement the neighborhood watch or community ambassador program; evaluate appropriate staffing needs; include CERT training and emergency preparedness component
1A	CL, CL, TR	4	Explore implementation of traffic enforcement and education opportunities and grants (e.g. education regarding intoxicated/distracted drivers); and provide public information on crime statistics
		5	Expand youth opportunities, events and activities for crime reduction
		6	Determine right-sizing of staffing level for public safety to the needs of the community and quality of life

TARGET #3 – ECONOMIC DEVELOPMENT

Priority Level	Mayor/ Council Priority	Goal #	Goal
1A	CL, JT, BP, BP, JT	1	Focus on fine dining, culture dining, artsy dining, and ethnic dining options for future development in the City
		2	Create a unique brand for Eastvale
1A	BP, AR, AR, BP	3	Create development standards for uniqueness to attract business; explore re-investing or re-inventing shopping centers
		4	Look at flexibility in land use and zoning.
		5	Be pro-active rather than reactive to determine best use/value of land
		6	Focus on Leal Property
		7	Partner with the Chamber on economic development
		8	Search for new technology related companies to come to Eastvale
1B	AR, JF, CL	9	Explore hotel development and revenue generating TOT; explore the development of new “Smart City” concepts such as City-wide Wi-Fi, fiber optic usage, cell tower expansions, and street light acquisition
		10	Develop or re-visit architectural standards
		11	Maximize City Hall as an economic tool for public benefit
		12	Explore CCA possibilities

TARGET #4 – ORGANIZATIONAL DEVELOPMENT

Priority Level	Mayor/ Council Priority	Goal #	Goal
1A	AR, TR, TR, JT, BP	1	Evaluate staffing levels across the board; explore methods of valuing our employees for retention; methods of investing in staff, methods of attracting experienced, talented “top notch” staff; methods in which to enhance the attitude, environment, and efficiency of staff; methods for team building; methods of organizational development, and methods of providing challenging work and job enrichment
3	AR	2	Implement a system for developers and other users of services to provide feedback on their experience with staff and the process (e.g. development and finance)
		3	Conduct periodic study sessions with City Council on various topics; provide City Council with progress updates per target and tie into the community survey and allocation of resources; implement clear/concise two-way communication with staff and City Council.
		4	Continue to integrate contract staff with City staff related to training and development needs/teamwork

TARGET #5 – FINANCE/BUDGET

Priority Level	Mayor/ Council Priority	Goal #	Goal
		1	Enhance transparency e.g. “open government”; identify platforms to enhance public trust and reduce public records requests
1B	TR, AR	2	Invest in potential new businesses/small business e.g. grants or other funding (Combine with Economic Development Target and efforts)
		3	Continue to save money and expand reserves for future needs and goals
2	TR	4	Explore City Hall/Civic Center financing
3	AR	5	Identify additional revenue opportunities
		6	Evaluate the City’s franchise agreements
		7	Evaluate long-term law enforcement costs and sustainability, or increased development to fund public safety

TARGET #6 – INFRASTRUCTURE

Priority Level	Mayor/ Council Priority	Goal #	Goal
3	TR, CL, JT	1	Evaluate traffic flow related to schools; partner with the schools; evaluate traffic bottleneck issues; recover costs from developers; look to develop a connectivity map/master plan; strategically update General Plan elements
		2	Evaluate the pavement management cycle
		3	Evaluate the implementation of a weed abatement schedule/program in public right of ways to maintain a clean city

ACTION PLANS

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Target #1 – Communication / Community Engagement

Target #2 – Public Safety

Target #3 – Economic Development

Target #4 – Organizational Development

Target #5 – Finance / Budget

Target #6 – Infrastructure

Actions/Schedule for Priority “Level 1A” Goals

- Enhance traffic safety enforcement education (Target #2, goal #4)
- Elevate dining experience (Target #3, goal #1)
- Create value-added development (Target #3, goal #3)
- Strengthen organizational development and effectiveness (Target #4, goal #1)

Actions/Schedule for Priority “Level 1B” Goals

- Diversify and enhance revenue streams (Target #3, goal #9)
- Incentivize new business opportunities (Target #5, goal #2)

Actions/Schedule for Priority “Level 2” Goals

- Engage community feedback (Target #1, goal #1)
- Enhance community quality of life (Target #2, goal #1)
- Increase community connectivity (Target #2, goal #3)
- Build city hall/civic center (Target #5, goal #4)

Actions/Schedule for Priority “Level 3” Goals

- Implement public safety technology (ALPR) (Target #2, goal #2)
- Enhance customer service experience (Target #4, goal #2)
- Identify creative revenue opportunities (Target #5, goal #5)
- Enhance mobility and connectivity (Target #6, goal #1)

Actions/Schedule for Priority “Level 1A” Goals

Target #2: PUBLIC SAFETY

<p>Goal #4: Enhancing traffic safety enforcement education. Explore implementation of traffic enforcement and education opportunities and grants (e.g. education regarding intoxicated/distracted drivers); and provide public information on crime statistics</p>		
Actions:	Responsible:	Time Frame:
<p>Increased Traffic Enforcement</p> <ul style="list-style-type: none"> As part of the 10 additional patrol hours that have been budgeted, an additional Motor Officer will begin within the year of 2019. This Motor Officer will help increase traffic enforcement throughout the city. 	Eastvale PD	2019
<p>Bicycle Safety Operations Bi-Annually</p> <ul style="list-style-type: none"> Eastvale PD will hold Bicycle Safety Operations bi-annually at all Eastvale schools. Students who are observed following bicycle safety laws are rewarded with a voucher for a free scoop of ice cream. Students who are observed not wearing a helmet or not following bicycle safety laws are issued warnings and given an educational pamphlet. 	Eastvale PD	2018/2019
<p>DUI Checkpoints</p> <ul style="list-style-type: none"> Eastvale PD will continue to host DUI checkpoints throughout the year. At these checkpoints, educational materials will be distributed on DUI awareness and prevention. Saturation Enforcement Operation Patrol 	Eastvale PD	2018/2019
<p>Education & Outreach through OTS (Office of Traffic Safety) Grant</p> <ul style="list-style-type: none"> The OTS (Office of Traffic Safety) annually awarded grant includes funding towards DUI Awareness, Distracted Driving Awareness, Bicycle Safety & Pedestrian Safety. The Eastvale Police Department will continue to host assembly presentations at Eastvale schools. Bicycle & Pedestrian Safety focused interactive assemblies for students in grades K-12. 	Eastvale PD	2018/2019

<ul style="list-style-type: none"> • DUI Education & Awareness and Distracted Driving Awareness focused interactive assemblies for grades 9-12. 		
<p>Pursue Grant Opportunities</p> <ul style="list-style-type: none"> • Continue to pursue OTS (Office of Traffic Safety) grants. • Applied for ABC (Alcohol and Beverage Control) grants. These grants enable selected agencies to expand their present efforts in addressing alcohol-related problems through a comprehensive ABC program that will encompass a wide range of strategies. 	Eastvale PD	OTS Grant – Applied ABC Grant – Applied
<p>Increase Public Information on Crime Statistics</p> <ul style="list-style-type: none"> • Currently, crime statistics can be viewed on our website. We can begin sharing crime statistics through social media platforms as we receive them from the Eastvale Police Department. 	Communications	Immediately & Continuously
<p>Education & Awareness Through City Outreach Platforms</p> <ul style="list-style-type: none"> • Collaborate with agency partners • Utilize freeway electronic billboard to share education pieces and campaigns regarding DUI Awareness, Distracted Driving Awareness, and Bicycle & Pedestrian Safety. • Continue to utilize social media platforms to share education pieces and campaigns regarding DUI Awareness, Distracted Driving Awareness, International Walk to School Day, Bike to School/Work month, and Bicycle & Pedestrian Safety. 	Communications	Immediately & Continuously
<p>Walking Bus Campaign</p> <ul style="list-style-type: none"> • Walking school buses vary in level of formality and structure, but all can help more children walk or bicycle to school safely. • The following are examples of walking school buses in action in communities around the country: <ul style="list-style-type: none"> ○ Families in a neighborhood agree to walk to school together once a week. ○ Adult walk leaders pick up children at designated group meeting spots on a route to school. ○ Families meet at a designated location and walk together to school. 	Communications & CNUSD	2018/2019

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<ul style="list-style-type: none"> ○ Trained adult volunteers stop at each participating child’s home on a planned route to school. 		
<p>Partner with MADD</p> <ul style="list-style-type: none"> • Invite MADD to host a booth and bring MADD trailer to larger City events. • Invite MADD to give classroom presentations at Eleanor Roosevelt High School before Prom. 	<p>Communications & Eastvale PD</p>	<p>2019</p>
<p>Community Development/Education</p> <ul style="list-style-type: none"> • Look to enhance roadway safety through design <ul style="list-style-type: none"> ○ Drive <i>to</i> Eastvale, not <i>through</i> Eastvale • Evaluate Connectivity Plan 	<p>City Manager’s Office/Planning</p>	<p>Ongoing</p>

Actions/Schedule for Priority “Level 1A” Goals

Target #3: ECONOMIC DEVELOPMENT

Goal #1: Elevate dining experience.		
Focus on fine dining, culture dining, artsy dining, and ethnic dining options for future development in the City		
Actions:	Responsible:	Time Frame:
Restaurant Survey <ul style="list-style-type: none"> • Would include questions on desired restaurants • Survey questions will align with gap analysis or leakage reports 	Economic Development Manager/CM/Communications	End of 2018
Presence/Networking at International Council of Shopping Centers	Economic Development Manager/CM	FY 18/19 – twice per year (Nationally and CA-based)
Site visits to engage local restaurant owners to encourage selecting Eastvale	Economic Development Manager/CM /City Council	Continuously 2018/2019
Identify and market existing center vacancies to prospective retail tenants, brokers, and site selectors	Economic Development Manager	2019
Encourage and support unique, specialty retail and restaurant and entertainment use to match Eastvale’s diversity	Economic Development Manager	2019
Work with site selectors to encourage fine dining, culture dining, artsy dining as applicable at the following projects (e.g. Goodman Commerce Center, Leal Property, The Merge, Eastvale Gateway & Polopolus property)	Economic Development Manager	2019
Possible incentives for fine dining options to relocate/build in Eastvale such as an expedited permitting process, tax incentives, or sales tax reimbursement agreements	Economic Development Manager	2019
Possible development fee reduction or waiver (excluding pass-through fees) and job creation incentives	Economic Development Manager	2019

Actions/Schedule for Priority “Level 1A” Goals

Target #3: ECONOMIC DEVELOPMENT

Goal #3: Create value-added development.		
Create development standards for uniqueness to attract business; explore re-investing or re-investing shopping centers		
Actions:	Responsible:	Time Frame:
Interview shopping center owners, developers, brokers, leading employers, and large sales tax generators to learn more about how Eastvale was selected as a place to conduct business	Economic Development Manager/City Manager’s Office	2018/2019
Evaluate current practices and policies <ul style="list-style-type: none"> • Materials used (ex. Stucco) • Trees • Parking lot access/mobility • Parking standards • Identify leakages • Seek opportunities to increase value per acre 	Economic Development Manager	2018/2019
Develop quality “Eastvale” design <ul style="list-style-type: none"> • Civic Center for people, prosperity and connection • Art in Public Places 	Economic Development Manager/City Manager’s Office	2019
Evaluate/develop tree corridors	City Manager’s Office/Planning	2019

Actions/Schedule for Priority “Level 1A” Goals

Target #4: ORGANIZATIONAL DEVELOPMENT

<p>Goal #1: Strengthen organizational development and effectiveness. Evaluate staffing levels across the board; explore methods of valuing our employees for retention; methods of investing in staff, methods of attracting experienced, talented “top notch” staff; methods in which to enhance the attitude, environment, and efficiency of staff; methods for team building; methods of organizational development, and methods of providing challenging work and job enrichment</p>		
Actions:	Responsible:	Time Frame:
<p>EVALUATE STAFFING LEVELS Implement Systematic Department Evaluation Process, in order to determine proper staffing needs. (I. D. E. A.)</p> <ul style="list-style-type: none"> • Identify purpose and evaluate departmental needs <ul style="list-style-type: none"> ○ Conduct individual interviews for all staff and evaluate the data ○ Measure labor needs by hours, in order to properly staff each department • Develop the process <ul style="list-style-type: none"> ○ Create/Revise classifications and job descriptions ○ Establish the classification and compensation process ○ Determine comparable agency salaries ○ Identify market averages to select Meet, Lead or Lag compensation ○ Make recommendations • Execute the process <ul style="list-style-type: none"> ○ Update/develop classification recommendations ○ Fulfill department needs based off the preceding evaluation • Analyze the process <ul style="list-style-type: none"> ○ Process the results ○ Prepare feedback 	Human Resources/ Finance	18/19 Mid-Year Fiscal Year
<p>EMPLOYEE RETENTION</p> <ul style="list-style-type: none"> • Allow employees to be part of the decision-making process • Encourage open communication • Reward and show appreciation formally and informally • Offer affordable healthcare & benefits • Enhance our trusting and transparent environment • Continue to build an opportunity for career growth 	Human Resources/ Finance	Continuously - 2018/2019

<p>EMPLOYEE TRAINING & ENRICHMENT</p> <ul style="list-style-type: none"> • Pursue opportunities to attend conferences, workshops and seminars • Professional strategic coaching for selected staff • Strength Development Inventory (SDI)/Core Strength Training • Partnerships with local universities for discounted rates on tuition • Establish an employee tuition reimbursement policy and budget 	Human Resources/ Finance	Continuously - 2018/2019
<p>EMPLOYEE ATTRACTION/RECRUITMENT</p> <ul style="list-style-type: none"> • Implement NEOGOV • Establish a Budget for recruitment advertisement 	Human Resources/ Finance	Continuously - 2018/2019
<p>WORKPLACE CULTURE</p> <ul style="list-style-type: none"> • Establish a vision of organizational purpose • Keep morale a priority • Create a fun and positive environment • Implement a survey and suggestion review process 	Human Resources	Continuously - 2018/2019
<p>TEAMBUILDING</p> <ul style="list-style-type: none"> • Employee retreats, appreciation activities, and outings • Employee Recognition Committee • Reward excellence in customer service • Teach leadership values • Incorporate public outreach with community and partnering agencies 	Human Resources	Continuously - 2018/2019
<p>EASTVALE CONNECTS/CARES</p> <ul style="list-style-type: none"> • Research/develop internal and external team(s) 	Human Resources	2019

Actions/Schedule for Priority “Level 1B” Goals

Target #3: ECONOMIC DEVELOPMENT

Goal #9: Diversify and enhance revenue streams,			
Explore hotel development and revenue generating TOT; explore the development of new “Smart City” concepts such as City-wide Wi-Fi, fiber optic usage, cell tower expansions, and street light acquisition			
Actions:	Responsible:	Time Frame:	Funding:
<p>Streetlight Acquisition</p> <ul style="list-style-type: none"> • Finalize acquisition of 4,000+ streetlights from JCSD via WRCOG • Research sponsorship/leasing opportunities <ul style="list-style-type: none"> ○ Mobile cell service extensions, etc. • Ability to post City banners on all poles 	Finance/CM’s Office/Economic Development Manager	Ongoing through 2019	Acquisition funding via Banc of America
<p>Research applicable “Smart City” concepts that could be implemented</p> <ul style="list-style-type: none"> • Determine feasibility • Present potential plans of action to Council 	CM’s Office	Early 2019	Staff hours
<p>City Wide Wi-Fi</p> <ul style="list-style-type: none"> • Determine needs and feasibility of City-wide Wi-Fi vs. localized (or promoted) Hot Spots • Connect w/ local businesses to eliminate redundancy • Identify funding source to develop 	Economic Development Manager/CM’s Office	Mid 2019	Staff hours
Take TOT measure to ballot for voter approval	City Clerk’s Office	November 2020	Staff hours + election costs
<p>Secure Hotel Development</p> <ul style="list-style-type: none"> • Incentivize developers by front-loading TOT sharing • Begin hotel build 	Economic Development Manager/CM’s Office	2021	Staff hours

Actions/Schedule for Priority “Level 1B” Goals

Target #5: FINANCE/BUDGET

Goal #1: Incentivize new business opportunities.		
Invest in potential new businesses/small business e.g. grants or other funding (Combine with Economic Development Target and efforts)		
Actions:	Responsible:	Time Frame:
Incentivize new business through reduced fees such as development impact fees or sales tax sharing	Finance/Economic Development Manager	2019
Utilize grant writers to procure additional funding for small business owners	Finance/Economic Development Manager/WRCOG	2019
Maintain healthy reserves and a balanced budget through increased revenues and reducing expenditures whenever possible	Finance	2018/2019
Leverage assets by purchasing available land for future development/use	Finance/Economic Development Manager	Ongoing

Actions/Schedule for Priority “Level 2” Goals

Target #1: COMMUNICATION/COMMUNITY ENGAGEMENT

Goal #1: Engage community feedback.		
Conduct the community feedback survey for alignment and allocation of City resources to programs and services.		
Actions:	Responsible:	Time Frame:
<p>The Eastvale Feedback Study will provide the following:</p> <ul style="list-style-type: none"> • Data for the City of Eastvale about the community’s desires and needs. • Communication in alignment with the City Council and the Community’s desires/needs. • Internal and external data for budgeting and strategic communication planning. <p>The RFP for this project is being drafted and will be posted by November 2018.</p>	Communications Team	October 2019 – November 2019
<p>The RFP for this project will be awarded by the end of November. Questions will be developed, and study designed by the end of December 2019.</p>	Communications Team	November 2019 – December 2019
<p>The Community Satisfaction & Feedback Questionnaire will be launched early January 2019.</p>	Communications Team	January 2019
<p>The results of this study will be presented to the City Council in February 2019.</p>	Communications Team	February 2019

Actions/Schedule for Priority “Level 2” Goals

Target #2: PUBLIC SAFETY

Goal #1: Enhance community quality of life. Expand community policing model and involve code enforcement		
Actions:	Responsible:	Time Frame:
Evaluate staffing needs <ul style="list-style-type: none"> Determine City’s needs and feasibility Measure labor needs by hours and duties 	Eastvale PD/Finance/Human Resources	Q1 2019
Broaden the Community Policing Model <ul style="list-style-type: none"> Assess current strengths, challenges, and values of community policing Build relationships to foster collaboration between the community and the department and address difficult systemic challenges Reduce crime and disorder by carefully examining the problems in neighborhoods and then applying appropriate problem-solving remedies. Develop community partnerships with Code Enforcement, businesses, and neighborhood watch captains. Leverage Public Safety Commission. 	CM’s Office	Q3 2019
Code Enforcement Community Policing <ul style="list-style-type: none"> Evaluate the structure of Code Enforcement from a complaint-based system to emphasize proactive techniques such as daily City-wide patrol to support Community Service Officers. 	Code Enforcement/Human Resources/CM’s Office	Q3 2019

Actions/Schedule for Priority “Level 2” Goals

Target #2: PUBLIC SAFETY

Goal #3: Increase community connectivity. Implement the neighborhood watch or community ambassador program; evaluate staffing needs; program to include CERT training and emergency preparedness		
Actions:	Responsible:	Time Frame:
Evaluate staffing needs <ul style="list-style-type: none"> Position includes oversight of the neighborhood watch program, CERT training, emergency preparedness outreach, Leadership Academy, Liaison between Eastvale Fire and Eastvale Police, and enhance community connectiveness. 	Human Resources/CM's Office	Q2 2019
Neighborhood Watch Program Oversight <ul style="list-style-type: none"> Work collectively with neighborhood captains to enhance the community policing model Coordinate quarterly meetings to discuss crime trends amongst neighborhoods and a recommended action plan to continue being vigilant. 	CM's Office	Q2 2019
Eastvale Leadership Academy <ul style="list-style-type: none"> Free, multi-week program designed to keep Eastvale residents involved and learn about city government Opportunities to meet with Council members, department heads, and staff Understand the status and future for Eastvale's development, transportation, and growth potential Encourages residents to remain informed and involved. 	CM's Office	Q2 2019

Actions/Schedule for Priority “Level 2” Goals

Target #5: FINANCE/BUDGET

Goal #4: Build City Hall. Explore City Hall/Civic Center financing		
Actions:	Responsible:	Time Frame:
Develop an award-winning budget: <ul style="list-style-type: none"> • Have budget adopted in early June every year • Review budget monthly with department heads • Live within means of the City • Strive to exceed revenue projections • Transfer more into reserves 	Finance Department	Every Fiscal Year
Look into options for bond financing or other means of funding for new City Hall <ul style="list-style-type: none"> • Issue RFP for consultants to assist the City with financing • Provide financial statements for a strong, healthy bond rating 	Finance Department	FY 18/19 – FY 20/21
Evaluate other options to finance the new Civic Center/City Hall	Finance Department	FY 18/19 – FY 20/21
Strategic investments to grow revenues	Finance Department	FY 18/19

Actions/Schedule for Priority "Level 3" Goals

Target #2: PUBLIC SAFETY

Goal #2: Implement Public Safety Technology (ALPR) Implement the Automatic License Plate Reader (ALPR) program for public safety vehicles		
Actions:	Responsible:	Time Frame:
Award Contract for Purchase of Equipment	Public Works	January/February 2019
Installation of ALPR on mobile and fixed locations	Public Works	March-June 2019
Evaluate Effectiveness of ALPR System	Public Works/Eastvale PD	Q3 & Q4 2019
Determine if a recommendation of ALPR System expansion should be considered	Public Works/Eastvale	Q1 2020
Identify other public safety technology that can be used to enhance effectiveness and efficiency of law enforcement and first responders	Eastvale PD/Eastvale FD	Q3 2019

Actions/Schedule for Priority “Level 3” Goals

Target #4: ORGANIZATIONAL DEVELOPMENT

<p>Goal #2: Enhance customer service experience. Implement a system for developers and other users of services to provide feedback on their experience with staff and the process (e.g. development, and finance)</p>		
Actions:	Responsible:	Time Frame:
<p>Survey/Questionnaire</p> <ul style="list-style-type: none"> • Kiosks, Touchpads-Happy or Not Feedback • Online/Email-Survey Monkey, Survey Gizmo, Checkbox Survey, etc. • In house pen and paper survey 	CM’s Office	2019/2020

Actions/Schedule for Priority “Level 3” Goals

Target #5: FINANCE/BUDGET

Goal #5: Identify creative revenue opportunities. Identify additional revenue opportunities		
Actions:	Responsible:	Time Frame:
Think big and outside the box: <ul style="list-style-type: none"> • Small cell revenue due to purchase of street lights • Future TOT revenue • Franchise Agreements 	Economic Development	FY 18/19 and future years
Look at new and innovate business: <ul style="list-style-type: none"> • High end restaurants • Retail • Innovate shops • 2nd generation businesses • Multi-use shops • Passport revenue • Notary revenue 	Economic Development/City Clerk’s Office	FY 18/19 and future years
Diversify property tax to beyond 80% residential for economic stability: <ul style="list-style-type: none"> • Include higher density housing 	Economic Development	FY 18/19 and future years

Actions/Schedule for Priority “Level 3” Goals

Target #6: INFRASTRUCTURE

Goal #1: Enhance mobility and connectivity.		
Evaluate traffic flow related to schools; partner with the schools; evaluate traffic bottleneck issues; recover costs from developers; look to develop a connectivity map/master plan; strategically update General Plan elements		
Actions:	Responsible:	Time Frame:
Community Design Charrette to Evaluate Opportunities to enhance People, Place, and Prosperity through design	CM, Planning, Public Works	Q1 or Q2 2019
RFP for Planning, Environmental, Design of extension of Limonite west of Archibald across Cucamonga Creek	Public Works	Q4 2018-Q1 2020
Construct Limonite west of Archibald across Cucamonga Creek	Public Works or Developer	Q3 2020- Q2 2021
Participate in Walk to School Day	City Wide	October
Participate in Bike to School Day	City Wide	May
Submit Active Transportation Grant for Scholar Way Trail to connect Leal Master Plan, Schools, Parks, and Santa Ana River	Public Works	Q3 2018
Submit Active Transportation Grant for Harrison Avenue to connect Regional Trails, Schools and Parks (Note: Harrison has been designated as a Regional Trail Connection)	Public Works	Q3 2018
Submit Highway Safety Improvement Program Grant for Intelligent Transportation System (Traffic Signal Synchronization, Traffic Management Center, Smart Interconnected Technology, Fiber & Wireless Connectivity)	Public Works	Q3 2018
Implement Bike Lanes, Buffered Bike Lanes, Separated Bike Ways, Trails/Paths through routine street maintenance and a resurface/repurpose program	Public Works	On-going
Submit Caltrans Transportation Planning Grant to update the Circulation chapter of the General Plan and create ad mobility and Connectivity General Plan chapter	Public Works/Planning	Q4 2018 / 2019-2020
Review Trails Master Plan and Bicycle/Pedestrian/School Access Master Plan and Update (In conjunction with Caltrans Transportation Planning grant if needed)	Public Works/Planning	2019-2020
Work with Jurupa Community Services District to install Class I walking and bicycling trails in	Public Works/Planning	2019-2020

existing Southern California Edison easements to connect to local parks, shopping, employment, and to regional trails		
Identify design improvements that can be applied to existing roadways to provide for shaded and inviting walkways and rest areas	Public Works/Planning	2019-2020
Identify opportunities in existing residential developments to create pedestrian access points to connect to main roadways and provide improved access to schools, parks, and shopping	Public Works/Planning	2019-2020
Evaluate Key Intersection and Roadway bottlenecks and develop a strategy on enhancing these locations with new development and grant funding/TUMF	Public Works	2019-2020
Evaluate High Speed Roadways within the community and identifying design improvements to create safer streets for all and more predictable travel times during peak and off-peak times; reduce financial liability of safety and enforcement through design; and an Eastvale-specific “look” for major roadways in the city	Public Works/Planning	2019-2020
Evaluate if our roadways are over designed and if our reserve capacity is facilitating growth in neighboring communities that ‘drive <i>through</i> rather than <i>to</i> ’ Eastvale or bypassing congestion on freeways	Public Works/Planning	2019-2020
Continue to evaluate the financial liability of our roadways for on-going maintenance through pavement management to identify ways to be financially prudent with our tax payer resources	Public Works	Ongoing