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
HRDPM.COM
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.
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
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

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

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

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<thead>
<tr>
<th>Priority Level</th>
<th>Mayor/ Council Priority</th>
<th>Goal #</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A</td>
<td>CL, JT, BP, BP, JT</td>
<td>1</td>
<td>Focus on fine dining, culture dining, artsy dining, and ethnic dining options for future development in the City</td>
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<tr>
<td></td>
<td></td>
<td>2</td>
<td>Create a unique brand for Eastvale</td>
</tr>
<tr>
<td>1A</td>
<td>BP, AR, AR, BP</td>
<td>3</td>
<td>Create development standards for uniqueness to attract business; explore re-investing or re-inventing shopping centers</td>
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<td></td>
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<td>4</td>
<td>Look at flexibility in land use and zoning.</td>
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<td></td>
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<td>5</td>
<td>Be pro-active rather than reactive to determine best use/value of land</td>
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<td></td>
<td></td>
<td>6</td>
<td>Focus on Leal Property</td>
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<td>7</td>
<td>Partner with the Chamber on economic development</td>
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<td></td>
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<td>8</td>
<td>Search for new technology related companies to come to Eastvale</td>
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<tr>
<td>1B</td>
<td>AR, JF, CL</td>
<td>9</td>
<td>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</td>
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<td></td>
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<td>10</td>
<td>Develop or re-visit architectural standards</td>
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<td>11</td>
<td>Maximize City Hall as an economic tool for public benefit</td>
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<td></td>
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<td>12</td>
<td>Explore CCA possibilities</td>
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</tbody>
</table>
## TARGET #4 – ORGANIZATIONAL DEVELOPMENT

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<thead>
<tr>
<th>Priority Level</th>
<th>Mayor/ Council Priority</th>
<th>Goal #</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A</td>
<td>AR, TR, TR, JT, BP</td>
<td>1</td>
<td>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</td>
</tr>
<tr>
<td>3</td>
<td>AR</td>
<td>2</td>
<td>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)</td>
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<td>3</td>
<td>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.</td>
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<td>4</td>
<td>Continue to integrate contract staff with City staff related to training and development needs/teamwork</td>
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## TARGET #5 – FINANCE/BUDGET

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

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<thead>
<tr>
<th>Priority Level</th>
<th>Mayor/ Council Priority</th>
<th>Goal #</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>TR, CL, JT</td>
<td>1</td>
<td>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</td>
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<tr>
<td></td>
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<td>2</td>
<td>Evaluate the pavement management cycle</td>
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<td>3</td>
<td>Evaluate the implementation of a weed abatement schedule/program in public right of ways to maintain a clean city</td>
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ACTION PLANS
**TABLES OF CONTENTS**

<table>
<thead>
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<th>Target #1 – Communication / Community Engagement</th>
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<td>Target #2 – Public Safety</td>
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<tr>
<td>Target #3 – Economic Development</td>
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<tr>
<td>Target #4 – Organizational Development</td>
</tr>
<tr>
<td>Target #5 – Finance / Budget</td>
</tr>
<tr>
<td>Target #6 – Infrastructure</td>
</tr>
</tbody>
</table>

**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)
### Target #2: PUBLIC SAFETY

#### 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

#### Actions/Schedule for Priority “Level 1A” Goals

<table>
<thead>
<tr>
<th>Actions:</th>
<th>Responsible:</th>
<th>Time Frame:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increased Traffic Enforcement</strong></td>
<td>Eastvale PD</td>
<td>2019</td>
</tr>
<tr>
<td>• 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.</td>
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<tr>
<td><strong>Bicycle Safety Operations Bi-Anually</strong></td>
<td>Eastvale PD</td>
<td>2018/2019</td>
</tr>
<tr>
<td>• Eastvale PD will hold Bicycle Safety Operations bi-annually at all Eastvale schools.</td>
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<tr>
<td>• Students who are observed following bicycle safety laws are rewarded with a voucher for a free scoop of ice cream.</td>
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<tr>
<td>• Students who are observed not wearing a helmet or not following bicycle safety laws are issued warnings and given an educational pamphlet.</td>
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<tr>
<td><strong>DUI Checkpoints</strong></td>
<td>Eastvale PD</td>
<td>2018/2019</td>
</tr>
<tr>
<td>• Eastvale PD will continue to host DUI checkpoints throughout the year. At these checkpoints, educational materials will be distributed on DUI awareness and prevention.</td>
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<tr>
<td>• Saturation Enforcement Operation Patrol</td>
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<tr>
<td><strong>Education &amp; Outreach through OTS (Office of Traffic Safety) Grant</strong></td>
<td>Eastvale PD</td>
<td>2018/2019</td>
</tr>
<tr>
<td>• The OTS (Office of Traffic Safety) annually awarded grant includes funding towards DUI Awareness, Distracted Driving Awareness, Bicycle Safety &amp; Pedestrian Safety.</td>
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<tr>
<td>• The Eastvale Police Department will continue to host assembly presentations at Eastvale schools.</td>
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<tr>
<td>• Bicycle &amp; Pedestrian Safety focused interactive assemblies for students in grades K-12.</td>
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</table>
- **DUI Education & Awareness and Distracted Driving Awareness** focused interactive assemblies for grades 9-12.

### Pursue Grant Opportunities
- 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.

### Increase Public Information on Crime Statistics
- 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.

### Education & Awareness Through City Outreach Platforms
- 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.

### Walking Bus Campaign
- 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:
  - **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.
<table>
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<tr>
<th>Goal</th>
<th>Description</th>
<th>Owner</th>
<th>Status</th>
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</table>
| Partner with MADD | - 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. | Communications & Eastvale PD | 2019 |
| Community Development/Education | - Look to enhance roadway safety through design  
  - Drive to Eastvale, not *through* Eastvale  
  - Evaluate Connectivity Plan | City Manager’s Office/Planning | Ongoing |
**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

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<th>Actions:</th>
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<th>Time Frame:</th>
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</table>
| Restaurant Survey  
  - 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 |
### Target #3: **ECONOMIC DEVELOPMENT**

**Goal #3: Create value-added development.**
Create development standards for uniqueness to attract business; explore re-investing or re-inventing shopping centers

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<thead>
<tr>
<th>Actions:</th>
<th>Responsible:</th>
<th>Time Frame:</th>
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</thead>
<tbody>
<tr>
<td>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</td>
<td>Economic Development Manager/City Manager’s Office</td>
<td>2018/2019</td>
</tr>
<tr>
<td>Evaluate current practices and policies</td>
<td>Economic Development Manager</td>
<td>2018/2019</td>
</tr>
<tr>
<td>- Materials used (ex. Stucco)</td>
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<tr>
<td>- Trees</td>
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<tr>
<td>- Parking lot access/mobility</td>
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<tr>
<td>- Parking standards</td>
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<tr>
<td>- Identify leakages</td>
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<tr>
<td>- Seek opportunities to increase value per acre</td>
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<tr>
<td>Develop quality “Eastvale” design</td>
<td>Economic Development Manager/City Manager’s Office</td>
<td>2019</td>
</tr>
<tr>
<td>- Civic Center for people, prosperity and connection</td>
<td></td>
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<tr>
<td>- Art in Public Places</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluate/develop tree corridors</td>
<td>City Manager’s Office/Planning</td>
<td>2019</td>
</tr>
</tbody>
</table>
Target #4: ORGANIZATIONAL DEVELOPMENT

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.

### Actions/Schedule for Priority “Level 1A” Goals

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsible</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EVALUATE STAFFING LEVELS</strong>&lt;br&gt;Implement Systematic Department Evaluation Process, in order to determine proper staffing needs. (I. D. E. A.)&lt;br&gt;• Identify purpose and evaluate departmental needs&lt;br&gt;  - Conduct individual interviews for all staff and evaluate the data&lt;br&gt;  - Measure labor needs by hours, in order to properly staff each department&lt;br&gt;• Develop the process&lt;br&gt;  - Create/Revise classifications and job descriptions&lt;br&gt;  - Establish the classification and compensation process&lt;br&gt;  - Determine comparable agency salaries&lt;br&gt;  - Identify market averages to select Meet, Lead or Lag compensation&lt;br&gt;  - Make recommendations&lt;br&gt;• Execute the process&lt;br&gt;  - Update/develop classification recommendations&lt;br&gt;  - Fulfill department needs based off the preceding evaluation&lt;br&gt;• Analyze the process&lt;br&gt;  - Process the results&lt;br&gt;  - Prepare feedback</td>
<td>Human Resources/Finance</td>
<td>18/19 Mid-Year Fiscal Year</td>
</tr>
<tr>
<td><strong>EMPLOYEE RETENTION</strong>&lt;br&gt;• Allow employees to be part of the decision-making process&lt;br&gt;• Encourage open communication&lt;br&gt;• Reward and show appreciation formally and informally&lt;br&gt;• Offer affordable healthcare &amp; benefits&lt;br&gt;• Enhance our trusting and transparent environment&lt;br&gt;• Continue to build an opportunity for career growth</td>
<td>Human Resources/Finance</td>
<td>Continuously - 2018/2019</td>
</tr>
<tr>
<td><strong>EMPLOYEE TRAINING &amp; ENRICHMENT</strong></td>
<td><strong>Human Resources/Finance</strong></td>
<td><strong>Continuously - 2018/2019</strong></td>
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<tr>
<td>• Pursue opportunities to attend conferences, workshops and seminars</td>
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<tr>
<td>• Professional strategic coaching for selected staff</td>
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<tr>
<td>• Strength Development Inventory (SDI)/Core Strength Training</td>
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<tr>
<td>• Partnerships with local universities for discounted rates on tuition</td>
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<tr>
<td>• Establish an employee tuition reimbursement policy and budget</td>
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<table>
<thead>
<tr>
<th><strong>EMPLOYEE ATTRACTION/RECRUITMENT</strong></th>
<th><strong>Human Resources/Finance</strong></th>
<th><strong>Continuously - 2018/2019</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Implement NEOGOV</td>
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<tr>
<td>• Establish a Budget for recruitment advertisement</td>
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</table>

<table>
<thead>
<tr>
<th><strong>WORKPLACE CULTURE</strong></th>
<th><strong>Human Resources</strong></th>
<th><strong>Continuously - 2018/2019</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Establish a vision of organizational purpose</td>
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<tr>
<td>• Keep morale a priority</td>
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<tr>
<td>• Create a fun and positive environment</td>
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<tr>
<td>• Implement a survey and suggestion review process</td>
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<thead>
<tr>
<th><strong>TEAMBUILDING</strong></th>
<th><strong>Human Resources</strong></th>
<th><strong>Continuously - 2018/2019</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Employee retreats, appreciation activities, and outings</td>
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<tr>
<td>• Employee Recognition Committee</td>
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<tr>
<td>• Reward excellence in customer service</td>
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<tr>
<td>• Teach leadership values</td>
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<tr>
<td>• Incorporate public outreach with community and partnering agencies</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>EASTVALE CONNECTS/CARES</strong></th>
<th><strong>Human Resources</strong></th>
<th><strong>2019</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Research/develop internal and external team(s)</td>
<td></td>
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</tbody>
</table>
### 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

<table>
<thead>
<tr>
<th>Actions:</th>
<th>Responsible:</th>
<th>Time Frame:</th>
<th>Funding:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Streetlight Acquisition</strong></td>
<td>Finance/CM’s Office/Economic Development Manager</td>
<td>Ongoing through 2019</td>
<td>Acquisition funding via Banc of America</td>
</tr>
<tr>
<td>• Finalize acquisition of 4,000+ streetlights from JCSD via WRCOG</td>
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<tr>
<td>• Research sponsorship/leasing opportunities</td>
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<tr>
<td>o Mobile cell service extensions, etc.</td>
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<tr>
<td>• Ability to post City banners on all poles</td>
<td></td>
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<tr>
<td><strong>Research applicable “Smart City” concepts that could be implemented</strong></td>
<td>CM’s Office</td>
<td>Early 2019</td>
<td>Staff hours</td>
</tr>
<tr>
<td>• Determine feasibility</td>
<td></td>
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<tr>
<td>• Present potential plans of action to Council</td>
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<tr>
<td><strong>City Wide Wi-Fi</strong></td>
<td>Economic Development Manager/CM’s Office</td>
<td>Mid 2019</td>
<td>Staff hours</td>
</tr>
<tr>
<td>• Determine needs and feasibility of City-wide Wi-Fi vs. localized (or promoted) Hot Spots</td>
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<tr>
<td>• Connect w/ local businesses to eliminate redundancy</td>
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<tr>
<td>• Identify funding source to develop</td>
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<tr>
<td><strong>Take TOT measure to ballot for voter approval</strong></td>
<td>City Clerk’s Office</td>
<td>November 2020</td>
<td>Staff hours + election costs</td>
</tr>
<tr>
<td><strong>Secure Hotel Development</strong></td>
<td>Economic Development Manager/CM’s Office</td>
<td>2021</td>
<td>Staff hours</td>
</tr>
<tr>
<td>• Incentivize developers by front-loading TOT sharing</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>• Begin hotel build</td>
<td></td>
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</tbody>
</table>
**Target #5: Finance/Budget**

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

<table>
<thead>
<tr>
<th>Actions:</th>
<th>Responsible:</th>
<th>Time Frame:</th>
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</thead>
</table>
| The Eastvale Feedback Study will provide the following:  
  - 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. | Communications Team | October 2019 – November 2019 |

The RFP for this project is being drafted and will be posted by November 2018.

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.

The Community Satisfaction & Feedback Questionnaire will be launched early January 2019.

The results of this study will be presented to the City Council in February 2019.
### Target #2: PUBLIC SAFETY

**Goal #1: Enhance community quality of life.**
Expand community policing model and involve code enforcement

<table>
<thead>
<tr>
<th>Actions:</th>
<th>Responsible:</th>
<th>Time Frame:</th>
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</thead>
<tbody>
<tr>
<td><strong>Evaluate staffing needs</strong></td>
<td>Eastvale PD/Finance/Human Resources</td>
<td>Q1 2019</td>
</tr>
<tr>
<td>• Determine City’s needs and feasibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Measure labor needs by hours and duties</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Broaden the Community Policing Model</strong></td>
<td>CM’s Office</td>
<td>Q3 2019</td>
</tr>
<tr>
<td>• Assess current strengths, challenges, and values of community policing</td>
<td></td>
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<tr>
<td>• Build relationships to foster collaboration between the community and the department and address difficult systemic challenges</td>
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<tr>
<td>• Reduce crime and disorder by carefully examining the problems in neighborhoods and then applying appropriate problem-solving remedies.</td>
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<tr>
<td>• Develop community partnerships with Code Enforcement, businesses, and neighborhood watch captains.</td>
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<tr>
<td>• Leverage Public Safety Commission.</td>
<td></td>
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<tr>
<td><strong>Code Enforcement Community Policing</strong></td>
<td>Code Enforcement/Human Resources/CM’s Office</td>
<td>Q3 2019</td>
</tr>
<tr>
<td>• 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.</td>
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</table>
## 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

<table>
<thead>
<tr>
<th>Actions:</th>
<th>Responsible:</th>
<th>Time Frame:</th>
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</thead>
</table>
| **Evaluate staffing needs**  
- 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**  
- 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**  
- 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

<table>
<thead>
<tr>
<th>Target #5: FINANCE/BUDGET</th>
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</table>
| **Goal #4: Build City Hall.**  
Explore City Hall/Civic Center financing |

<table>
<thead>
<tr>
<th>Actions:</th>
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<th>Time Frame:</th>
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</table>
| Develop an award-winning budget:  
- 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  
- 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 |
**Target #2: PUBLIC SAFETY**

**Goal #2: Implement Public Safety Technology (ALPR)**
Implement the Automatic License Plate Reader (ALPR) program for public safety vehicles

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<thead>
<tr>
<th>Actions:</th>
<th>Responsible:</th>
<th>Time Frame:</th>
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</thead>
<tbody>
<tr>
<td>Award Contract for Purchase of Equipment</td>
<td>Public Works</td>
<td>January/February 2019</td>
</tr>
<tr>
<td>Installation of ALPR on mobile and fixed locations</td>
<td>Public Works</td>
<td>March-June 2019</td>
</tr>
<tr>
<td>Evaluate Effectiveness of ALPR System</td>
<td>Public Works/Eastvale PD</td>
<td>Q3 &amp; Q4 2019</td>
</tr>
<tr>
<td>Determine if a recommendation of ALPR System expansion should be considered</td>
<td>Public Works/Eastvale PD</td>
<td>Q1 2020</td>
</tr>
<tr>
<td>Identify other public safety technology that can be used to enhance effectiveness and efficiency of law enforcement and first responders</td>
<td>Eastvale PD/Eastvale FD</td>
<td>Q3 2019</td>
</tr>
</tbody>
</table>
Target #4:  ORGANIZATIONAL DEVELOPMENT

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)

<table>
<thead>
<tr>
<th>Actions:</th>
<th>Responsible:</th>
<th>Time Frame:</th>
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</thead>
<tbody>
<tr>
<td>Survey/Questionnaire</td>
<td>CM’s Office</td>
<td>2019/2020</td>
</tr>
<tr>
<td>• Kiosks, Touchpads-Happy or Not Feedback</td>
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<tr>
<td>• Online/Email-Survey Monkey, Survey Gizmo, Checkbox Survey, etc.</td>
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<tr>
<td>• In house pen and paper survey</td>
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</table>
### Target #5: FINANCE/BUDGET

#### Goal #5: Identify creative revenue opportunities.
Identify additional revenue opportunities

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<thead>
<tr>
<th>Actions:</th>
<th>Responsible:</th>
<th>Time Frame:</th>
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<tbody>
<tr>
<td>Think big and outside the box:</td>
<td>Economic Development</td>
<td>FY 18/19 and future years</td>
</tr>
<tr>
<td>• Small cell revenue due to purchase of street lights</td>
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<tr>
<td>• Future TOT revenue</td>
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<tr>
<td>• Franchise Agreements</td>
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<tr>
<td>Look at new and innovate business:</td>
<td>Economic Development/City Clerk’s Office</td>
<td>FY 18/19 and future years</td>
</tr>
<tr>
<td>• High end restaurants</td>
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<tr>
<td>• Retail</td>
<td></td>
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<tr>
<td>• Innovate shops</td>
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<td>• 2nd generation businesses</td>
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<tr>
<td>• Multi-use shops</td>
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<td>• Passport revenue</td>
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<tr>
<td>• Notary revenue</td>
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<tr>
<td>Diversify property tax to beyond 80% residential for economic stability:</td>
<td>Economic Development</td>
<td>FY 18/19 and future years</td>
</tr>
<tr>
<td>• Include higher density housing</td>
<td></td>
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</tbody>
</table>
### 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

<table>
<thead>
<tr>
<th>Actions</th>
<th>Responsible</th>
<th>Time Frame</th>
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</thead>
<tbody>
<tr>
<td>Community Design Charrette to Evaluate Opportunities to enhance People, Place, and Prosperity through design</td>
<td>CM, Planning, Public Works</td>
<td>Q1 or Q2 2019</td>
</tr>
<tr>
<td>RFP for Planning, Environmental, Design of extension of Limonite west of Archibald across Cucamonga Creek</td>
<td>Public Works</td>
<td>Q4 2018-Q1 2020</td>
</tr>
<tr>
<td>Construct Limonite west of Archibald across Cucamonga Creek</td>
<td>Public Works or Developer</td>
<td>Q3 2020- Q2 2021</td>
</tr>
<tr>
<td>Participate in Walk to School Day</td>
<td>City Wide</td>
<td>October</td>
</tr>
<tr>
<td>Participate in Bike to School Day</td>
<td>City Wide</td>
<td>May</td>
</tr>
<tr>
<td>Submit Active Transportation Grant for Scholar Way Trail to connect Leal Master Plan, Schools, Parks, and Santa Ana River</td>
<td>Public Works</td>
<td>Q3 2018</td>
</tr>
<tr>
<td>Submit Active Transportation Grant for Harrison Avenue to connect Regional Trails, Schools and Parks (Note: Harrison has been designated as a Regional Trail Connection)</td>
<td>Public Works</td>
<td>Q3 2018</td>
</tr>
<tr>
<td>Submit Highway Safety Improvement Program Grant for Intelligent Transportation System (Traffic Signal Synchronization, Traffic Management Center, Smart Interconnected Technology, Fiber &amp; Wireless Connectivity)</td>
<td>Public Works</td>
<td>Q3 2018</td>
</tr>
<tr>
<td>Implement Bike Lanes, Buffered Bike Lanes, Separated Bike Ways, Trails/Paths through routine street maintenance and a resurface/repurpose program</td>
<td>Public Works</td>
<td>On-going</td>
</tr>
<tr>
<td>Submit Caltrans Transportation Planning Grant to update the Circulation chapter of the General Plan and create ad mobility and Connectivity General Plan chapter</td>
<td>Public Works/Planning</td>
<td>Q4 2018 / 2019-2020</td>
</tr>
<tr>
<td>Review Trails Master Plan and Bicycle/Pedestrian/School Access Master Plan and Update (In conjunction with Caltrans Transportation Planning grant if needed)</td>
<td>Public Works/Planning</td>
<td>2019-2020</td>
</tr>
<tr>
<td>Work with Jurupa Community Services District to install Class I walking and bicycling trails in</td>
<td>Public Works/Planning</td>
<td>2019-2020</td>
</tr>
<tr>
<td>Existing Southern California Edison easements to connect to local parks, shopping, employment, and to regional trails</td>
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</tr>
<tr>
<td>Identify design improvements that can be applied to existing roadways to provide for shaded and inviting walkways and rest areas</td>
<td>Public Works/Planning</td>
<td>2019-2020</td>
</tr>
<tr>
<td>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</td>
<td>Public Works/Planning</td>
<td>2019-2020</td>
</tr>
<tr>
<td>Evaluate Key Intersection and Roadway bottlenecks and develop a strategy on enhancing these locations with new development and grant funding/TUMF</td>
<td>Public Works</td>
<td>2019-2020</td>
</tr>
<tr>
<td>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</td>
<td>Public Works/Planning</td>
<td>2019-2020</td>
</tr>
<tr>
<td>Evaluate if our roadways are over designed and if our reserve capacity is facilitating growth in neighboring communities that ‘drive through rather than to’ Eastvale or bypassing congestion on freeways</td>
<td>Public Works/Planning</td>
<td>2019-2020</td>
</tr>
<tr>
<td>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</td>
<td>Public Works</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>