

## City of Menifee Strategic Plan 2023-2028 Goals and Objectives Implementation Plan

Reporting Period: January 1-June 30, 2024.

Lead Point of Contact	Goal	Action/Task Required	Status	Updates (Jan 1 - June 30, 2024)
<b>1. Connectivity and Mobility</b>				
Public Works & Engineering: Capital Improvement Program (CIP)	1. A	Create a traffic mitigation plan to reduce congestion on Menifee's streets and roadways.	In progress - The Complete Streets Plan (CSP), the General Plan (GP), and Active Transportation Plan (ATP) collectively serve as the City's Traffic Mitigation Plan (TMP). Traffic mitigation projects identified in the TMP are incorporated and prioritized in the City's 5-year CIP. The CIP is updated annually through the budget process based upon available funding and changes in road and traffic conditions.	This fiscal year's CIP included 32 projects designed to mitigate and reduce traffic congestion on the city's streets and roadways based upon the TMP, including 9 completed projects and another 23 projects that are in the design (20) and construction (3) phases. A summary of these projects can be found on the City's website at <a href="http://www.cityofmenifee.us/CIP">www.cityofmenifee.us/CIP</a>
Community Services Public Works	1. B	Develop a transit mobility plan, identifying transportation options within the City.	Pending.	
Information Technology Public Works, Community Development, Economic Development	1.C.E.3	Initial implementation of Smart City and Broadband Master Plan to expand interconnectivity throughout the City's major corridors to improve traffic flow by increasing fiber optic connectivity to traffic signals and City facilities by 5% per year through June 2028.	Pending.	
Public Works & Engineering: CIP	1. D. 2	Adopt the Complete Streets Plan to improve multi-modal infrastructure and increase satisfaction with alternative modes of transportation throughout the City biennially through June 2028.	In progress - The Complete Streets Plan (CSP) will be presented to Council for adoption in summer 2024. The comprehensive biennial residential satisfaction survey placed on hold following 10/4/23 review of cost benefit by the City Council. Staff is evaluating alternative methods of gauging satisfaction.	During this reporting period, staff and the project consultant have identified specific project areas for the CSP. The draft plan was presented to Quality of Life Committee on 5/7/24. The CSP will be presented to Parks, Recreation, and Trails Commission on 6/6/24 and the Planning Commission on 6/12/24.
Community Development: Planning	1.F	Work with the County of Riverside, surrounding communities, and regional partners to assess and mitigate the impacts of growth and development outside City limits, providing for regional infrastructure development and essential services.	In progress - Memorandum of Understanding (MOU) between the City and County of Riverside to was adopted by the City Council on 09/06/23 and the Board of Supervisors 12/12/23.	Following an update provided during the 3/20/24 Council meeting, staff was directed to pursue a General Plan Amendment, Sphere of Influence (SOI) amendment, and annexation with CEQA (California Environmental Quality Act) for the 1,929 acres within the County of Riverside's Sun City Area Plan, extending from the City's easterly boundary at Briggs Road east to Leon Road, and from Domenigoni Road south to Scott Road.
Public Works & Engineering: CIP	1.1	Maintain an average roadway Pavement Condition Index (PCI) of 70 year-over-year through June 2028.	In progress - Completion of 25,920 centerline miles of road resurfacing in FY 2023/24 underway. The Pavement Management Program (PMP) Update Report to evaluate and prioritize pavement management projects is scheduled for completion by Spring 2025.	Funding for Pavement Management Program Index report update was approved with the FY23/24 mid-year budget adjustment. A Request for Proposal (RFP) is in process, with a PCI update scheduled for completion by Spring 2025.
Public Works & Engineering: CIP Finance	1.4	Increase grant funding for capital projects year-over-year through June 2028.	In progress - Total for FY23/24 - 10 grants awarded totaling \$41,214,367, with \$4,339,620 appropriated to support 13 CIP Projects. In FY2023/2024 there was a 64.9% increase in appropriated grant funds as compared to the prior fiscal year (\$2,632,129 received in FY 2022/2023).	During this reporting period, one grant (Cal Recycle Rubberized Pavement Grant) was awarded for \$163,677, with \$92,500 appropriated to support the following projects: Menifee Road Resurfacing - Simpson Rd to McCall Blvd (CIP 24-21), FY 24/25 Local Roads Asphalt/Concrete Resurfacing Program (CIP 25-07), and FY 24/25 Slurry Seal Program (PMP 25-01).

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<b>2. Unique Identity</b>				
Economic Development	2.A.2	Conduct a place-making and tourism feasibility study as part of developing Menifee as a destination city by December 2024.	In progress - RFP was released in December 2023 to assist in creating a Placemaking, Identity, and Tourism Master Plan to develop Menifee as a destination city. With no qualifying bids received following the proposal period, the scope of work was reviewed/updated, and the RFP was re-released. The feasibility study results are now anticipated to be completed by June 2025.	Scope of work for the Placemaking, Identity, and Tourism Master Plan RFP updated and re-released.
Community Services City Executive Office	2.B.1	Conduct a regional events assessment to identify a signature event that will help make Menifee a destination city by March 2024.	In progress - Assessment to be completed as part of the broader Placemaking, Identity, and Tourism Master Plan. RFP in progress. The target completion date has been shifted from March 2024 to December 2025.	Scope of work for the Placemaking, Identity, and Tourism Master Plan RFP updated and re-released.
Community Services City Executive Office Economic Development	2.C.3	Implement findings of the events assessment and hold the first annual signature event by December 2025.	In progress - Event to be identified/established based upon the broader Placemaking, Identity, and Tourism Master Plan. RFP in progress. The target completion date has been shifted from December 2025 to December 2026.	Scope of work for the Placemaking, Identity, and Tourism Master Plan RFP updated and re-released.

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<b>3. Community Engagement and Social Infrastructure</b>				
Information Technology City Executive Office	3. A. 3	Amplify and diversify communication to enhance community awareness and understanding by assessing City controlled websites and comply with regulatory standards by June 2024.	In progress - Consultant selected to complete website review/assessment to ensure compliance with the Americans with Disabilities Act (ADA).	IT staff selected and finalized contract with the consultant to complete website assessment to ensure ADA compliance.
City Executive Office Information Technology	3. A. 4	Amplify and diversify communication to enhance community awareness and understanding by producing and broadcasting two original videos per month by December 2024	In progress - 58 original content videos produced in FY 2023/2024, including monthly variety show "Show Me Menifee" and bi-weekly show "The Agenda Rundown."	27 original content videos produced during this reporting period.
City Executive Office Information Technology	3. A. 5	Amplify and diversify communication to enhance community awareness and understanding by increasing the number of residents registered to receive city alerts by 10% by June 2028	In progress - 10% increase in city website newsflash subscriptions in FY 2023/2024. (1066-1182)	2% increase in city website newsflash subscriptions during this reporting period. (1,163-1,182)
City Executive Office	3. A. 6	Amplify and diversify communication to enhance community awareness and understanding by increasing social media followers by 50% by June 2028.	In progress - 14% increase in social media followers (69,954 to 80,226) achieved during FY 2023/2024	9% increase in social media followers during this reporting period (73,435-80,226)
City Executive Office	3. B. D. 1	Increase opportunity for the community to gather and support belonging and connectedness by creating a facility development plan by December 2023.	In progress - Delivery method workshop planned for fall 2024.	
City Executive Office Community Services, City Attorney	3. B. D. 7	Work in collaboration with Valley-Wide Recreation and Park District (Valley-Wide) to unify the parks in Menifee to better service the needs of residents by June 2028.	In progress - RFP under way for completion of a fiscal impact and sustainability study to provide maintenance and recreation services to Valley-Wide parks within the city.	Following update provided during 4/17/24 Council meeting, staff was directed to conduct fiscal impact and sustainability study to provide maintenance and recreation services to Valley-Wide parks located within the city.
City Executive Office Community Services	3.C	Create engagement opportunities to enhance understanding and participation in City planning, community events, and activities.	In progress -Community outreach and engagement opportunities to enhance resident and business community understanding of City planning, community events, and activities are an integral element of all community development projects.	Community engagement opportunities were held for the following projects to give residents a chance to provide feedback and allow for an enhanced understanding of City planning, community events/activities: - Menifee Valley Specific Plan - residential, commercial, and industrial development. - Golden Meadows - residential community with park and clubhouse. - Development of Community Center - located at La Piedra Rd/Menifee Rd. - Development of the CSP.
City Executive Office	3. 2	Initiate a comprehensive biennial residential satisfaction survey by December 2023.	On hold - Comprehensive biennial residential satisfaction survey placed on hold following 10/4/23 review of cost benefit by the City Council. Staff is evaluating alternative methods of gauging satisfaction.	
Community Services	3. D	Develop unique park amenities, green spaces, trails, cultural and recreational facilities and programming that serves the diverse needs and desires of the community in alignment with the Parks Master Plan.	In progress.	During the reporting period, the following steps were taken to develop unique amenities and programming to address the diverse needs of the community: - Memorandum of Understanding (MOU) established with Perris Union High School District for launch of the Aquatics program in Summer 2024. - Held first Adaptive sports fair in February 2024, adding adaptive sports component to Mighty Me programming. - Banner Village Park grand opening - featuring City's first splash pad. - Quartz Ranch Park features pickleball and basketball courts. - Amended Menifee Valley Specific Plan development agreement approved on 2/21/24 including conceptual plans for open space recreation areas (baseball field, junior-sized Olympic pool, splash pad, nature trails, preservation of Granite Hill as permanent open space and pedestrian bridge connecting the Heritage Lake community to the south) along with small-scale agricultural activities focused on crops and animal husbandry.

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<b>4. Thriving Economy</b>				
Economic Development	4.A.1	Create an Incubator Feasibility Plan by December 2023.	On hold - Development of a Business Incubator Feasibility Plan and acquisition of a facility has been placed on hold pending further evaluation of business development needs and facility priorities. Exploring opportunities for collaboration in the community, working in partnership with the Menifee Valley Chamber of Commerce under the terms of the Sponsorship Agreement approved by Council on 11/15/23 and the Southwest Economic Development Coalition .	
Economic Development	4.A.4	Acquire facility for Business Incubator Program by December 2024.	On hold - Development of a Business Incubator Feasibility Plan and acquisition of a facility has been placed on hold pending further evaluation of business development needs and facility priorities. Exploring opportunities for collaboration in the community, working in partnership with the Menifee Valley Chamber of Commerce under the terms of the Sponsorship Agreement approved by Council on 11/15/23 and the Southwest Economic Development Coalition .	
Community Development Public Works/Engineering Economic Development	4.B.5	Streamline the development processes to support a business-friendly environment and establish metrics for monitoring the performance of the development departments to streamline operations by July 2024.	In progress - Staff is enhancing/streamlining reports associated the development project planning and permitting to better track, monitor, identify, and address project delays/issues timely. Additionally bond releases are now processed electronically and inspections are scheduled online and auto assigned to inspectors. These efforts help to save time and provide real-time information to users.	Building and Safety - expanded the use of Accela to streamline ongoing reporting and project status. All inspections are scheduled via portal and auto assign to inspectors. Public Works/Engineering - bond release processing has transitioned to electronic signature process allowing developers to be notified immediately when a bond reduction/release is completed.
Community Development: Planning Economic Development Public Works/Engineering	4.B.7	Streamline the development processes to support a business-friendly environment and create an incentive program to fast-track the development process for targeted industries by December 2024.	In progress - Draft incentive matrix completed and will serve as a foundational element of broader effort to streamline development process.	The draft incentive matrix is in the process of being reviewed by legal.
Economic Development	4.C.8	Partner with higher education institutions and stakeholders to create workforce development and execute Memorandums of Understanding (MOUs) for strategic partnerships by December 2025.	In progress - City elected representatives and staff working through the Southwest Riverside County Higher Education Coalition ("Coalition") to expand higher education in the region to include the four year degree programs required to support the workforce development needs of the region with a focus on science, technology, engineering and mathematics (STEM) programs.	On 3/06/24 two members of the City Council were appointed to the Coalition and a resolution was adopted acknowledging the need to expand public higher education in Southwestern Riverside County. This includes the proposed expansion of Cal State University San Marcos nursing, speech pathology, software engineering, business and human services courses at the Mt. San Jacinto College Temecula Valley Campus.
Economic Development	4.D.6	Create an Office and Lifestyle/Retail Development Incentive Program by June 2024.	In progress - A draft of the incentive matrix has been completed which will be the foundation of the Incentive Program.	The draft incentive matrix is in the process of being reviewed by legal.
Community Development: Planning Economic Development, Public Works	4.E.9	Develop and adopt a Specific Plan for the Economic Development Corridor Southern Gateway (EDC-SG) Innovation District to support the diversification of Menifee's economy by June 2026	In progress - Engaged consultant to develop the Southern Gateway Specific Plan and Environmental Report on 12/6/23. Plan development will take 18-24 months.	The Southern Gateway Specific Plan Council Ad-Hoc Committee was established in February 2024 with their first meeting held on 3/22/24. The Planning Commission Ad Hoc Subcommittee for the Southern Gateway Specific Plan project was established on 5/8/24.

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Economic Development	4.F.3	Provide enhanced entertainment amenities to increase Menifee's commercial tax base and create an attractive environment for businesses and workers and increase the number of new jobs added year-over-year.	<p>In progress - Staff is exploring data sources to provide statistics on consistent job growth with accurate number of new jobs in the City to serve as a baseline.</p> <p>Entertainment/dining experiences designed to promote lifestyle business development which result in new jobs into Menifee's workforce during FY 23/24:</p> <ul style="list-style-type: none"> <li>- Exquisite Tapas - Trivia nights, salsa dancing</li> <li>- Made Local Market - increased number of vendors at Foodie Fridays and The Trading Post events</li> <li>- Ready. Set. Game! - Expanded location due to demand for trivia nights and gaming tournaments</li> <li>- Clever Fox Escape Rooms - Transitioned all locations to Menifee and opened new escape rooms</li> <li>- Tacos and Tequila Grill and Cantina - Expanded location and added live entertainment</li> </ul>	<p>Entertainment/dining experiences designed to promote lifestyle business development which result in new jobs into Menifee's workforce during this reporting period:</p> <ul style="list-style-type: none"> <li>- Kitchen Studio - Paint and sip nights, comedy shows</li> </ul>
Finance	4.G.2	Create and maintain a financial sustainability plan to support city government for the long term by December 2024.	In progress - Developed 10-year financial forecasting model used to assess and track the city's long term financial health and evaluate the impact of changes in operational and economic conditions. Updated financial analysis and budget tracking reports and tools are being developed as part of the new Munis ERP system. These tools will be used to develop a financial sustainability plan, including efforts to diversify and strengthen City revenue, reserves and operational efficiencies.	
Finance	4.H.2	Increase reserve fund balances to support the financial sustainability of city government for the long term by December 2024.	In progress.	Fund Balance Policy updates presented to the Finance Council Sub-Committee on 5/7/24 and presented to City Council on 6/5/24 for consideration including reserve requirement increases, putting aside assigned fund balance for facilities, vehicle and equipment replacement, and larger more unpredictable on-going expenses such as insurance premiums/claims, and pension liability related costs.
Finance	4.I.2	Diversify revenue streams to support the financial sustainability of city government for the long term by December 2024.	In progress - Development team working to diversify the City's revenue by incentivizing a combination of commercial retail and industrial development in designated areas based upon the City's General Plan. Several new restaurants opened in the first half of FY 2023/2024 including Chic-fil-A and Popeye's that will help to increase sales tax revenue.	<p>13 million square feet (sq ft) of new industrial development and over 1 million sq ft of new commercial/retail development projects have been designated in key areas of the city. When completed, these projects will help to diversify the City's revenue streams to support municipal services and long-term financial sustainability. The projects that are currently in the entitlement, permitting, or construction phases include:</p> <ul style="list-style-type: none"> <li>- Liberty Center - 535,210 sq ft of industrial space, 60,561 sq ft of commercial retail space, and a hotel – in entitlement review</li> <li>- Motte Business Center – 1,135,840 sq ft of industrial space in entitlement review.</li> <li>- Hampton Inn Menifee – final construction documents have been submitted for the 70,000 sq ft, four story hotel including 71 rooms .</li> <li>- Boulders – 25,402 sq ft of office space, 8,616 sq ft commercial space – under construction</li> <li>- Gateway Commerce Center – 536,615 sq ft light industrial complex is in the final construction phase.</li> <li>- Nova Battery Energy Storage System is under construction.</li> </ul>
Finance	4.J.10	Implement an Enterprise Resource Planning (ERP) system to modernize and streamline City operations by June 2026.	In progress - Implementation of ERP budget and accounting system scheduled for 7/1/24. Implementation of HR, timekeeping and payroll modules scheduled on 1/1/25.	Finalized configuration settings for all modules. Established the framework for the crossover plan for both financial systems. Started the Human Capital Management sessions with HR and payroll. Account string conversions/workflow finalized. Train the Trainer courses conducted in May 2024 and End User training conducted June 2024.

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Community Development Information Technology	4.K.5	Create reports and establish metrics for monitoring the performance of the development departments to streamline City operations by July 2024.	In progress - Reports established to identify expired permits and monitor inspections and submittals.	Development of reports for Development Review Committee (DRC) response time and certificate of occupancy tracking underway.

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<b>5. Safe and Vibrant Community</b>				
Fire	5.A.1	Implement automatic aid agreements with adjoining fire departments to reduce response times by December 2023.	Completed - September 2023.	
Fire	5.A.4	Develop citywide response map with future planned development and road infrastructure improvements that guides fire service facility and resource allocations by June 2026.	Completed - April 2024.	Citywide response map was presented to City Council during 4/3/24 Fire Services Workshop. The map will be updated as the city grows to include future development plans.
Menifee Police Department (MPD)	5.A.5	Develop a response time matrix for the MPD by June 2026.	In progress.	Staff is working on a matrix that will show Average Response Times (ART) by patrol beat and percentage of calls responded to within the eight minutes. This will provide MPD with the ability to better understand resource needs and deploy resources.
Fire	5.A.8	Enhance public safety response times and provide community safety training including cardiopulmonary resuscitation (CPR), first aid, and automated external defibrillator (AED) as part of the Menifee Life Saver Program to 50 people per year through June 2028.	In progress - 531 people participated in Menifee Life Savers training program during FY 23/24.	325 people participated in the Menifee Life Savers training during this reporting period.
Human Resources and Risk Management	5.B.3	Develop and implement a citywide safety plan to enhance security and a sense of well-being in the community by June 2026.	In progress - Staff drafted the scope of work for the safety master plan to include goals and objectives established within existing projects, programs, and plans (General Plan, Emergency Operations Plan, Local Road Safety Plan, ATP, CSP, CIP).	Funding for preparation of the Safety Master Plan was included with the FY 2024/2025 mid-cycle budget adjustments presented on 5/15/24.
Menifee Police Department Public Works & Engineering: CIP	5.C.3	Improve safety infrastructure and technology to enhance the sense of security and well-being in Menifee by June 2026.	In progress - MPD is utilizing the Peregrine Technologies software program to view and analyze crime stats in real time with greater accuracy, helping to more effectively and efficiently deploy resources. City currently has 29 Automated License Plate Readers (ALPR) in service.	City is in process of obtaining 15 live view cameras within the Audie Murphy Ranch Community to help deter crime. Local Road and Safety Plan Project received \$1.5M from the Highway Safety Improvement Program (HSIP) grant to enhance traffic safety for drivers, pedestrians as part of the CIP 24-01. This project will install retro-reflective back plate on all City traffic signals and a leading pedestrian interval system at selected intersections with heavy pedestrian use.
All Departments	5.D	Support ongoing professional staff development.	In progress - Continued efforts to enhance Menifee University including expanded access/participation in the Leadership Academy and the Menifee Mentors program.	20 staff registered for Leadership Academy during the reporting period. The 2024 Menifee Mentors program launched with 30 participants.
Human Resources and Risk Management Fire and Police Department.	5.E	Create a community preparedness plan in collaboration with community partners to ensure the safety of Menifee's neighborhoods, businesses, and vulnerable places.	In progress - In FY2023/2024 nine AEDs were purchased/installed within the community as part of the Public Access Defibrillator Program (PAD).	PAD placed four AEDs within the community which aids the community preparedness plan. The Community Emergency Response Team (CERT) Program is scheduled to have a train the trainer course in July 2024 to have CERT certified community members train residents which would be a cost savings to the City.

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Menifee Police Department	5.F.7	Decrease pedestrian and bicycle fatalities in accordance with Vision Zero by 25% by June 2028.	In progress - There were 2 pedestrian/bicycle fatalities in 2023 and 0 fatalities in 2024.	<p>-PD staff conducted 2 safety presentations with Menifee Union School District.</p> <p>Public Works and PD working to improve traffic safety at schools with the following projects:</p> <ul style="list-style-type: none"> <li>- Romoland Grid Area – 3rd St – ATP CIP 23-04 – under construction</li> <li>- Pedestrian Crossing at Audie Murphy Road CIP 24-03 – in design</li> <li>- Romoland Elementary School – ATP CIP 24-04 – in design</li> <li>- Watson Road at Harvest Valley Elementary School – ATP CIP 24-15 – in design</li> <li>- La Piedra Road at Bell Mountain Middle School – ATP CIP 22-25 - in design</li> <li>- Paloma Wash Pedestrian Bridge CIP 22-13 – in design</li> <li>- Evans Road/Craig Ave Traffic Signal CIP 25-05</li> <li>- Bradley Road Widening near Paloma Valley High School Northern Entrance Project CIP 23-03 – under construction</li> </ul>
Community Services/Public Works	5.G.6	Develop a streetscape beautification plan to enhance the City's main transit corridors and gateways by December 2027.	Pending.	
Menifee Police Department	5.2	Partner with high schools to develop and implement a student public safety training program by December 2024.	In Progress.	Staff working on Traffic Safety Campaign, to include goals and objectives related to traffic safety which will be presented in MPD's quarterly update in 2024. Teen Driver Safety Program presented to Paloma and Heritage High Schools in Spring 2024.