



## **CITY OF MENIFEE**

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SUBJECT: Strategic Plan Update (2018-2023)

MEETING DATE: March 1, 2023

TO: Mayor and City Council

PREPARED BY: Rebekah Kramer, Assistant to the City Manager

REVIEWED BY: Rochelle Clayton, Assistant City Manager

APPROVED BY: Armando G. Villa, City Manager

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### **RECOMMENDED ACTION**

1. Receive and file an update on the implementation of the 2018-2023 Strategic Plan.

### **DISCUSSION**

#### **Background**

In July 2018, the Mayor and City Council adopted the 2018-2023 Strategic Plan consisting of four overarching goals including:

- Goal 1 – Safe & Attractive Community: Provide a full range of services that meet the highest professional and accredited standards of public safety by protecting life, maintaining order, and safeguarding property within our community.
- Goal 2 – Livable & Economically Prosperous Community: Develop mechanisms to foster a robust economy, solid educational opportunities, and jobs.
- Goal 3 – Responsive & Transparent Community Government: Foster efficient multi-modal communication to inform and educate our community to develop a clear sense of place and establish our unique identity.
- Goal 4 – Accessible & Interconnected Community: Create and maintain functionally appropriate, sustainable, accessible, and high-quality infrastructure and facilities.

The implementation plan lists the projects identified to meet the goals and objectives established by the Mayor and City Council in the Plan. This document has continued to evolve as new projects are introduced, and projects are reprioritized based on available resources, staffing, capital,

operating costs, and changes in technology. The implementation plan is divided into six areas including:

1. Public Safety
2. Land Use
3. Facilities
4. Infrastructure
5. Community Outreach
6. Workforce

Since the Plan was adopted in 2018, staff have continued to provide regular updates on the progress that has been made in completing the tasks outlined in the implementation plan including May 7, 2019, December 4, 2019, March 12, 2020 (workshop), January 20, 2021, March 15, 2021 (workshop), June 16, 2021, February 16, 2021 (workshop), and May 4, 2022.

### **Implementation Plan Update**

As of February 28, 2023, 74 percent of the 196 implementation plan tasks have been completed<sup>1</sup>. This includes 74 items that have been added to the task list since the Plan was adopted in 2018<sup>1</sup>. Since the last update was provided in May 2022, 19 tasks have been completed and another 21 items are scheduled for completion by July of this year. The remaining items on the implementation plan are longer-term or ongoing projects that will carry forward into the next five-year Strategic Plan (Attachment 1).

The implementation items that have been completed since the last update was provided in May 2022 include:

- ✓ Completion of the feasibility study to bring street sweeping services in-house as compared to contract services (Item #1.2.6b)
- ✓ Development I Fees (DIF) update (Item #1.4.9 and 2.3.1b)
- ✓ Activation of second fire paramedic unit (Item #1.6.3)
- ✓ Sphere of Influence analysis (Item #2.1.2-4)
- ✓ Creation of a phased plan for the development of the Evans Park property (Item #2.3)
- ✓ Development of a tourism backbone (Item #2.6.12)
- ✓ Exploration of opportunities for temporary use of City-owned property at Cherry Hills Blvd and Bradley Road (Item #2.6.20)
- ✓ City Hall, Police Station, and Maintenance Operations Center (MOC) space analysis and feasibility study (Item #3.2.1)
- ✓ Design and environmental for construction of the new Fire Station #5 (Item #3.4.3)
- ✓ Information Technology (IT) Strategic Plan (Item #3.5.3)
- ✓ Wayfinding signage location program plan development (Item #4.5.1b)
- ✓ Development of a funding strategy to support the Bradley Bridge over Salt Creek project (Item #4.9.3)
- ✓ Development of a social media policy (Item #5.2.1)
- ✓ Creation of interactive informational maps (Item #5.4.5)
- ✓ Development of memorandums of understanding (MOU) with health care/medical partners for Council consideration (Item #5.5.2)

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<sup>1</sup> Excluding tasks placed on hold or removed from implementation plan list identified in Attachment 1.

### ***Public Safety Projects (Implementation Plan Section 1)***

During this reporting period, the City completed a comprehensive public safety services assessment and established the Menifee Police Department (PD). Since its inception, the Menifee PD has opened a Police substation in Sun City, established the Menifee Homeless Task Force, assumed responsibility for the City's Code Enforcement Division, and implemented numerous program enhancements and ordinance updates. Since the May 2022 update, the PD has completed the implementation of the Illegal Dumping Enforcement Program to ensure that the City is able to deter and address illegal dumping activity. The review of the City's graffiti abatement, noise, foreclosed property registration, massage business, and weed abatement ordinances is underway and scheduled for completion by the end of the fiscal year. Additionally, an evaluation of the location and need for commercial truck routes in alignment with the City's General Plan Circulation Element is in progress. After completing this evaluation, City staff will prepare an ordinance establishing commercial truck routes for City Council consideration. The PD is acquiring the necessary equipment and training staff to integrate commercial truck route enforcement as part of the City's traffic enforcement program.

The development of a disaster recovery and safety master plan was added to the implementation list in May 2022, with the goal of becoming one of the safest cities in the county. While the City has made strides in addressing elements of the disaster recovery and safety master plan, achieving the goal of becoming one of the nation's safest cities will require the development and implementation of a comprehensive plan that covers all aspects of public safety. This effort will take more time than can be accomplished in a single year. As such, the development of the Safety Master Plan has been incorporated as a core element of the new Strategic Plan (2023-2028).

To further strengthen public safety a fire ladder truck was put into service in August 2021, and the new paramedic unit was put into service at Fire Station #7 located in Sun City in September 2022. The addition of the new paramedic unit is helping to provide better citywide coverage and reduce emergency response times. Fire Department staff are also working to develop a Fire Services Strategic Plan that will establish a long-term strategy to support fire services. Phase I of the Plan will be presented by the end of the fiscal year. Additional phases of the Plan will be integrated into the City's comprehensive Safety Master Plan. Once complete, this Plan will help guide the distribution of fire stations, personnel, and equipment to support fire services based upon the City's population, demand for services, and available resources and infrastructure.

### ***Land Use Projects (Implementation Plan Section 2)***

During the course of the last five years, the City has undertaken a wide range of community and economic development initiatives to help the City to build a robust economy, create educational opportunities, and foster job growth. These efforts have included the creation of a comprehensive economic development strategy establishing a blueprint for the diversification of the City's economy. Staff in the Economic Development Department have also created a foreign direct investment strategy and are on track to have the foreign affairs program in place by the end of this fiscal year. Once established, this program will help encourage foreign investment and assist local businesses to navigate the complexities of exporting goods. Since the last update provided in May 2022, the *Explore Menifee* campaign was launched with social media content, videos, and a visitor's guide scheduled for release this spring. These efforts are designed to help develop the

City's tourism industry. During this reporting period, the City's Development Impact Fees (DIF) were updated, and a comprehensive development code update has been completed. Each of these multiyear efforts are important elements required to build a strong economic base and provide the resources needed to support the City's infrastructure and essential services.

In October 2022, the City Council Sphere of Influence Ad Hoc Committee was established. Working together with the County of Riverside, the Winchester-Homeland Municipal Advisory Council (MAC), and other regional partners, this Committee has been tasked with identifying ways to address the impacts of growth and development in the unincorporated areas of Riverside County (i.e., physical and service infrastructure). Additionally, the City Council Parks Ad Hoc Committee was established in August 2022. Working in collaboration with City staff and Valley-Wide Recreation and Park District (Valley-Wide) the committee will seek ways to better serve the needs of Menifee residents as they relate to parks and recreational facilities and gain a greater understanding of the issues associated with any potential annexation/detachment process. The combined efforts of these two committees will continue into the next five-year Strategic Planning period, helping to address the regional infrastructure and services needed to serve City residents and businesses.

Since the Plan was adopted, the City has continued to add unique recreation amenities as parks are developed. This is exemplified with the addition of the Gale Webb Action Sports Park in November 2022 featuring a bicycle pump track and obstacle course and the addition of the agrarian-themed all-inclusive playground with a zip line currently under construction at Remington Park. The Parks Master Plan update scheduled for completion in the spring of this year will guide the City in determining the need for and placement of parks, trails, and recreational facilities moving forward.

### ***Facilities Projects (Implementation Plan Section 3)***

Since the Plan was adopted in 2018, the City has made investments in a range of facilities-related projects designed to better serve the community. These investments include the renovation of the police substation located on Bradley Road and the replacement of the Quail Valley Fire Station #5. Scheduled for completion in December 2023, the new Fire Station will be a state-of-the-art facility able to support more personnel and equipment.

Assessments of the current and future operational space needs for City Hall, the Police Station, and the Public Works MOC were completed in August 2022. These assessments provide an analysis of the maximum space requirements anticipated for each of these facilities based upon the City's growth projections for the next two decades, considered in relation to the size of the City-owned properties capable of supporting the specified City services. Given the projected cost and complexity of these facility development projects, careful consideration will need to be given to the timing of each project. City staff are in the process of completing a comprehensive analysis of financing options available to support the City's public facility infrastructure needs. This analysis will be used to help prioritize projects included within the CIP in relation to current and future needs, considered in combination with available resources.

The City has also made significant investments in assessing and upgrading antiquated information technology systems and equipment to improve efficiency while also protecting against cybersecurity threats. This includes the completion of the City's Information Technology (IT)

Strategic Plan and the IT Disaster Recovery and Business Continuity plan scheduled for completion by the end of the fiscal year.

***Infrastructure Projects (Implementation Plan Section 4)***

During the course of the last five years, the City has allocated 86% of the City's capital budget, totaling \$98 million, to transportation-related infrastructure projects. This includes but is not limited to the following projects:

- Pavement Management Program Update - Completed
- Scott Road/Interstate 215 Interchange Improvements (CIP 14-03) - Completed
- Holland Road Overpass (CIP 13-03) – In Progress
- Bradley Bridge Over Salt Creek (CIP 13-04) – In Progress
- Evaluation of Streetlights in the City's Rural Areas – Phase I Quail Valley Area (CIP 23-08) - In Progress

As part of the Welcome Mat Program, City staff have continued to seek grant opportunities that will provide for landscape and site improvements around the City's freeway interchanges. This effort will continue into the next five-year planning period with staff working to incorporate streetscape beautification as a core component of all major roadway improvement projects around the City's main corridors. Additionally, the development of the Citywide Signage and Wayfinding Program is well underway. Once complete, staff will begin to integrate signage enhancements as part of the City's CIP in conjunction with other streetscape beautification efforts. Completion of a Specific Plan for the Southern Gateway will continue into the next five-year planning period. This will be an essential element in guiding land use in this important economic development corridor.

Understanding the need for, and importance of having access to reliable internet service, the City is in the process of developing a Smart Cities & Broadband Master Plan scheduled for completion by the end of the fiscal year. The Plan will identify the need within the city for expanded broadband services and show that our community can financially support additional service providers to encourage service expansion throughout the city.

***Community Outreach Projects (Implementation Plan Section 5)***

During the course of the last five years, the City has made significant investments in improving transparency and providing better access to information about City operations and public records. With the establishment of the Communications Division, the City has enhanced public education and outreach through electronic and print publications (e.g. quarterly Menifee Matters magazine, homeowners association newsletters, and increasing the City's social media presence) in addition to holding regular *Chat with the City Manager* town hall meetings.

The City's website has been enhanced to provide greater public access to information. These improvements include the addition of an [online records lookup system](#), the establishment of an [online permitting portal](#), and the integration of the [Menifee Open](#) platform providing residents with easy access to information on the City's financial and strategic planning performance. The City

has also developed a wide range of [interactive maps](#) accessible through the City's website including:

- Capital Improvement Projects
- Land Development Projects
- Menifee Aerial History
- Menifee General Plan Land Use
- Menifee Parks
- Sub-watershed Look-up Tool
- Street Projects & Construction Updates
- Special District Look-Up Tool (coming soon)
- Voting Districts
- Zoning Map

In February, the City launched Menifee TV, the City's public, educational, and governmental (PEG) television channel enhancing the City's ability to share information with the community in a timely and transparent manner. Programming can be accessed through the City's website and using Spectrum and Frontier cable service. City staff are continuing to work with Mediacom to have Menifee TV added to their cable channel line-up. To support the channel and expand access to local programming, the City entered into a joint use agreement in May 2022, with Mount San Jacinto Community College District (MSJC) to share PEG channel programming. The joint-use agreement between the City and MSJC expands community access to the City's public meetings with the live broadcast of the City Council, Planning Commission, Parks, Recreation and Trails Commission, and Senior Advisory Committee meetings on MSJC's educational channel. Additionally, City staff are working with MSJC to finalize an agreement that will provide for the joint use of facilities including MSJC's new 5,000-seat football stadium, to support community events and programming.

#### ***Workforce Development Projects (Implementation Plan Section 6)***

To keep pace with the population growth and enhance municipal services in our community, the City has significantly increased the number of personnel serving the community in all departments since 2018. The Menifee University Program including, Menifee Leads, Menifee Mentors, Menifee Wellness, and Menifee Learns was established to support the professional growth and development needs of the City's workforce. In April 2022, the City launched a Leadership Academy as part of the Menifee University Program. To help ensure that the City is able to attract and retain top talent to better serve the needs of the community, a classification and compensation study in addition to an employee survey is scheduled for completion by the end of the fiscal year.

#### **Next Steps**

City staff will continue to work towards completion of the tasks remaining on the 2018-2023 Plan through the end of the fiscal year. Those items that will carry forward into the next five-year planning period are identified in the attached summary and have been incorporated into the 2023-2028 Strategic Plan.

**STRATEGIC PLAN OBJECTIVE**

This is an update of the 2018-2023 Strategic Plan; all objectives apply.

**FISCAL IMPACT**

There is no fiscal impact associated with the recommended action.

**ATTACHMENTS**

1. 2018-2023 Strategic Plan Implementation Task Summary – March 2023 Update