



CITY OF MENIFEE

SUBJECT: Adoption of the 2023-2028 Strategic Plan

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

RECOMMENDED ACTION

1. Review, discuss and adopt the City of Meniffee's 2023-2028 Strategic Plan.

DISCUSSION

Background

The Strategic Plan establishes the City's vision for the future and sets a roadmap for meeting current and future needs. The City is now in the final year of the 2018-2023 Strategic Plan and as such, it is important that as an organization we are proactive in establishing the goals and objectives that will carry the City forward into the next five-year period. To ensure that the use of resources align with the City's goals and objectives, the new Plan will need to be adopted prior to developing the budget for the upcoming fiscal year (July 1, 2023-June 30, 2024).

On August 17, 2022, the City engaged BerryDunn to facilitate the development of the next Strategic Plan. The BerryDunn team worked with City staff to complete an environmental scan of internal and external forces impacting the organization while also engaging the community in the process. Community engagement and outreach has included a wide range of stakeholder interviews and focus group meetings, in-person and virtual community forums, as well as online community and employee surveys. The City has also contracted with FlashVote to conduct a statistically validated community survey to identify the issues and priorities important to Meniffee residents. Information about the Meniffee's strategic planning process was shared through a centralized social pinpoint page posted on the City's website and promoted through text messages, email notifications, social media, and publications (i.e., Meniffee Matters, homeowners association newsletters, and community events). The information gathered from each of these sources was presented during a four-hour workshop held with the Mayor and City Council on January 10, 2023.

Based upon the information received during the Workshop on January 10, the BerryDunn team worked closely with City staff to prepare a draft Plan for review and consideration during a second Council workshop held on February 15, 2023. After receiving input from the Mayor and City Council during the February 15th workshop the Plan was further refined and is now presented for final adoption. The refinements made to the draft Plan are summarized below and shown by redline in Attachment 1.

- Objective D under the *Community Engagement and Social Infrastructure* strategic priority was revised to address the need for both cultural and recreational facilities in alignment with the Parks Master Plan scheduled for completion in May 2023.
- The performance measure associated with the creation of an incentive program to fast-track the development process was revised to clarify that the program will be geared towards targeted industries.
- Objective E under the *Safe and Vibrant Community* strategic priority was refined to state that the community preparedness plan will be developed in collaboration with the City's community partners to ensure the safety of Menifee's neighborhoods, businesses, and vulnerable places.
- Objective G under the *Safe and Vibrant Community* strategic priority was modified to reference the beautification of the streetscapes in the City's main corridors and gateways.
- The performance measure associated with the City's Pavement Condition Index (PCI) was revised to specify that the PCI will be maintained at an average rating of 70 through June 2028.

The 2023-2028 Plan includes updates to the City's Mission and Vision Statements and establishes the guiding principles, strategic priorities, and objectives for the coming five-year period. Performance measures designed to monitor progress towards the established goals and objectives are also included.

Mission and Vision Statements

A mission statement describes the organization's purpose or reason for existing. Based upon the input received from the Mayor and City Council, the City's Mission Statement was restructured and enhanced to include transparency as an essential element in fulfilling the City's purpose.

- **Mission Statement:** The City of Menifee provides essential services through teamwork, leadership, and transparency to improve the quality of life of our community.

A vision statement defines an organization's aspirations and desired future state. This should be a concise, forward looking, inspirational, statement aimed at improving the City. Incorporating the feedback provided by the Mayor and City Council the City's vision statement has been refined as shown below.

- **Vision Statement:** Menifee is a premier, safe, thriving, and inclusive city that offers vibrant neighborhoods and panoramic scenic vistas with a rich history, flourishing arts, cultural amenities, and diverse recreation opportunities that make Menifee a desired place to live, work, play, and stay.

Guiding Principles

Guiding principles reflect the moral values that establish the standard for behavior and attitudes within an organization. The four guiding principles included in the Plan represent the expectations for how the City will conduct its business, make decisions, and deliver programs and services to the community.

Guiding Principles

1. **People-Focused and Connected** – We create a sense of community by serving residents, businesses, employees, and visitors with compassion, kindness, and respect.
2. **Accountable and Fiscally Responsible** – We use City resources responsibly and take actions to retain the trust of our community.
3. **Responsive and Transparent** – We are honest, reliable, responsive, and open in our decision-making; creating environments for people to engage where all voices are heard.
4. **Solution-Oriented and Proactive** – We look to strengthen and enhance our community by anticipating needs, being innovative, and making decisions that are forward-thinking.

Strategic Priorities and Goals

Strategic priorities represent the most important areas of focus for the organization during the five-year planning period. The strategic priorities identified in the Plan are representative of the feedback provided by the Mayor and City Council following a review of the factors impacting the City identified through the environmental scan and community engagement process.

Strategic Priorities

1. **Unique Identity** - Engage in thoughtful and collaborative planning with stakeholders to develop a distinct sense of place that leverages the community's historic and scenic assets and makes the City a highly attractive and desired destination for residents, businesses, and visitors.
2. **Community Engagement and Social Infrastructure** – Create opportunities to bring people together, and enhance communication to amplify accessibility, increase awareness, and proactively deliver information to maintain quality of life and build a strong community.
3. **Thriving Economy** – Encourage intentional smart growth and support the City's business community so that residents have access to businesses, housing, employment, and well-paying jobs.
4. **Safe and Vibrant Community** – Provide exceptional public safety and maintain the City's attractive look and feel so that Menifee is one of the safest cities where residents and visitors are secure in their neighborhoods and surrounding spaces.
5. **Connectivity and Mobility** – Enhance accessibility and link the community with sustainable infrastructure to meet the City's needs.

The objectives outlined in the Plan are designed to support the vision for the future and fulfill the City's strategic priorities and goals, with performance measures established to monitor progress. Specific capital and operational projects will be prioritized based upon the City's adopted Strategic Plan and included within the City's Operating and Capital Improvement Program budgets.

Next Steps

Following the adoption of the 2023-2028 Plan staff will work with the BerryDunn team to develop an implementation action plan to support the established strategic goals and objectives. The implementation plan will be integrated within the City's Operating and Capital Improvement Program budgets.

STRATEGIC PLAN OBJECTIVE

Adoption of the City's 2023-2028 Strategic Plan involves all the Strategic Plan objectives.

FISCAL IMPACT

There is no fiscal impact associated with the recommended action.

ATTACHMENTS

1. 2023-2028 Revised Draft Strategic Plan
2. 2023-2028 Strategic Plan Final