Town of Yucca Valley

2015 Approved Strategic Plan

June 2016 Update

Town of Yucca Valley

Strategic Plan 2015

GOAL: *MOVING FORWARD…TOGETHER*

Moving Forward…Together…What does that mean? For the Town of Yucca Valley, Moving Forward Together means that we understand that real community progress is possible when we leverage our resources together to achieve our objectives.

When we Move Forward…Together as a ***Town***, we understand the need to be Engaged with our residents. We understand the expectation that the Town organization is to be Efficient in use of resources, and we are held Accountable for the delivery of essential services, such as public safety and infrastructure.

When we Move Forward…Together as a ***Community***, we understand the importance of a Secure community, with reasonable expectations of a safe environment at home and around Town. Further, our Community should be a Welcoming community both aesthetically in visual sight, and operationally with minimal barriers for all businesses – small, medium and large. We also appreciate the sense of a Balanced community that places an appropriate emphasis on quality of life as evidenced by the Community's recreational assets, reasonable support for arts and culture, and appreciation for natural amenities right outside our doors.

When we Move Forward…Together as a ***Region***, we understand the regional role of Yucca Valley as the Leader and economic hub in the Morongo Basin, continuing to support responsible growth of business that benefits the entire region. We act as an Advocate to ensure that the voice of the Morongo Basin is well represented at the regional, state and national levels. And finally, we stand as a Partner with our neighbors and colleagues in the reality that many of the services provided throughout the Basin are not confined to individual boundaries.

Moving Forward…Together

Town

Objective 1 – Engaged

Objective 2 – Accountable

Objective 3 – Efficient

Moving Forward…Together

Community

Objective 4 – Secure

Objective 5 – Welcoming

Objective 6 – Balanced

Moving Forward…Together

Region

Objective 7 – Leader

Objective 8 – Advocate

Objective 9 – Partner

Strategic Plan and Objectives

Moving Forward as a Town
June 2016

Goal	Objective	#	Strategy	Action Plan	Priority	Division	Status
Town	Engaged	1	**Ensure effective and efficient access to Town information**	Review and assess the Town's existing on-line web platform for efficiency and effectiveness. Identify strengths and weaknesses.	High	TC	Continue to monitor/update current site; Future website upgrades/replacement pending final IT Master Plan
Town		2		Develop a recommended transition plan for addressing the weaknesses, up to and including a complete website redesign, if warranted.	High	TC	Continue to monitor/update current site; Future website upgrades/replacement pending final IT Master Plan
Town		3		Ensure mobile access to the Town' s critical applications.	Med	TC	Options pending final IT Master Plan
Town	Engaged	4	**Utilize an effective multi-media platform to communicate with residents, businesses and stakeholders**	Use the Town's Social Media platforms on a weekly basis to communicate ongoing activities, information and needs	High	TC	Regular FB Updates implemented; Developing options for Twitter Accts from Town/Town Manager
Town		5		Develop metrics and analysis of various communication efforts to determine effectiveness of methods. Craft media preferences depending on targeted audience.	Med	TC	Underway; testing social media ad campaigns, timing of enews delivery; ongoing monitoring
Town	Engaged	6	**Provide the Community with clear options related to concerns raised throughout the Strategic Planning Outreach period**	Compare and contract existing service levels and existing resources with supplemental resources and corresponding service increases	High	TM	Underway; Ongoing communication with community at large, as well as with community advocates
Town		7		Conduct workshops as needed to ensure Community education on revenue and services level alternatives as directed by Council	High	TM/FIN	Ongoing through budget process and through alternate budget development scheduled for Summer 2016
Town		8		Prepare potential project lists for council prioritization that reflect alternative funding sources	High	All	Ongoing through budget process and through alternate budget development scheduled for Summer 2016
Town	Efficient	9	**Evaluate and provide cost effective Community Services programs and services**	Continue joint Museum/Recreation programming model. Evaluate staffing levels/structure to provide proper oversight.	High	CS	Addition of FT Rec Coordinator in July will enhance planning and oversight.
Town		10		Explore alternative labor strategies to augment limited staff resources and adjust to minimum wage increase. Execute pilot programs to evaluate the viability of contract staff and volunteer resources.	High	CS	Evaluation of options underway including revision of YC to include youth summer volunteer program. PRCC to review in Sept.
Town	Efficient	11	**Evaluate and provide cost effective Community Services programs and services**	Evaluate current and anticipated conditions that affect delivery of services; make sound recommendations for addressing deficiencies.	Medium	CS	Streamlining office operations/processes to maximize staff productivity.

Moving Forward as a Town
June 2016

Goal	Objective	#	Strategy	Action Plan	Priority	Division	Status
Town	Efficient	12	**Ensure that financial policies are relevant to current business practices**	Review finance policies and update on a bi-annual basis to endure that best practices are followed and are in the best interests of the Town.	High	FIN	Investment Policy was updated in March 2016. Purchasing Policies are scheduled for review in Summer 2016. Reserve Policy is scheduled for review in Fall 2016.
Town	Efficient	13	**Ensure municipal human resource management best practices in the administration of the Town's critical HR functions**	Promote the widest candidate pool as practically possible for Town employment opportunities	Med	HR/RM	Not Started
Town		14		Research and identify an online application program that allows for more convenience for interested candidates.	Med	HR/RM	In process of researching options.
Town		15		Review Employee Handbook and revise as necessary to be consistent with current legal requirements and municipal human resources best management practices.	High	HR	Will be bringing forward to Council in August 2016.
Town	Efficient	16	**Provide a functional IT network and system that allows and supports workplace efficiencies and experiences minimal disruptions**	Develop an updated IT Master Plan that identifies the Town's current and future IT hardware and software needs, including costs and implementation timelines and priorities.	High	IT	Working on an IT Master Plan that will assist with updating our IT systems.
Town	Efficient	17	**Provide enhanced solid waste and recycling opportunities for Town residents**	Encourage additional solid waste and recycling opportunities by supporting the franchise hauler's plan to build a new local transfer station.	High	SW	Underway; Franchise Hauler new facility CUP approved 01/16;
Town		18		Develop an updated franchise agreement with the Town's solid waste and recycling provider to meet the Town's solid waste and recycling goals, as well as State mandates.	Medium	SW	Initial work underway; current timeline suggestes winter 2016/17 for public hearing process.
Town	Efficient	19	**Provide professional customer service alternatives for residents, businesses and visitors**	Review the Town Hall's current operating hours for access, and recommended any changes as needed.	High	TC	Not Started
Town		20		Review on-line access to additional frequent Town Hall customer inquiries/needs for efficiency and effectiveness	Med	TC	Underway; ongoing inquiry monitoring; Online customer service system updated as needed. Next step: department review of current content.
Town	Efficient	21	**Enhance customer service options for businesses and residents through consolidated services**	Continue long-term planning for consolidated Town hall services	Med	TM/CD	Concept started; awaiting completion of Yucca Valley Branch Library lease extension
Town	Efficient	22	**Develop public infrastructure systems to serve the community's needs**	Ensure sufficient financial resource recommendations to properly develop and maintain existing and proposed public infrastructure.	High	CD/PW	Maintenance Plan for new street infrastructure constructed by HDWD 75% completed. Fiscal analysis of remaining available funds 75% completed.

Moving Forward as a Town
June 2016

Goal	Objective	#	Strategy	Action Plan	Priority	Division	Status
Town	Efficient	23	**Provide additional economic opportunities for Old Town Development and the prior PFF property**	Review the Town's inherited RDA properties in the Old Town Area the the prior PFF area to determine feasibility of development opportunity options	High	TM/CD	Not Started
Town	Accountable	24	**Ensure accounting software supports secure, transparent and efficient management of the Town's financial and accounting records**	Manage the selection, transition and implementation of new financial and accounting software to replace outdated software.	High	FIN	RFP for new software is scheduled to be released in June 2016. Conversion and implementation scheduled for Spring 2017.
Town		25		Manage the selection, transition and implementation of new financial and accounting software to enable online services and citizen access to financial data in a summarized manner for transparency and efficiency.	Med	FIN	Online financial services have begun conversion process and are scheduled to be available to public in Fall 2016.
Town	Accountable	26	**Provide a positive and responsible work environment for Town Employees**	Incorporate policy direction relative to employee classification and compensation per Council guidance	High	HR	Completed 2/16/2016.
Town		27		Research, develop and propose effective wellness program for staff to correlate with our current Health plans	Med	HR	Meeting with insurance broker in June to review.
Town	Accountable	28	**Maintain efficient and effective management of the Town's critical records according to Municipal Record's Management Best Practices**	Assess the Town's existing records storage practices and facilities.	High	TC	In progress, records storage practices being analyzed.
Town		29		Develop a recommended physical storage plan to implement best practices as needed.	High	TC	Not Started
Town		30		Maintain adherence to the Town's approved Records Retention Schedule	Med	TC	Ongoing: Maintenance/oversight of Town records continues.
Town		31	**Maintain efficient and effective management of the Town's critical records according to Municipal Record's Management Best Practices**	Identify an inventory of records recommended for electronic storage as well as a related transition plan	Med	TC	Not Started
Town		32		Assist in the review and/or development of a comprehensive electronic communication policy, inclusive of required retention policy	High	TC/IT	In progress. Will be working on IT policies during IT Master Planning.

Color Key

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Moving Forward as a Community
June 2016

Goal	Objective	#	Strategy	Action Plan	Priority	Division	Status
Community	Secure	1	**Provide an effective and efficient Public Safety Plan for the Community**	Review and analyze the existing Public Safety Contract provisions, and reconcile with recent data. Provide service level alternatives and configurations for Council consideration.	High	PS	Prior Year review complete; preferred service level options identified and presented to Council. Awaiting further community action.
Community		2		Review and analyze existing volunteer programs and develop alternatives that can effectively supplement contract services, including Neighborhood Watch, COP and SAR.	High	PS	Neighborhood Watch quarterly meetings started in 2016. COP classes underway.
Community		3		Propose alternative programming options beyond funded levels for potential community consideration that address specific needs.	High	PS	Ongoing through budget process and through alternate budget development scheduled for Summer 2016
Community	Secure	4	**Allow reasonable access to Public Safety personnel to address specific concerns**	Review community engagement opportunities with the Sheriff's Department to ensure appropriate community access.	Med	PS	Underway; community outreach includes Rotary updates, Watchmen Group meetings; Reg Council Mtgs
Community	Secure	5	**Ensure community is prepared for disasters**	Stay engaged with County OES, keep Emergency Plans updated (i.e.: EOP, Hazard Mitigation, etc.) Utilize social media to keep citizens informed.	High	EO	Hazard Mitigation Plan update will be started in summer 2016. Social media is used on an ongoing basis.
Community	Secure	6	**Promote emergency preparedness of Town Staff**	Provide employees with the opportunity to attend specialized emergency management training. Provide information about preparedness at home and in the workplace.	Med	EO	Grant funds are utilized to send staff to specialized training on an ongoing basis.
Community	Secure	7	**Ensure the Town has access to a functional EOC in the event of activation**	Review near-term functionality of the Town's EOC, and begin development on longer-term solution	Med	EO	Not started.
Community	Secure	8	**Ensure Town Reserves are at a conservative level to provide for uncertain economic future**	Review Reserve Policy on an annual basis to determine sufficient levels for economic realities.	High	FIN	Reserve Policy is scheduled to be reviewed in Fall 2016.
Community	Welcoming	9	**Establish the Town as a welcoming community for businesses, residents, and visitors alike**	Review the Town's existing Community Relations plans and activities to ensure maximum exposure in critical areas	High	PIO	Not Started
Community		10		Offer to host a League DMD meeting	Med	PIO	Not Started
Community	Welcoming	11	**Establish the Town as a welcoming community for businesses, residents, and visitors alike**	Review the Town's partnership with the Desert Regional Tourism Agency and provide input and recommendations as appropriate	High	PIO/FIN	Initial discussions with DRTA on potential CWC modifications and alternatives.
Community		12		Review the Town's partnership with the Chamber of Commerce and provide input and recommendations as appropriate	High	PIO/FIN	Review pending results of DRTA modifications.

Moving Forward as a Community
June 2016

Goal	Objective	#	Strategy	Action Plan	Priority	Division	Status
Community	Welcoming	13	**Promote improved maintenance and appearance of private and public properties along SR 62 & SR 247**	Continued implementation of proactive Code Compliance programs on SR 62 and SR 247.	High	CD	Program continuing with prioritization on SR 62/247 based upon avialable resources.
Community	Welcoming	14		Evaluate public infrastructure standards designed to enhance streetscape improvements	Med	CD	Not Started
Community	Welcoming	15	**Enhance neighborhood property values and public safety**	Evaluate and implement Code Compliance and Animal Control neighborhood programs that maintain and enhance property values and neighborhood safety.	High	CD	Existing resources are fully implemented towards this strategy.
Community	Balanced	16	**Provide an balanced schedule of safe and beneficial recreational alternatives for Yucca Valley residents and visitors**	Solicit input from user groups, contract providers and community organizations for program improvements and innovations.	High	CS	Incorporating input from YC, PRCC and staff and to update YC program as well as fall/winter offerings.
		17		Provide leadership, collaboration, support and professional interaction with the public, commissioners, council members, community organizations and other agencies, including the Boys and Girls Club, MBYSA, TVLL and other basin youth sport organizations.	High	CS	Met with youth sports groups at June Sports Council meeting. Also particpated in stakeholder meeting hosted by CHG to discuss future Aquatics Center project.
Community	Balanced	18	**Provide quality senior services and activities**	Develop potential alternatives to partner with County and provide enhanced programming and social activities.	High	CS	County alternatives not started. Working with Senior Club to enhance senior programs through sponsored lectures and other activities.
Community		19		Develop potential alternatives for phased Senior Center refurbishment.	Med	CS	Not Started
Community	Balanced	20	**Promote community development consistent with the Town General Plan's Vision and Values**	Continue Development Code policy and regulation review consistent with Town Council priorities as established in the Town's General Plan.	Med	CD	No major code revisions underway. Policy issues to be addressed on case by case basis.
Community	Balanced	21	**Provide an balanced schedule of safe and beneficial recreational alternatives for Yucca Valley residents and visitors**	Evaluate current programs and events with regard to relevance, benefits and economy. Communicate with professional organizations to identify current trends and practices.	High	CS	Worked with PRCC to identify underperforming programs and introduce new offerings for fall/winter 2016-17.
Community	Balanced	22	**Maintain quality of life by providing recreational activities for patrons of all ages**	Seek program options that maximize recreational assets and enhance offerings, particularly for seniors and young children.	High	CS	Seeking additional contract classes to benefit seniors and toddlers. Addition of FT Rec position will be helpful.

Moving Forward as a Community
June 2016

Goal	Objective	#	Strategy	Action Plan	Priority	Division	Status
Community	Balanced	23	**Maintain quality of life by providing cultural activities for patrons of all ages**	Review and define the cultural mission of the Hi Desert Nature Museum within the Town's Community Service Offerings	High	CS	Completed HDNM 2016-2020 Strategic Plan.
Community		24		Explore paths to expand museum operations.	Med	CS	Needs outlined in strategic plan.
Community	Balanced	25	**Maintain quality of life by providing cultural activities for patrons of all ages**	Increase presence of HDNM as center for natural history education and preservation/interpretation of the Basin's cultural heritage.	Med	CS	Strategy outlined in HDNM Strategic Plan to be presented to TC in August.
Community		26		Identify and propose potential HDNM updates and modifications to support the refined focus on natural history and education.	Med	CS	Strategy outlined in HDNM Strategic Plan to be presented to TC in August.
Community		27		Strengthen relationship with JTNP. Implement exhibit reorganization to enhance experience for tourists and frequent visitors.	Med	CS	Strategy outlined in HDNM Strategic Plan to be presented to TC in August.

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Moving Forward as a Region
June 2016

Goal	Objective		Strategy	Action Plan	Priority	Division	Status
Region	Leader	1	**Continue to develop the Town as a regional retail hub**	Solicit specific retail operations based on Gap analysis and areas of identified need	High	TM	Engaged HdL to assist; contract authorized May 2016
Region	Advocate	2	**Support the Morongo Basin Pathway concept**	Work with regional partners in developing opening dialog about the long-term MBP vision	Med	CD	Initial meeting with SANBAG staff;
Region		3		Continue to collaborate with ongoing project proponents to establish realistic project goals	Med	CD/TM	Town participating in SANBAG Safe Routes to School Phase II study, as well as Points of Interest Pedestrian Plan planning process.
Region	Partner	4	**Engage with community partners in Emergency Management preparation and response**	Foster community partnership relationships by participating in bi-annual planning meetings, exercises and continuous communication.	High	EO	A bi-annual meeting is held with all first responder agencies. A Morongo Basin COAD is being developed for nonprofit and faith-based groups.
Region	Partner	5	**Assist in providing an expanded Public Library facility**	Work with the County to develop program options that will expand Library services to Town and region residents	Med	TM	Preliminary negotiations complete. Development of a lease extension underway.
Region	Partner	6	**Ensure quality Emergency Fire and Medic services to Town residents**	Partner with the San Bernardino County Fire Department to review and analyze existing EMT services and facilities	Med	TM	Completed with presentation to Town Council by SBC Fire. Identified strengths and weaknesses.
Region		7		Partner with the San Bernardino County Fire Department to review options for relocation of the new fire truck to maintain that asset within or near Town limits	Med	TM	Dialog opened through communciaton with SBC CEO and Fire Captian. Political support ongoing.
Region		8		Develop potential alternatives to advocate for expanded EMT facilities that will provide enhanced services and response times within the Town and greater basin	Med	TM	Dialog opened through communciaton with SBC CEO and Fire Captian. Political support ongoing.
Region	Partner	9	**Support Hi Desert Water District in the delivery of the regional wastewater project**	Continue to coordinate with HDWD and the Regional Water Quality Control Board on construction of the wastewater collection and treatment system.	High	TM/CD	Engineering staff participates in monthly project meetings with HDWD staff. Plan review process is coordinated.

Moving Forward as a Region
June 2016

Goal	Objective		Strategy	Action Plan	Priority	Division	Status
Region	Partner	10	**Encourage and promote an efficient and safe regional transportation network**	Coordinate with Caltrans, SANBAG, County and City of 29 Palms on regional road capacity and safety programs.	High	TM/CD	Town will address intersection of SR 62 and Sage with Caltrans, ie: highest accident intersection in Town; Town monitors annual traffic volumes and accident locations for coordination with Caltrans, if necessary.
Region	Partner	11	**Encourage and promote adequate public transportation systems that serve the Morongo Basin**	Continue through Morongo Basin Transit Authority participation ongoing monitoring of necessary public transit service levels	Med	TM/CD	Town monitors ridership levels and coordinates public transit needs with private land development projects.
Region	Partner	12	**Promote various employment opportunities for local residents**	Work with regional partners including CMC, MUSD and the County to identify potential regional employment drivers	Med	TM	Not started.

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