

# ***Town of Yucca Valley***



## ***2018-2020 Adopted Strategic Plan***

**March 6, 2018**

## ***Town of Yucca Valley***

Strategic Plan 2018-2020

### **GOAL: CONTINUING FORWARD...TOGETHER**

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

When we Continue 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 Continue 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 Continue 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**

Town of Yucca Valley  
2018-20 Strategic Plan

Strategic Plan and Objectives



**Continuing Forward as a Town  
FY 2018-20**

Goal	Objective	#	Strategy	Action Plan	Priority	Division
Town	Engaged	1	<b>Ensure effective and efficient access to Town information</b>	Review and assess the Town's existing on-line web platform for efficiency and effectiveness. Identify strengths and weaknesses.	High	IT/TC
Town		2		Develop a recommended transition plan for addressing the weaknesses, up to and including a complete website redesign, if warranted.	High	IT/TC
Town		3		Ensure mobile access to the Town's critical applications.	Med	IT/TC
Town	Engaged	4	<b>Utilize an effective multi-media platform to communicate with residents, businesses and stakeholders</b>	Use the Town's Social Media platforms on a weekly basis to communicate ongoing activities, information and needs	High	TC
Town	Engaged	5	<b>Engage the Community with clear options related to programming afforded through Measure Y</b>	Complete and launch Measure Y Communication and Outreach Campaign	High	TC
Town	Efficient	6	<b>Evaluate and provide cost effective Community Services programs and services</b>	Provide expanded museum hours, raise museum operations to professional standards, and provide museum access for the public and visitors through funding of P/T Museum Assistant position.	High	CS
Town		7		Implement P/T Senior Center Recreation Leader II position approved and funded through Measure Y.	High	CS/HR

**Continuing Forward as a Town  
FY 2018-20**

Goal	Objective	#	Strategy	Action Plan	Priority	Division
Town	Efficient	8	<b>Ensure that financial policies are relevant to current business practices</b>	Many fiscal policies have been updated in FY2016-18 and several have been added. A review of existing policies and need for new policies will begin in Spring 2019. A comprehensive review and assessment of the Business Registration Program is also planned for the upcoming year.	High	FIN
Town	Efficient	9	<b>Ensure municipal human resource management best practices in the administration of the Town's critical HR functions</b>	Research and implement an online application program that allows for more convenience for interested candidates.	Med	HR/RM
Town	Efficient	10	<b>Provide a functional IT network and system that allows and supports workplace efficiencies and experiences minimal disruptions</b>	Continue implementing the IT Master Plan by upgrading staff to Office 365, replacing thin clients with desktop computers, and replacing outdated computers with new ones, utilizing grant funds where applicable.	High	IT
Town	Efficient	11	<b>Provide enhanced solid waste and recycling opportunities for Town residents</b>	Work with hauler to provide an enhanced recycling drop-off for residents at new transfer station to provide easier opportunities for recycling and help prevent illegal dumping.	High	SW
Town		12		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
		13		Work with hauler and local organizations in identifying food recovery options for local businesses in order to comply with organics recycling legislation (SB 1826).	High	SW

**Continuing Forward as a Town  
FY 2018-20**

Goal	Objective	#	Strategy	Action Plan	Priority	Division
Town	Efficient	14	<b>Provide professional customer service alternatives for residents, businesses and visitors</b>	Review on-line access to additional frequent Town Hall customer inquiries/needs for efficiency and effectiveness	High	TC
Town	Efficient	15	<b>Enhance customer service options for businesses and residents through consolidated services</b>	Accelerate long-term planning for consolidated Town hall services to commence with library transition	Med	TM/CD
		16		Develop initial range of relocation options and funding model for a permanent Town Council chambers to maximize efficiency for Council, Commission and public meetings	Med	TM/CD
Town	Efficient	17	<b>Provide additional economic opportunities for Old Town Development and the prior PFF property</b>	Review the Town's inherited RDA properties in the Old Town Area the prior PFF area to determine feasibility of development opportunity options	High	TM/CD
Town	Accountable	18	<b>Provide a positive and responsible work environment for Town Employees</b>	Update classification and compensation study and review with Town's Personnel Ad Hoc Committee	High	HR
Town		19		Research, develop and propose effective wellness program for staff to correlate with our current Health plans	Med	HR
Town		20	<b>Maintain efficient and effective management of the Town's critical records according to Municipal Record's Management Best Practices</b>	Identify an inventory of records recommended for electronic storage as well as a related transition plan	Med	TC
Town		21		Assist in the review and/or development of a comprehensive electronic communication policy, inclusive of required retention policy	High	TC/IT

## Continuing Forward as a Community

FY 2018-20

Goal	Objective	#	Strategy	Action Plan	Priority	Division
Community	Secure	1	<b>Provide an effective and efficient Public Safety Plan for the Community</b>	Review and analyze existing volunteer programs and develop alternatives that can effectively supplement contract services, including Neighborhood Watch, COP and SAR.	High	PS
Community	Secure	2	<b>Allow reasonable access to Public Safety personnel to address specific concerns</b>	Review community engagement opportunities with the Sheriff's Department to ensure appropriate community access.	Med	PS
Community	Secure	3	<b>Ensure community is prepared for disasters</b>	Stay engaged with County OES, keep Emergency Plans updated (i.e.: EOP, Hazard Mitigation, etc.) Utilize social media to keep citizens informed. Complete Hazard Mitigation Plan for final approval.	High	EO
Community	Secure	4	<b>Promote emergency preparedness of Town Staff</b>	Provide employees with the opportunity to attend specialized emergency management training. Provide information about preparedness at home and in the workplace. Hold an emergency/active shooter training and exercise in each of the two years.	Med	EO
Community	Secure	5	<b>Ensure the Town has access to a functional EOC in the event of activation</b>	Engage SBCFD with respect to a shared/joint EOC in a new fire station facility.	Med	EO
Community	Welcoming	6	<b>Establish the Town as a welcoming community for businesses, residents, and visitors alike</b>	Review the Town's existing Community Relations plans and activities to ensure maximum exposure in critical areas	High	PIO
Community	Welcoming	7	<b>Establish the Town as a welcoming community for businesses, residents, and visitors alike</b>	Expand the Town's utilization with the Desert Regional Tourism Agency and JTGC provide input and direction as appropriate	High	TM



**Continuing Forward as a Community  
FY 2018-20**

Goal	Objective	#	Strategy	Action Plan	Priority	Division
Community	Welcoming	8	<b>Promote improved maintenance and appearance of private and public properties along SR 62 &amp; SR 247</b>	Continued implementation of proactive Code Compliance programs on SR 62 and SR 247.	High	CD
Community	Welcoming	9		Present alternative Parkway design standards to the Council for direction and initial action.	Med	CD
		10		Complete assessment of signage along SR 62 and provide alternatives for updating and modernization		
Community	Welcoming	11	<b>Enhance neighborhood property values and public safety</b>	Present additional program options to Council for expanded public nuisance abatement; continuing work toward identified properties.	High	CD
Community	Balanced	12	<b>Provide a balanced schedule of safe and beneficial recreational alternatives for Yucca Valley residents and visitors</b>	Explore options for Yucca Valley "Signature Events" to be reviewed by the PRCC and recommended to TC.	High	CS
		13		Parks Master Plan Update process underway with input/needs assessment to be solicited from local stakeholders including youth sports organizations, Town Council/Commissioners, local agencies and the public. Include potential of Aquatics Center/Gym facility in process.	High	CS
		14		Assess and review infrastructure opportunities directly associated with Prop 68 - SB 5, with a specific focus on Aquatics, Gymnasium and Multi-purpose facility options.	High	CS
		15		Assess and develop permanent access options and designation of Town open space currently known as North Park and South Park		

**Continuing Forward as a Community**  
**FY 2018-20**

Goal	Objective	#	Strategy	Action Plan	Priority	Division
Community	Balanced	16	<b>Provide quality senior services and activities</b>	P/T Senior Center Recreation Leader II position to be implemented in spring 2018. Will partner with local agencies, Senior Club, and volunteers to increase program offerings and expand center hours of operation.	High	CS
		17		Foster the opportunity for volunteer services specific to the expanded senior services program; utilize the added senior center recreation leader to build a team of volunteers for senior center operations.	High	CS
		18		Senior Center facility remodeling/deferred maintenance project option to be presented to Revenue Commission for funding consideration.	High	CS
Community	Balanced	19	<b>Promote community development consistent with the Town General Plan's Vision and Values</b>	Review and assess options and/or requirements associated with the Citizen's Initiative on Cannabis cultivation and manufacturing pending outcome of June 2018 election	Med	CD
		20		Provide education and information to the Community on the Citizen's Initiative regarding cultivation and manufacturing of cannabis in certain Town zoning districts	High	TM/CD
		21		Provide education and information to the Community on Proposition 68 - SB 5; Parks Bond and its impact on the Town of Yucca Valley	High	TM/PIO

## Continuing Forward as a Community

FY 2018-20

Goal	Objective	#	Strategy	Action Plan	Priority	Division
Community	Balanced	22	<b>Maintain quality of life by providing recreational activities for patrons of all ages</b>	Continue with MBHD partnership activities including Health Fair event and enhanced Senior programs.		
				Follow industry trend of seeking enhanced contract offerings to keep programs current and fulfill needs with limited resources.	High	CS
Community	Balanced	23	<b>Maintain quality of life by providing cultural activities for patrons of all ages</b>	Continue implementation of 2016-20 Museum Strategic Plan.	High	CS
Community		24		Awarded California Humanities Grant - proceed with creation and installation of exhibit. Estimated completion date December 2018.	Med	CS
Community		25		Complete native garden through partnership with California Native Plant Society.	Med	CS
Community	Balanced	26	<b>Expand employment opportunities through increased access to technology</b>	Evaluate options for enhanced community access to broadband services, both commercially and residentially	Med	TM
Community	Balanced	27		Evaluate options for Town assisted business incubator program(s); evaluate option for Town facilities to be repurposed as business center for business incubation/accessibility	Med	TM

## Continuing Forward as a Region FY 2018-20

Goal	Objective	Strategy	Action Plan	Priority	Division
Region	Leader	1 <b>Continue to develop the Town as a regional retail hub</b>	Solicit specific retail operations based on Gap analysis and areas of identified need; Reassess alternate service to provide extension of staff services related to retail development, including Retail Strategies and Buxton	High	TM
Region	Advocate	2 <b>Support the Morongo Basin Pathway concept</b>	Continue collaboration with SBCTA and Morongo Basin partners in development of the plan.	Med	CD
Region	Partner	3 <b>Engage with community partners in Emergency Management preparation and response</b>	Work with local agencies and organizations by participating in multi-agency training exercises and plan development.	High	EO
Region	Partner	4 <b>Assist in providing an expanded Public Library facility</b>	Work with the County to complete the rehabilitation of the new library site at the former PFF building to develop program options that will expand Library services to Town and region residents	Med	TM
Region	Partner	5 <b>Ensure quality Emergency Fire and Medic services to Town residents</b>	Partner with the San Bernardino County Fire Department to review and analyze existing EMT services and facilities	Med	TM
Region		6	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
Region		7	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

## Continuing Forward as a Region

**FY 2018-20**

Goal	Objective	Strategy	Action Plan	Priority	Division
Region	Partner	8 <b>Support Hi Desert Water District in the delivery of the regional wastewater project</b>	Engineering staff continuing coordination of construction project with the Town's Maintained Road System.	High	TM/CD
Region	Partner	9 <b>Encourage and promote an efficient and safe regional transportation network</b>	Annual Traffic Safety Report will be presented to the Council in 2018. Town and Caltrans held kickoff meeting on SR 62/Sage/Yucca Trail intersection long range planning; Caltrans will be providing mechanism for alternative design options.	High	TM/CD
Region	Partner	10 <b>Encourage and promote adequate public transportation systems that serve the Morongo Basin</b>	Continue through Morongo Basin Transit Authority participation ongoing monitoring of necessary public transit service levels, including assessment of JTNP Shuttle Service, and it's applicability to the Town	Med	TM/CD
Region	Partner	11 <b>Promote various employment opportunities for local residents</b>	Ongoing conversations begun with MUSD/CMC as part of Community Cabinet to address youth employment track and opportunities for continuing education facility at the Town Center Mall.	Med	TM