

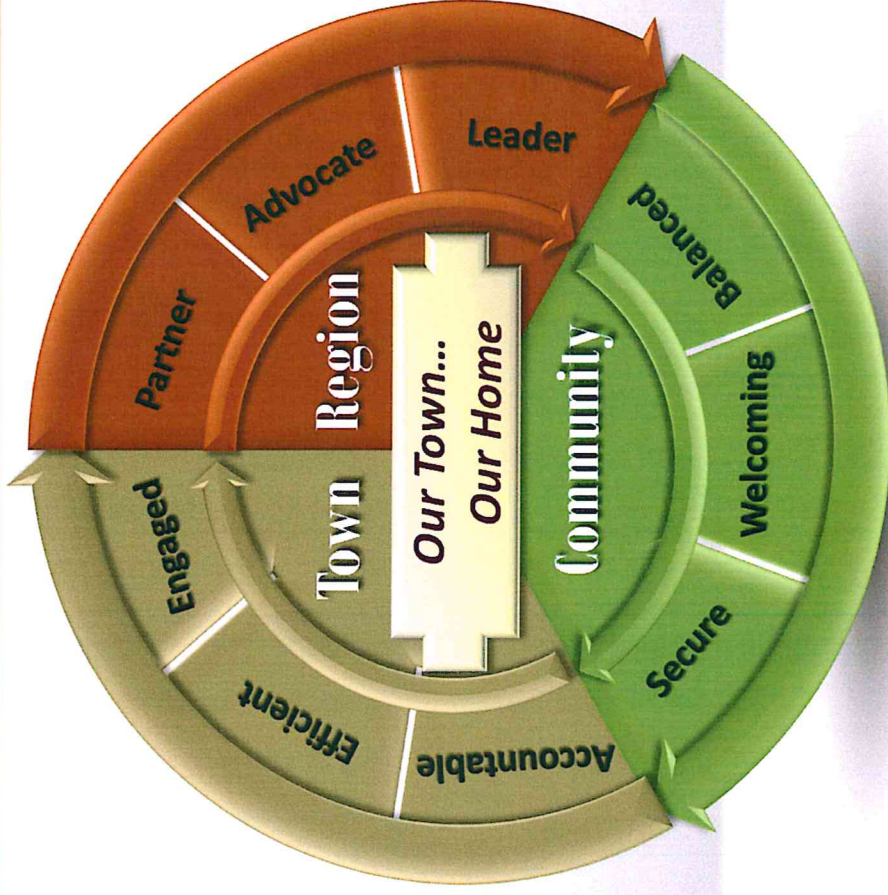
***Town of Yucca Valley***



***2020-2022 Approved Strategic Plan***

February 18, 2020

# Strategic Plan and Objectives



## *Town of Yucca Valley*

Strategic Plan 2020-2022

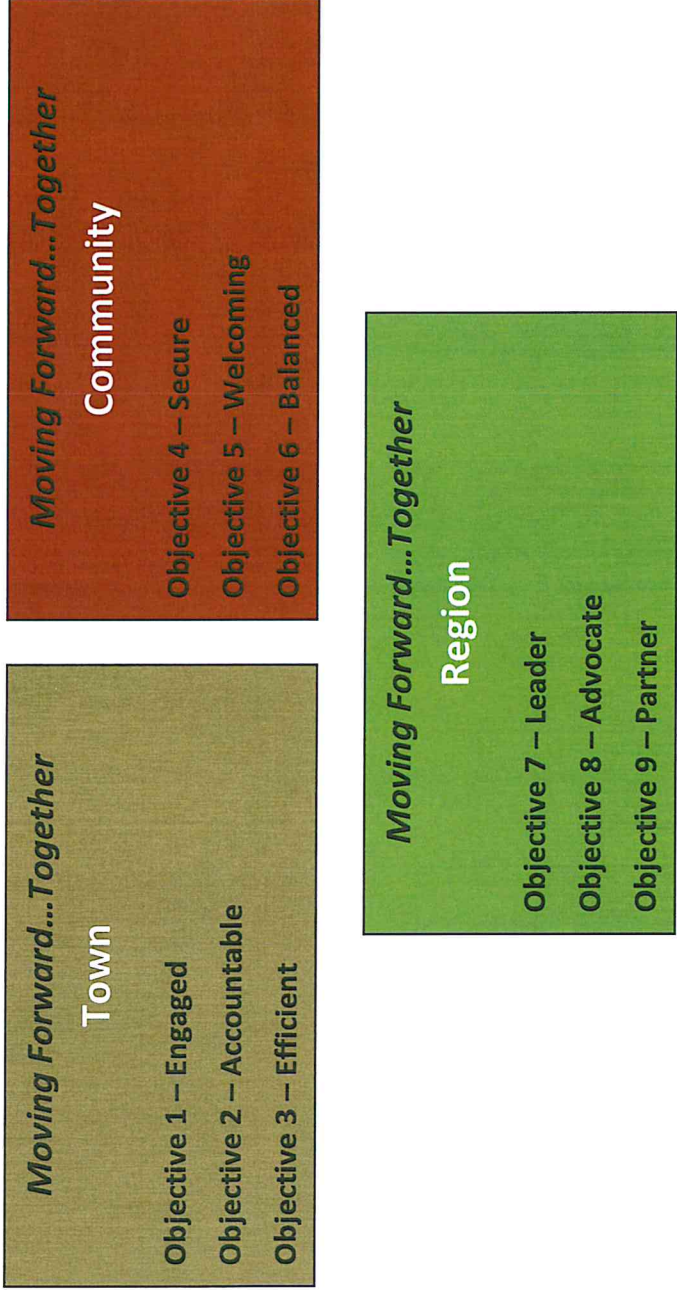
### *OUR TOWN...OUR HOME*

**O**ur Town...Our Home... What does that mean? When we consider our Town to be our Home, we identify a personal commitment to the success of our Town. Just as we strive to enhance and support our individual homes, we take the same approach in the governance, management and execution of Town projects, programs and services. As a unified team of elected officials, management and staff, the Town of Yucca Valley works together toward the primary goal of protecting and enhancing our quality of life in Town to ensure that Yucca Valley remains *Our Town...Our Home*.

When we partner 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 partner 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 partner 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.



# Our Town... Our Home

FY 2020-22

Goal	Objective #	Strategy	Action Plan	Priority	Division
Town	1	Engaged Ensure effective and efficient access to Town information	Complete the transition of the Town's existing on-line web platform for efficiency and effectiveness.	High	IT/TC
Town	2		Develop a recommended transition plan for add-on components, including mobile access and on-line payment options, covering heavily used transactions as available.	High	IT/TC/FIN
Town	3	Engaged Utilize an effective multi-media platform to communicate with residents, businesses and stakeholders	Identify public engagement features on the Town's website and/or social media platforms and create the applicable implementation plan for inclusion.	Med	IT/TC
Town	4		Use the Town's Social Media platforms on a weekly basis to communicate ongoing activities, information and needs.	High	TC
Town	5	Engaged Engage the Community with education and information regarding impacts related to the tourism industry in a balanced perspective	Provide information and education regarding any update to the Town's Transient Occupancy Tax.	High	TC
Town	6	Efficient Engage the Community with education and information regarding impacts related to Measure Y and Z	Collaborate and monitor Measure Y and Measure Z communication and outreach.	High	CS
Town	7	Maintain efficient and effective management of the Town's critical records according to Municipal Record's Management Best Practices	Develop a transition plan for migrating critical records to electronic storage	High	TC
	8		Research and present opportunities for online access to Town public records	Med	TC
	9		Assist in the review and/or development of a comprehensive electronic communication policy, inclusive of required retention policy	High	TC/IT

## Our Town...Our Home FY 2020-22

Goal	Objective #	Strategy	Action Plan	Priority	Division
Town	Efficient	10 Ensure that financial policies are relevant to current business practices and ensure transparency and accuracy in financial reporting	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 2021. A comprehensive review and assessment of the STVR Program is also planned.	High	FIN
	11		Streamline payment authorization processes and contract tracking processes	High	FIN/TC
	12		Increase automated processes for recurring required financial processes including CAFR preparation and budget preparation and reporting	Med	FIN
Town	Efficient	13 Evaluate and provide cost effective Community Services programs and services	Review and assess the Town's recreation programming for possible efficiencies and consolidation in the proposed Prop 68 project facility for maximum staffing/operational efficiency	High	CS
Town	Efficient	14 Provide a functional IT network and system that allows and supports workplace efficiencies and experiences minimal disruptions	Update and continue implementing the IT Master Plan.	High	IT
	15		Upgrade broadband access to the Animal shelter campus	High	IT
	Efficient	16 Develop essential policies related to the administration and application of the Town's IT systems	Engage the Town's IT consultants to develop the appropriate draft policies related to cyber security, records, and liability.	Med	IT/HR

# Our Town...Our Home

FY 2020-22

Goal	Objective #	Strategy	Action Plan	Priority	Division
Town	Efficient 17	Provide enhanced solid waste and recycling opportunities for Town residents	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	18		Implement 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.	High	SW
	19		Work with hauler and local organizations in identifying food recovery options for local businesses in order to comply with current solid waste legislation and regulations.	High	SW
Town	Efficient 20	Enhance customer service options for businesses and residents through consolidated services	Accelerate long-term planning for consolidated Town hall services to commence with library transition	High	PW/CD
	21		Develop initial range of relocation options and funding model for a permanent Town Council chambers to maximize efficiency for Council, Commission and public meetings	High	PW/CD
Town	Efficient 22	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 prior PFF area to determine feasibility of development opportunity options	Med	PW/CD
	23		Review the Town's inherited RDA properties in the Old Town Area to determine feasibility of an open space event area.	High	PW/CD
Town	Accountable 24	Provide a positive and responsible work environment for Town Employees	Identify appropriate programs for employee social engagement and interaction as desired by staff.	Med	HR
Town	25		Evaluate current employee training programs and protocols and identify potential best practice recommendations for possible implementation.	Med	HR

# Our Town...Our Home

## FY 2020-22

Goal	Objective #	Strategy	Action Plan	Priority	Division
	Accountable 26	Ensure consistency and compliance with Town's established plans and policies.	Review and assess the Town's existing ADA transition plan and develop recommendations regarding continued implementation.	Med	HR/PW
Town	Accountable 27	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
Town	28		Assist in the review and/or development of a comprehensive electronic communication policy, inclusive of required retention policy	High	TC/IT



# Our Town...Our Home

FY 2020-22

Goal	Objective #	Strategy	Action Plan	Priority	Division
Community	1	Provide an effective and efficient Public Safety Plan for the Community	Review and analyze existing volunteer programs and develop alternatives that can effectively supplement contract services, including Neighborhood Watch, COP and SAR.	High	PS
Community	2	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/TM
Community	3	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. Complete Hazard Mitigation Plan for final approval.	High	EO
Community	4	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. Hold an emergency/active shooter training and exercise in each of the two years.	Med	EO
Community	5	Ensure the Town has access to a functional EOC in the event of activation	Engage SBCFD with respect to a shared/joint EOC in a new fire station facility.	Med	EO
Community	6	Ensure proper governance in times of disaster	Develop a Continuity Plan (COOP) with applicable basin partners to ensure the continuity of critical functions and governance in times of disaster.	Med	EO
Community	7	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

# Our Town...Our Home

FY 2020-22

Goal	Objective #	Strategy	Action Plan	Priority	Division
Community	8	Establish the Town as a welcoming community for businesses, residents, and visitors alike	Expand the Town's utilization with the Desert Regional Tourism Agency and JTGC provide input and direction as appropriate	High	TM
	9		Provide for the assessment and recommendations of specific initiatives, projects or programs focused on the benefit of public art in public spaces	High	CS/TM
	10	Established appropriate infrastructure programs as provided for through Town resources	Continue delivery of the Town's Pavement Management System recommendations utilizing the Town's appropriate special revenue funding sources, including Measure Y	Med	PW
	11		Evaluate and prioritize the applicable segments/projects affecting the Town within the approved Morongo Basin Pathway for future development at resources are identified.	Med	PW/CD
	12		Develop and present the appropriate policies for potential modification or addition into the Town's maintained road system.	High	PW/CD
Community	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. Encourage voluntary compliance through possible incentive programs.	High	CD
Community	14		Present alternative Parkway design standards to the Council for direction and initial action, with a specified focus on Town entry points.	Med	CD
	15		Complete assessment of signage along SR 62 and provide alternatives for updating and modernization	Med	CD
	16		Ensure continued coordination and cooperation with Caltrans as related to safety and maintenance measures on Hwys 62 & 247	High	PW/CD

# Our Town...Our Home

FY 2020-22

Goal	Objective #	Strategy	Action Plan	Priority	Division
Community	17	Provide a balanced schedule of safe and beneficial recreational alternatives for Yucca Valley residents and visitors	Explore options for Yucca Valley Open Space Event(s) to be reviewed by the PRCC and recommended to TC.	Med	CS
	18		Consider specific implementation of the updated Parks Master Plan elements at the Brehm Park area with input to be solicited from local stakeholders including youth sports organizations, Town Council/Commissioners, local agencies and the public.	High	CS
	19		Proceed with Town Council direction associated with Prop 68 - SB 5, with a specific focus on Aquatics, Gymnasium and Multi-purpose facility options.	High	CS/PW
Community	20		Proceed with Town Council direction of North Park Trailhead project	High	CS/PW
	21	Provide quality senior services and activities	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
	22		Develop Senior Center facility remodeling/deferred maintenance project option to be presented to the PRCC and Town Council	High	CS
Community	23	Maintain quality of life by providing recreational activities for patrons of all ages	Continue with MBHD partnership activities including Health Fair event and enhanced Senior programs.	High	CS
			Consider consolidation of events that leverage similar focus, such as the Healthy Hearts Run with the MBHD Health Fair.	High	CS

# Our Town...Our Home

FY 2020-22

Goal	Objective #	Strategy	Action Plan	Priority	Division
Community	24	Maintain quality of life by providing cultural activities for patrons of all ages	Development and presentation of 2020-24 Museum Strategic Plan.	High	CS
Community	25		Complete native garden through partnership with California Native Plant Society upon completion of the Town's sewer connections.	High	CS/PW
Community	26	Expand employment opportunities through increased access to technology	Evaluate options for enhanced community access to broadband services, both commercially and residentially	High	IT/TM
Community	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

# Our Town...Our Home

FY 2020-22

Goal	Objective	Strategy	Action Plan	Priority	Division
Region	1	Continue to develop the Town as a regional retail hub	Solicit specific retail operations based on Gap analysis and areas of identified need. Engage professional services as necessary.	Med	TM
Region	2	Engage with community partners in Emergency Management preparation and response	Work with local agencies and organizations by participating in multi-agency training exercises and plan development.	High	EO
Region	3	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	High	TM
Region	4		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	High	TM
Region	5	Support Hi Desert Water District in the delivery of the regional wastewater project	Engineering staff continuing coordination of construction project with the Town's Maintained Road System.	High	TM/CD
Region	6		Identify and promote the development options for recycled water to be utilized for non-potable water needs at Town parks	High	TM/CD
Region	7	Encourage and promote an efficient and safe regional transportation network	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

# Our Town...Our Home

FY 2020-22

Goal	Objective	Strategy	Action Plan	Priority	Division
Region	8	Partner Encourage and promote adequate public transportation systems that serve the Morongo Basin	Partner Continue through Morongo Basin Transit Authority participation ongoing monitoring of necessary public transit service levels; participate in the review TAC committee related to the SBCTA/Omnitrans consolidation and efficiency study.	Med	TM/CD
Region	9	Partner Promote various employment opportunities for local residents	Partner Ongoing conversations begun with MUSD/CMC as part of Community Cabinet to address youth and adult career technical training and employment opportunities.	Med	TM
Region	10	Advocate Identify areas of opportunity to represent the Basin for increased allocation of regional, state and federal resources	Advocate Continue ongoing work with the MB Broadband coalition to advocate for additional resources related to the wide-spread availability of broadband internet access to the entire area	High	TM/IT
Region	11	Advocate	Continue to partner with the County to identify and support the tourism and hospitality industries within the Town and Morongo Basin, and promote the related expenditure of County tourism and recreation funding supporting the Basin.	High	TC