

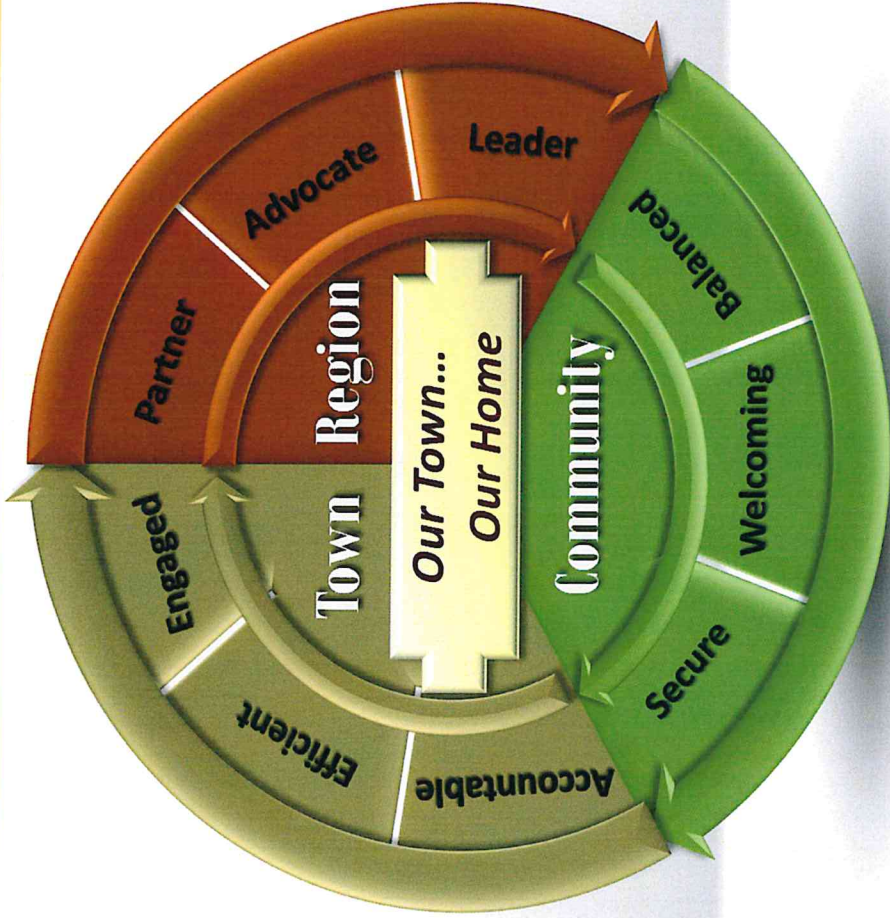
Town of Yucca Valley



2024-2026 Strategic Plan

Final Review

Strategic Plan and Objectives



Town of Yucca Valley

Strategic Plan 2024-2026

OUR TOWN...OUR HOME

Our 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.

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**

Our Town... Our Home

FY 2024-26

Goal	Objective	#	Strategy	Action Plan	Priority	Division
Town	Engaged	1	Ensure effective and efficient access to Town information	Complete the transition of the Town's existing on-line web platform for efficiency and effectiveness.	Med	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.	Med	IT/TC/FIN
Town	Engaged	3	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.	Med	IT/TC
Town		4		Distribute timely and helpful educational and informational materials to residents in a variety of formats and methods to ensure maximum reach.	Med	TC
Town	Engaged	5	Engage the Community with education and information regarding impacts related to the Town's Measure Y and Z	Provide information and education regarding the existing Measure Y and Measure Z.	High	TM/PIO
Town	Efficient	6		Prepare education and information related to the potential expiration or reauthorization alternatives of Measures Y and Z, and share broadly with residents.	High	TM/PIO
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.	High	TC
		9		Assist in the review and/or development of a comprehensive electronic communication policy, inclusive of required retention policy.	Med	TC/IT

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Goal	Objective #	Strategy	Action Plan	Priority	Division
Town	Efficient	10 Ensure near, mid and long-term fiscal stability of the Town	Continue implementation of Town established policies related to debt, pension stabilization, capital funding, investment of funds and related policies.	High	FIN
	11		Maximize interest earnings through utilization of innovative investment policies and alternatives.	High	FIN/TC
	12		Increase automated processes for recurring required financial processes including ACFR preparation and budget preparation and reporting.	Low	FIN
Town	Efficient	13 Build new and innovative Community Services programs and services in advance and support of the YV ARC	Review and assess the Town's recreation programming for possible expansion, efficiencies and consolidation in the proposed Prop 68 project facility for maximum staffing/operational efficiency. Develop funding model and operational alternatives for the YV ARC center including initial program offerings, staffing plans, pro forma rev/exp models and membership program options.	High	CS
Town	Efficient	14		High	CS/FIN
	Efficient	15 Provide a functional IT network and system that allows and supports workplace efficiencies and experiences minimal disruptions	Update Town's IT Masterplan.	Med	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
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

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Goal	Objective #	Strategy	Action Plan	Priority	Division
Town	18		Monitor and assess the implementation of SB 1383 program; modify and implement program changes as needed to align with state mandates and program objectives.	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.	Med	SW
Town	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	22	Provide for efficient and effective operational continuity within Town operations	Review the Town's current and projected staffing structure; develop staffing resources in a planned and effective manner.	High	TM/HR
	23		Identify critical needs for effective delivery of Town services, projects, programs and priorities and identify and address any deficiencies.	High	TM/HR
Town	24	Provide a positive and responsible work environment for Town Employees	Evaluate current employee feedback and engagement through formal survey tools and protocols and identify potential best practice recommendations for possible	Med	HR
Town	25		Evaluate current employee training programs and protocols and identify potential best practice recommendations for possible implementation.	Med	HR

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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.	Med	PS
Community	2	Enhance wayfinding, signage, and continuity within the Town.	Evaluate existing signage patterns within the Town and add, modify, and/or eliminate signage to achieve concise but effective wayfinding and directional assets within the Town.	Med	PW
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 update.	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; evaluate options to accelerate.	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

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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 and messaging 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.	Med	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.	High	PW
	11		Provide a review of the Town's existing approved Maintained Road System and develop potential policy modifications addressing identified major arterial dirt road areas within Town limits.	High	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. Evaluate options for problems.	Med	CD
Community	14		Present alternative Parkway design standards to the Council for direction and initial action, with a specified focus on Town entry points.	High	CD
	15		Complete assessment of signage and building appearances 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

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Goal	Objective	#	Strategy	Action Plan	Priority	Division
Community	Balanced	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.	High	CS
		18		Identify the necessary Town structure and staffing or contract service resources required to assist in an expansion of Town sponsored and Town coordinated events.	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		Identify the needs, resources, and effective delivery of assistance to the unsheltered and unhoused through continued coordination with County and non-profit partners.	Med	TM/HR
	Balanced	21	Provide quality senior services and activities	Develop Senior Center facility modernization including remodeling/deferred maintenance project options in partnership with the County.	High	CS
		22		Develop Senior Center facility remodeling/deferred maintenance project option to be presented to the PRCC and Town Council.	High	CS
Community	Balanced	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

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Goal	Objective	#	Strategy	Action Plan	Priority	Division
Community	Balanced	24	Maintain quality of life by providing cultural activities for patrons of all ages	Development and presentation of Hi Desert Nature Museum's multi-year Strategic Plan.	Med	CS/HDNMM
Community	Balanced	25		Expand Hi Desert Nature Museum programming to meet established goals and objectives as developed in the related Strategic Plan.	Med	CS/HDNMM
Community	Balanced	26	Support the Town's tourism industry	Evaluate and implement policy changes as required to support visitation to the Town targeting both traditional and modern lodging options.	Med	TM/CD
Community	Balanced	27		Evaluate and implement marketing options for the Town to support all aspects of the tourism industry leveraging the Town's Transient Occupancy Tax resources.	Med	TM

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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. Provide added focus on existing vacant store fronts/buildings.	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	Med	TM
Region	4		Partner with the San Bernardino County Fire Department to review options and assist as determined for the planned replacement of Station #41	High	TM
Region	5	Support Hi Desert Water District in the delivery of the regional wastewater project	Engineering staff continuing coordination of Phase 2/3 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; evaluate alternatives in the absence of recycled water	Med	TM/CD
Region	7	Encourage and promote an efficient and safe regional transportation network	Town and Caltrans held kickoff meeting on SR 247 regarding increasing traffic flows and related safety requirements for mid-long range planning; Engage SBCTA in related efforts to ensure Town needs/concerns are noted and memorialized.	High	TM/CD

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Goal	Objective	Strategy	Action Plan	Priority	Division
Region	Partner	8 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; participate in the review TAC committee related to the SBCTA public transit policy discussions.	Low	TM/CD
Region	Partner	9 Continue to develop the Town as a regional recreational hub and source with conjunction with regional partners including San Bernardino County	Development of Pickleball Courts that can serve community; Development of the Yucca Valley Aquatics and Recreation Center serving both Town and County residents	High	TM/PW
Region	Advocate	10 Identify areas of opportunity to represent the Basin for increased allocation of regional, state and federal resources	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	Partner	11 Continue to develop the Town as a regional social/senior services hub and source with conjunction with regional partners including San Bernardino County	Development of updated Lobby areas within the Town's Senior Center to better serve Town and County seniors; other Senior Center modernization efforts as budget allows	High	TM/PW