

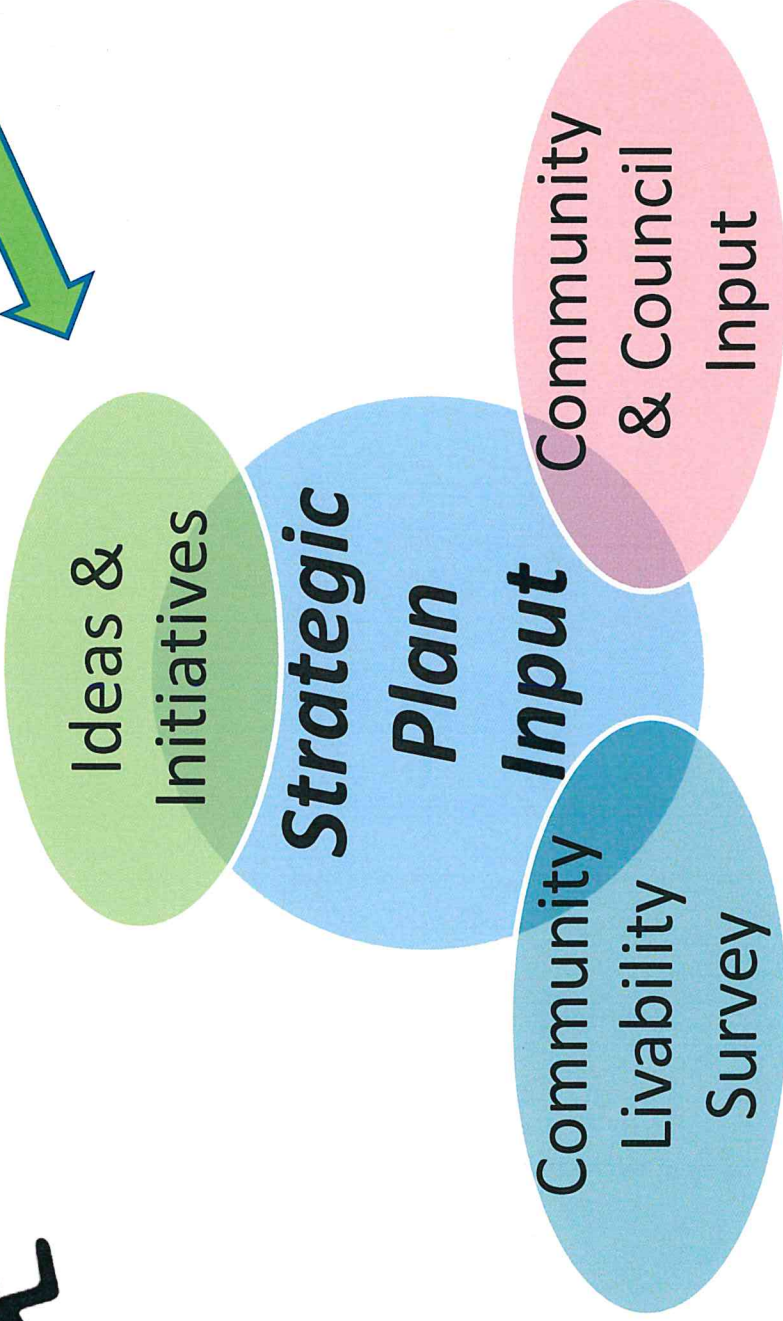
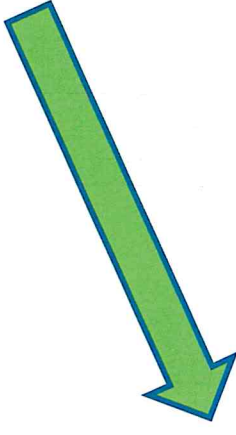


Town of Yucca Valley

Strategic Planning

November 7th, 2023

2023 Strategic Plan Input



What We Heard...priorities

2023 Community Livability Survey

1. Maintain and repair infrastructure
2. Maintain law enforcement and crime prevention
3. Attract commercial businesses to Town
4. Improve look, appearance of Town
5. Work with property owners to revitalize old, outdated commercial buildings/shopping centers



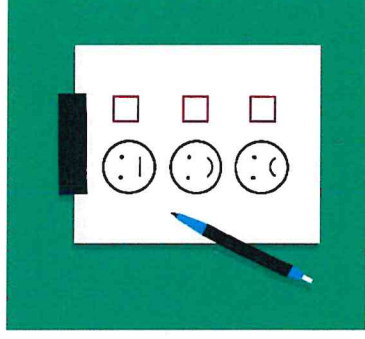
1/10/2024



What We Heard...priorities

2023 Community Livability Survey

6. Coordinate more special community events to Town
7. Attract higher-end retail/restaurants
8. Deliver programs/projects to assist homeless/unhoused
9. Improve the maintenance of dirt roads
10. Provide more recreational facilities and opportunities



1/10/2024



Initiatives & Ideas Summary

Community Engagement

1. Development of Town Sponsored Community Wide Events (Farmer's Market, Theme Nights, etc.)
2. Assist in coordination and/or assistance of private engagement events when/where appropriate – stage rental,
3. Framework for support of private event hosting capabilities to meet visitation demand
4. Focus of event – local vs. visitation – what is the goal?
5. Support of local stores/operators in the delivery of their events
6. Continue to work on definition of event
7. Develop master calendar of events in the community to reduce overlap
8. Coordinate with MBTA for transportation if needed
9. Support those that can run by themselves as much as possible
10. Town resources can be added sparingly to assist this category
11. Open to regulatory changes if needed to remove barriers



Initiatives & Ideas Summary

Community Livability

1. Development of a coordinated approach in addressing the unhoused
2. Homeless Assistance/Alternatives; Develop regional partnerships throughout the Morongo Basin
3. Continued expansion of vacant private property maintenance regulations, particularly in the commercial corridor
4. Initial planning on affordable housing concept
5. Continue beautification efforts in Town; entry monuments W/E/N entry
6. Signage at/on Pioneertown Road towards Town

1/10/2024



Initiatives & Ideas Summary

Infrastructure & Facilities

1. Enhance Town's existing open space areas such as North Park, South Park trail amenities
2. Develop alternatives for community consideration regarding non-maintained dirt road management
3. Review options for the expansion of the Town's maintained road system in strategic locations
4. Future Town event center planning – keep on radar
5. Major arterials for Dirt Road Maintenance a priority
6. Desire cost analysis for adding roads into maintained system (ms)
7. Desire to see a plan for additional roads into ms over time
8. Prioritization methodology for adding new areas into ms
9. Develop Pickleball solution
10. Continued work on trails to provide an immersive experience
11. Active coordination with Caltrans regarding OWS247 – Western Hills Area as well as passing lane availability throughout Lucerne Valley travel way
12. Engage with clubs (walking, hiking, biking, etc.) to determine desired facilities



Initiatives & Ideas Summary

Economic Support and Development

1. Active business/industry solicitation
2. Solicitation of select/targeted retail operations
3. Expanded business assistance
4. Evaluation of policy/programs for economic development
5. Partnership with tourism industry to further Yucca Valley as a destination community
6. Focus on niche businesses per Community Livability input (restaurants, tourism)
7. OK to target specific businesses such as In N Out, Trader Joes
8. Beneficial to attract businesses that will continue to foster economic activity that is already occurring such as tourism. Build what is already working.
9. YV Airport – Fueling option
10. Ensure businesses are supported (parking, wayfinding, themed direction)
11. Regulatory review as a tool for development and development incentive
12. Policy change ok if necessary and productive to attain highest and best use



Initiatives & Ideas Summary

Organization

1. Assess primary needs of the organization in areas of needed service expansion
2. Provision of expanded service assistance to small business
3. Develop intentional and robust staff team with a vision toward comprehensive succession planning
4. Develop increased opportunities and solicitation of volunteer forces
5. Ensure long-term fiscal stability of the Town – this should be priority #1
6. Review financial resources/structure after award of bid of current projects
7. Add volunteers to organization when / where appropriate
8. Work with existing/new staff to identify career interests and fit within org
9. Develop and implement comprehensive succession planning
10. Ensure bandwidth is appropriate to meet the Town Council's strategic priorities withing budgetary resources



Ideas & Initiatives Workshops

Priority Ranking - Completed

	General Initiative	Council Member Ranking							Average Ranking
		Abel	Schooler	Denison	Lombardo	Drozdz			
1	Ensure long-term fiscal stability of the Town	5	5	5	5	4		4	4.80
2	Beatification of public spaces along Hwy 62	4	5	3	4	4		4	4.00
3	Major arterial dirt road maintenance	3	3	4	4	5		3	3.80
4	Develop comprehensive succession planning	3	4	4	4	3		4	3.60
5	Active coordination with Caltrans on Hwy 247 re: passing lane	3	2	4	4	4		4	3.40
6	Wayfinding/signage throughout Town and Ptown Road	2	3	3	5	4		4	3.40
7	Development of a Pickleball complex	3	4	3	3	4		4	3.40
8	Active coordination with Caltrans on Hwy 247 for expansion	3	1	4	4	5		4	3.40
9	Adding select new roads into the Town's maintained system	4	2	3	4	4		4	3.40
10	Develop comprehensive plan for dirt road management	2	3	4	4	4		4	3.40
11	New Community Wide Events w/ Town Coordination	4	4	3	4	2		4	3.40
12	Expansion of nuisance/abandoned property abatement	2	2	5	4	3		3	3.20
13	Private business assistance for façade other improvements	4	2	3	4	3		3	3.20
14	Increase staff assistance to small business applicants	2	4	3	4	3		3	3.20
15	Entry monumentation on Town entry boarders	1	4	2	4	4		4	3.00
16	Assisting private event hosting at homes/businesses	2	4	4	4	1		4	3.00
17	Regulatory review/modification to incentivize development	4	3	2	4	2		2	3.00
18	Direct attraction of business/industry	2	4	2	4	2		2	2.80
19	Development of expanded homelessness assistance	2	3	2	3	3		3	2.60
20	Planning on future affordable housing	3	3	2	2	3		3	2.60
21	Improvement of Town's Open Space Areas (North/South Park)	1	2	3	3	4		4	2.60
22	Partner with tourism-centric businesses	2	4	2	4	1		1	2.60



Ideas & Initiatives Workshops Priority Ranking - Completed

<u>Priority</u>	<u>Ranking</u>
• Ensure long-term fiscal stability of the Town	4.8
• Beautification of public spaces along Hwy 62	4.0
• Major arterial dirt road maintenance policy	3.8
• Develop comprehensive succession planning	3.6

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Ideas & Initiatives Workshops

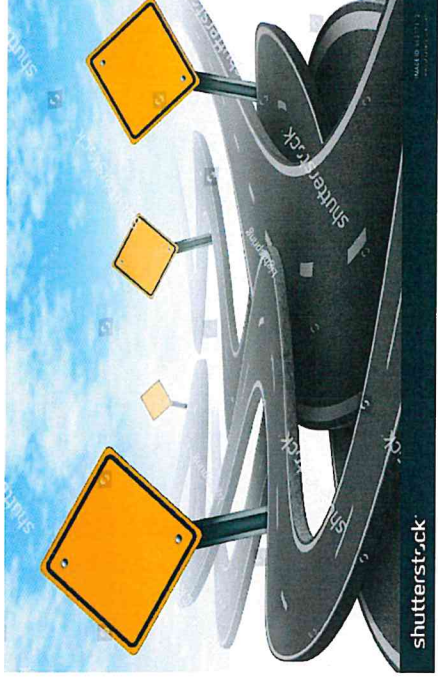
Priority Ranking - Completed

<u>Priority</u>	<u>Ranking</u>
• Active coordination with Caltrans on Hwy 247 re: passing lane	3.4
• Wayfinding/signage throughout Town and Ptown Road	3.4
• Development of a Pickleball complex	3.4
• Active coordination with Caltrans on Hwy 247 for expansion	3.4
• Adding select new roads into the Town's maintained system	3.4
• Develop comprehensive plan for dirt road management	3.4
• New Community Wide Events w/ Town Coordination	3.4



Next Steps....

- Affirm Prioritization of Strategies Nov/Dec
- Develop/Update Strategies and Action Plans
as part of the Town's adopted Strategic Plan Dec
- Adopt Town's FY 2024-26 Strategic Plan Dec
- Implement Strategic Plan through
FY 2024-26 Budget Feb-
May



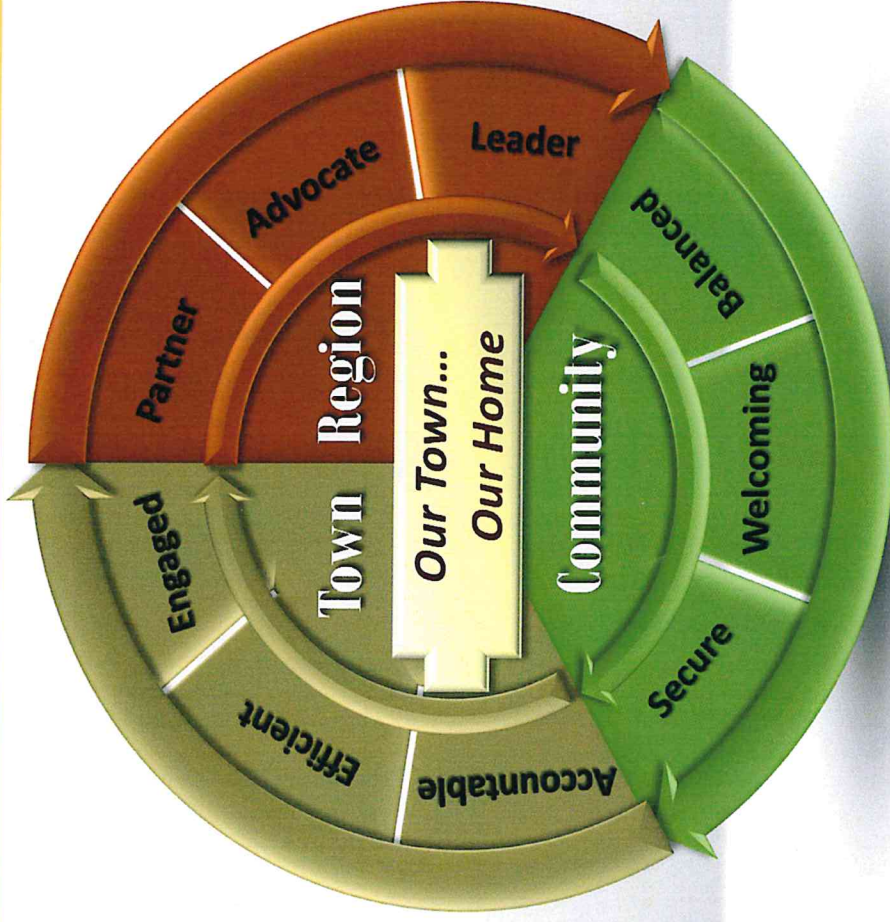
Town of Yucca Valley



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	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.	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	3	Engaged 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	5	Engaged 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	6	Efficient	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

Our Town...Our Home

FY 2024-26

Goal	Objective #	Strategy	Action Plan	Priority	Division
Town	10	Efficient 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
Town	11		Maximize interest earnings through utilization of innovative investment policies and alternatives.	High	FIN/TC
Town	12		Increase automated processes for recurring required financial processes including ACFR preparation and budget preparation and reporting.	Low	FIN
Town	13	Efficient 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	14	Efficient		High	CS/FIN
Town	15	Efficient Provide a functional IT network and system that allows and supports workplace efficiencies and experiences minimal disruptions	Update Town's IT Masterplan.	Med	IT
Town	16	Efficient 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	17	Efficient 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

Our Town...Our Home

FY 2024-26

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	Efficient	Enhance customer service options for businesses and residents through consolidated services	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	Efficient	Provide for efficient and effective operational continuity within Town operations	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	Accountable	Provide a positive and responsible work environment for Town Employees	Med	HR
Town	25		Evaluate current employee feedback and engagement through formal survey tools and protocols and identify potential best practice recommendations for possible recommendations for possible implementation.	Med	HR

Our Town...Our Home

FY 2024-26

Goal	Objective #	Strategy	Action Plan	Priority	Division
Community	1	Secure 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	Secure 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	Secure 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	Secure 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	Secure 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	Secure 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	Welcoming 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 2024-26

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
Community	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

Our Town...Our Home

FY 2024-26

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

Our Town...Our Home

FY 2024-26

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		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

Our Town...Our Home

FY 2024-26

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
	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

Our Town...Our Home

FY 2024-26

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