Strategic Plan
MISSION | 2015 VISION | PRIORITY GOALS

Providing SUPERIOR public services that ENHANCE the quality of LIFE for our community

Southern California’s PREMIER destination for recreation, recognized for historic preservation and cultural diversity
Introduction

Priority Goal 1: Enhance Economic Development

Priority Goal 2: Improve the City’s Infrastructure

City Council in Session

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City of Perris Weaknesses, Opportunities and Threats

City of Perris Strengths and Accomplishments

Staff Directory
"The strategic planning process has cemented the City’s ability to lay out goals and objectives and given us the tools to follow through and see the fruits of our labors. There are very few cities who can boast of the teamwork and camaraderie that exists in Perris."

City Clerk Judy Haughney

“I have found strategic planning to be a very successful tool for our City in these difficult economic times. It helps everyone get on the same page and work toward the same objectives.”

Mayor Daryl R. Busch

"Strategic planning is one of the really good things we do. It is a really helpful guideline for the City Council and staff. Sometimes when you have so many things on your plate you can lose focus. When you plan them out, it gives the Council and staff priorities to follow. “

Councilwoman Joanne Evans

"Strategic planning allows us to come together as a true team and set new goals for the City of Perris. Perris continues to be proactive with a good relationship between the City Council and Staff. Strategic planning provides an outstanding roadmap to make sure that we stay true to our vision statement.”

Councilwoman Rita Rogers

"Our City team—the City Council and staff—have identified some realistic goals for our community through our Strategic Planning process. We continue to move forward with commercial, industrial, aerospace and ports opportunities. We look forward to harvesting these opportunities in the future.”

Councilman Mark Yarbrough
I am pleased to introduce to you the 2012 City of Perris Strategic Plan. The Strategic Plan serves as a blueprint that guides the budget as well as overall organization focus. It defines what we do (Mission Statement), how we do it (Values), what we want to become (Vision Statement) and how to get there (Goals and Objectives).

The City Council and management staff created the original Strategic Plan in 2009. While many of the elements remain constant, it is intended to be a fluid document. The team meets every six months to update and review its relevancy. This year the team revisited the three-year goals of the plan. This resulted in the creation of two new three-year goals and their respective objectives. The two new priorities will provide focus on public safety and community appearance.

Looking back over the many objectives that have been completed since our original Strategic Plan was created in 2009, one realizes how effective and resourceful the Perris organization has been. During the most challenging economic times, we have been able to grow community resources and build new infrastructure. We have attained notoriety throughout the region and created civic pride for members of the community.

The 2012 Strategic Plan builds on the momentum of previous efforts. We are proud of what has been accomplished over the last three years. However, we embrace the challenges that lie ahead and are optimistic that our best years are still to come.

Richard Belmudez
City Manager | Perris, California
EXECUTIVE SUMMARY
Executive Summary

The City began its strategic planning process in 2008 and almost immediately began to see positive results. Functional lines between departments became blurred as managers worked together in teams to accomplish City-wide objectives. In 2009, the City Council began participating in strategic planning sessions and the outcomes arising from these meetings have been truly impressive. The City can point to a long list of completed projects and tasks accomplished as a testament to the effectiveness of strategic planning in Perris.

Prior to formulating objectives, the strategic planning team takes time to assess the City’s current strengths, weaknesses, opportunities and threats. It is during this time, that the City officials can evaluate the internal and external factors that will influence the City’s strategic plan. This evaluation is critical in the planning of long-term goals during a fluid and ever changing environment. This evaluation then allows the City to formulate specific, measurable, attainable, realistic and timely objectives toward the completion of its priority goals.

In January 2012, the strategic planning team met for its fourth consecutive year to bring continuity and visionary thinking to its strategic plan. The City had previously established three-year priority goals which were due to culminate in 2011. During the January 2012 session, the team devised new priority goals, the emphasis on these priority goals will culminate in 2014 bringing the City to the start of its 2015 vision--which is to be Southern California’s premier destination for recreation and recognized for historic preservation and cultural diversity.

Over the last few years, focus has been given to enhancing economic development, infrastructure improvements, financial stability, public awareness and perception of the City and community recreation and entertainment. Measurable progress was made to commercial, industrial and retail development. On a smaller scale, the City provided needed monetary assistance to more than a dozen local businesses through the Commercial Facade Improvement Program. Perris has completed various infrastructure improvement projects to facilitate the construction of the Ramona Expressway Interchange and the 4th Street Interchange projects. Even during one of the worst economic periods in our lifetime, through aggressive fiscal and organizational planning the City has been able to improve efficiencies in City services and maintain financial stability. The 2011 Centennial celebration activities were a perfect medium to enhance public awareness and perception of City services and provided historic recreational events for Perris families. The Centennial events allowed the Perris community to honor the City’s past, celebrate present accomplishments and embrace the City’s future as a premier destination for recreation.

During the next three years, the City’s focus will remain constant in prioritizing economic development activity, infrastructure improvements and maintaining financial stability, but will now shift emphasis to efforts that will enhance the appearance of the City as well as planning and outreach efforts that will enhance public safety and response.

Strategic planning has maintained our City viable during recent challenging economic times and will continue to provide the roadmap to bring the City’s 2015 vision to fruition.
Mission
The City of Perris provides superior public services that enhance the quality of life for our community.

Core Values
The City of Perris Values...
- Honesty and Integrity
- Transparency
- Being Fiscally Sound
- Innovation and Creativity
- Teamwork
- Professionalism
- Quality Customer Service
Vision
The City of Perris by 2015, will be Southern California’s premier destination for recreation and recognized for historic preservation and cultural diversity.

Priority Goals
1. Enhance economic development
2. Improve the City’s infrastructure
3. Maintain financial stability including reserves
4. Maintain and improve the appearance of the City
5. Enhance public safety and response
Goal 1: Enhance Economic Development

Economic Development is an important focus for the sustainability and growth of the City. Many important development projects have come to fruition since emphasis in economic development was established as a priority goal in 2009. Major projects were completed one phase at a time during the six-month objective planning process.

Over the last years, the City has taken a leading role in the region’s efforts towards sustainable development and regional public transportation projects. In 2009, the City shifted to a greater focus on downtown business revitalization by enhancing the appeal of local business facades and retrofitting downtown structures.

Stretch Forming Corporation, an aerospace company and Rio Ranch Market, a grocery and hot food market, were added to the City’s business environment. The City continues aggressive efforts to attract additional business...
in manufacturing, renewable energy, distribution, biometric, engineering and motorsport companies to its business landscape. There are also ongoing efforts to attract new full service restaurants to the City with the new Super Wal-Mart and Target shopping centers soon to be constructed.

In January 2012, the County of Riverside opened the Big League Dreams Sports Park. The City has benefited from important partnerships such as these. This $30 million dollar project located in southeast Perris will bring sports entertainment for the Perris community as well as provide a catapult for business development in the surrounding area.

Focus continues for the realization of the Downtown Perris Gateway Plan envisioned in 2010. Construction was completed for the downtown primary entrance monuments and downtown alley improvements. The Perris Valley Commerce Center and Downtown Specific plans were also completed. The City also acquired 4th Street property rights from the County of Riverside. Other necessary right-of-way rights were recently acquired for future downtown enhancements.

During the January 19, 2012 Strategic Planning Workshop, the City established the following four objectives towards the accomplishment of enhancing economic development:

1. Contact 250 aerospace and 250 motorsports companies with City of Perris marketing materials.

2. Develop a Foreign Trade Zone Marketing Program and present the results to the City Manager.

3. Explore the creation of an Economic Development Agency and present the results to the City Council.

4. Explore the acquisition of Lake Perris and Fairgrounds and present the results to the City Manager.
Improving the City’s infrastructure has been a focused priority goal for the City since 2009. Infrastructure development is an ongoing activity that the City engages in as a core City service. However, in order to prepare for economic growth and expansion it becomes critical to maintain and improve the City’s infrastructure strategically.

Large-scale projects such as the Ramona Expressway Interchange and the 4th Street Interchange are currently underway to allow for and promote future economic development projects. Major widening, road and landscaping improvements were completed for the Ramona Expressway and 4th Street Interchange projects. The City also acquired necessary properties such as the Harley Knox acquisition in order to ensure appropriate completion of these projects.

Other recent infrastructure
projects that were completed include Indian Avenue reconstruction, Clayton Street paving, and the completion of the Orange Avenue crossing. Storm drain lines such as D, Q, and E (partial), sewer, road and bridge improvements also added to the City’s list of completed infrastructure projects during the last six months.

During the January 19, 2012 Strategic Planning Workshop, the City established the following six objectives towards the accomplishment of improving the City’s infrastructure:

1. Submit to the City Council for consideration the bid award for Phase 6 Slurry and Grind Overlay.

2. Present to the City Council for consideration the bid award for “D” Street Phase 5.

3. Complete 4th Street Interchange improvements.

4. Ensure fifty percent (50%) completion of the Ramona Expressway Interchange.

5. Ensure completion of off-site improvements for the fire station.

6. Complete plans, obtain CalTrans permits and prepare for advertisement the I-215 Central Widening Project.

"...in order to prepare for economic growth and expansion it becomes critical to maintain and improve the City’s infrastructure strategically."
Perris, California

Above from left to right at the dais: City Attorney Eric Dunn, City Manager Richard Belmudez, Councilmember Rita Rogers, Mayor Daryl R. Busch, Councilmember Mark Yarbrough, Mayor Pro-Tem Al Landers and Councilmember Joanne Evans.

Below: City Clerk Judy Haughney. Staff Left from Top: Assistant City Manager Ron Carr, Assistant Director of Development Services Rene Avila, Planning Manager Clara Miramontes. Staff Right from Top: Deputy City Manager Darren Madkin, Capital Improvement Project Manager Michael Morales, and Redevelopment and Economic Development Manager Michael McDermott.

At the podium: City Engineer Habib Motlagh.
Goal 3: Maintain Financial Stability Including Reserves

One of the highest aspirations of local government concerns the management of public finances. Residents place their trust in government to manage public funds effectively and fairly. With this trust comes great responsibility. Perris officials pride themselves on a concentrated devotion to the stewardship of the dollars entrusted to them by the city’s residents. With this in mind, City leadership considers cost and value as part of any major decision. Maintaining fiscal stability is such an integral part of the City’s approach to governance that it has been a primary goal in every strategic plan adopted by the City Council.

Much of the recent focus of the City’s fiscal management has, through necessity, been on weathering the most severe economic downturn in a generation. Much has been written about the challenges faced by the City and the innovative methods used to maintain a high level of service despite drastic reductions in resources. Yet, amidst the spending decreases and budgetary measures of the past several years, Perris has managed to complete an impressive array of projects and initiatives.

As the economy’s recovery has apparently started, Perris can be satisfied that it has taken those steps necessary to not only emerge from the recession intact, but to have positioned itself to be leaner and more responsive than ever before. This is not to say that all of the City’s financial difficulties are in the past. The State of California, for example, has eliminated redevelopment agencies, dealing Perris a severe economic blow. If we have learned one thing, however, during the previous five years, it is that, as we look forward, Perris has the financial management expertise to withstand various economic shocks and continue to move forward.

Ron Carr, ACM
During the January 19, 2012 Strategic Planning Workshop, the City established the following six objectives towards the accomplishment of maintaining financial stability including reserves:

1. Review the expenditures and efficiencies and present a report with recommendations to the City Manager for action.

2. Present to the City Council for action, alternatives, with recommendations for increasing water revenues.

3. Conduct an organizational review and make recommendations to improve efficiencies and enhance services to the City Council for consideration.

4. Pending the courts or legislature requiring cities to regulate marijuana dispensaries, report to the City Council on the feasibility of adopting a sales tax on marijuana sales.

5. Conduct an Internal Fee Study and present the results with recommendations for fee adjustments to the City Council for action.

6. Present to the City Manager for action recommendations and alternatives for communication systems and software upgrades within three years.

“Maintaining fiscal stability is such an integral part of the City’s approach to governance that it has been a primary goal in every strategic plan adopted by the City Council.”
Goal 4: Maintain and Improve the Appearance of the City of Perris

In January 2012, the City shifted its focus to maintaining and improving the appearance of the City of Perris. Large scale improvements and reconstruction projects as well as smaller scale landscaping and clean up efforts are aimed at beautifying the City’s landscape.

In 2011, the City adopted the visionary Downtown Perris Plan which includes the Fourth Street Gateway, Urban Village, a Mercado and the Downtown Promenade. The City’s distinctive reputation as a historic preserver, cultural and fine arts promotor and family entertainment regional leader are embodied in the downtown vision plan.
During the January 19, 2012 Strategic Planning Workshop, the City established the following five objectives towards the accomplishment of maintaining and improving the appearance of the City of Perris:

1. Assess the City of Perris park system and conditions, determine needed actions and present recommendations to the City Council for consideration.

2. Assess city-owned building conditions noting needs for upgrades and present recommendations for improvement to the City Council for action.

3. Ensure clean up (weed abatement, trash cleaning) along 4th Street through the City of Perris.

4. Develop and present to the City Manager a Refurbishment Plan for all landscape maintenance districts.

5. Implement the new code enforcement contract.

Road and landscaping improvements to major City streets have changed the look and feel of the City. Neighborhood Preservation programs have benefitted Perris residents while improving the appeal and value of Perris homes. The Commercial Facade Improvement program is changing the face of the downtown.
Public Safety
Goal 5: Enhance Public Safety and Response

Public Safety is a main priority for the City of Perris. During recent years the City has focused on reducing crime. From 2008 through 2010, crime statistics dropped steadily enhancing the quality of life for Perris residents.

The Fire Department responded to numerous fire and medical emergencies with first-rate service.

Perris contracts with the County of Riverside Sheriff’s Department for police services. Perris contract with Riverside County Fire Department in cooperation with the California Department of Forestry and Fire Protection for fire services. The City’s second fire station is currently being built on San Jacinto Street east of the civic center quad.

During the last strategic planning session, the City established a new three-year priority goal: to enhance public safety and response. Although Perris currently provides excellent public safety services, the public’s perception of safety response is very important for citizen confidence in this service area. During the next six months, the City will focus on reassessing public safety priorities and public outreach efforts among other strategic objectives.

During the January 19, 2012 Strategic Planning Workshop, the City established the following four objectives towards the accomplishment of enhancing public safety and response:

1. Identify Public safety needs and priorities and report the results to the City Council.

2. Report to the City Manager and City Council on the disposition of the ladder truck and recommend to the City Council for action alternatives on ladder truck responses.

3. Establish a Public Outreach Program to initially include one Public Service Announcement for each department (Police and Fire) that describes their overall function.

4. Identify grant opportunities for the Emergency Operations Center and disaster response and report the results to Executive Management.

01. Battalion 1

Courtesy Perris Police and Fire Departments
Summary of strengths of the City of Perris and its accomplishments in the last three years.

**Brainstormed List of Perceptions**

**S.W.O.T. ANALYSIS**

**STRENGTHS | WEAKNESSES**

**OPPORTUNITIES | THREATS**
Strengths

- 800 users on our Facebook page
- Celebrated our Centennial
- Completed Phases III and IV of D Street
- Completed a new Metrolink station
- Completed the Perris Valley Commerce Center Specific Plan
- Cut $1 million from the General Fund budget last year
- Started construction on the Ramona Expressway interchange
- Acquired a $3.4 million state grant for Mercado Park
- Completed Clayton St. paving
- Completed the downtown alley project
- Had a clean audit for the 7th year in a row
- Implemented a GIS program and made it available online
- Funded 17 home improvement grants for Perris homeowners
- Received a $37,000 Southern California Edison (SCE) grant for energy upgrades
- Completed parking lot rehabilitation at Foss Field
- Opened the Honda Training Program at the Perris Technology Center
- Acquired the right-of-way for D Street expansion
- Acquired 4th Street from the county
- Implemented Strategic Planning for the City
- Completed 10 commercial façade improvements
- Started the Perris Trails Master Plan
- Completed 8 seismic retrofits of downtown buildings
- Major widening and landscape improvements to Ramona Expressway
- Completed Line Q and the Orange Ave. crossing
- Adopted a False Alarm Ordinance
- Awarded tax credits to construct the Perris Station apartments
- Implemented an Employee Car Pool Incentive Program
- Maintained a decline in crime throughout 2008, 2009 and 2010
- Successful maintenance of the City’s stormwater system
- Successful Graffiti Abatement Program
- Re-landscaped the Ensenada Village Housing Tract
- Re-landscaped Rancho Las Perris
- Implemented green technology with our solar carports and green vehicles
- Recognized for having the largest LEED building in the world
- Organized and completed a 100 mile community bike race, Tour de Perris
- Received a $9.7 million Prop 84 grant
- Broke ground on Enchanted Heights
- Received $30,000 in emergency operation grants
- Implemented an e-feedback system for the community through our website
- Completed the Indian Ave. construction
- Funded 13 home repair grants for seniors
- Acquired the right-of-way for expansion of Harley Knox Blvd.
- Produced Public Service Announcements (PSAs) for Neighborhood Watch groups, the Centennial and community volunteers
- Sponsored a Chamber mixer
- We were the lead agency in the reconstruction of the 74/215 interchange
- Funded the construction of a Habitat for Humanity house
- Attracted businesses creating over 1000 jobs
- Received an $800,000 COPS grant (Community Oriented Policing)
- Remediated the site for the Perris Station Apartments
- Started renovation of the Perris Theater
- Received a Helen Putnam Award for our sustainability practices
- Assisted with completion of Big League Dreams ballpark
- Completed Bob Long Park construction
- Completed the Downtown Specific Plan
- Maintained reserves at 50% of General Fund revenue
- Successfully implemented a contract for landscape maintenance for the whole City
- Issued $30 million in RDA bonds
- Very successful Centennial year
- Successfully contracted out sewer and water operations
- Acquired an $800,000 grant for Home Investment Partnership
- Started construction of the Mercado Apartments
- Received a GFOA (Government Finance Officers Association) Award; our 7th year in a row of receiving this award
- Implemented KBOX, a work order system
- Received a $1.3 million grant for the Neighborhood Stabilization Program
- Started building a new fire station
- Management retention
- Stand-alone EOC (Emergency Operations Center)
- 12 down payment loans made to first-time homebuyers
- Improved the infrastructure around the fire station
- Completed the transition to paperless agendas
- Completed the teen center; it’s now combined with the Senior center
- Funded 15 energy and water conservation grants for Perris residents
- Qualified a family for a Habitat for Humanity home
- Sold a foreclosure property that the City acquired and rehabilitated
- Received a Western Riverside Council of Governments (WRCOG) award for moving to the Silver Level as an energy partner
W.O.T.

Current Internal Weaknesses and Challenges of the City of Perris

Brainstormed List of Perceptions

- Lack of resources
- Lack of financial resources
- Perception of slow response from the city
- Inability for staff to seek training
- Problems with video at City Council meetings
- Campus buildings are outdated
- Having to do more with less funding
- Decreased training budget
- Lack of code enforcement
- Low staff morale
- Presence of graffiti
- Outdated phone system
- Strained personnel
- Lack of public outreach at community events (e.g., Police and Fire)
- Challenge of Redevelopment Agency (RDA) elimination
- Problem with audio at City Council meetings
- Lack of enthusiastic and energetic staff
- Lack of innovation in using current resources in effective ways
- Communication infrastructure failing
- Lack of good janitorial services
- Limited sports facilities for population count
- Complaints about animal control
- Lack of weed abatement
- Too many yard sales without licenses

External Factors or Trends that Will/Might Have a Positive Impact on Perris in the Coming Year

Brainstormed List of Perceptions

- New president in 2012
- Maintaining the same president for the next 4 years
- Improved roadways will bring business
- 215 expansion
- Industrial and commercial market will pick up momentum and start other development
- Lower gas prices
- Continued low interest rates
- Opening of Big League Dreams Sports park
- County building the Aquatic Center in Perris (a 50 meter pool)
- New businesses coming in to Perris
- Development at March Air Reserve Base
- Redevelopment downtown
- Improved economics
- If people maintain a positive attitude
- Extension of Metrolink services
- Relocation of fire station #1
- Improved housing programs for homeowners
- Completion of the 4th St. bridge
- Big chain restaurants coming to Perris
- Establishing a contract with the county for code enforcement services
- Target Shopping Center breaking ground

External Factors or Trends That Will/Might Have a Negative Impact on Perris in the Coming Year

Brainstormed List of Perceptions

- State budget deficit
- Governor Brown
- Elimination of vehicle license fees (VLF)
- Union employees' sense of entitlement
- Partisan gridlock
- Jail overcrowding
- Higher TMDL (Total Maximum Daily Load) fees
- Lack of grants
- Lack of loan availability
- Lack of qualified home buyers
- Lack of jobs
- Increase in cyber attacks
- Elimination of Redevelopment
- Unemployment
- Military cutbacks
- Lack of water
- Continuing foreclosures
- High gas prices
- Impact of the economy on motor sports
- Impact of the economy on aerospace
- Global warming
- Decreased quality of life

25 >>> S.W.O.T Analysis
An important element of the City’s strategic planning process is examining the organization’s strengths, weaknesses, opportunities and threats.
CITY OF PERRIS
Strategic Planning Team