



PROGRESS REPORT

2016 STRATEGIC PLAN



CITY OF NORCO



Adopted: August 17, 2016
Progress through Feb. 2020

INTRODUCTION

MISSION STATEMENT

The mission of the City of Norco is to serve its residents, businesses, and visitors in a friendly, ethical, and cost-effective manner with excellent customer service to provide and preserve a high quality of life in a community that values its identity as Horsetown USA.

VISION 2025 STATEMENT

In the year 2025, Norco will be widely known as Horsetown USA, a family-friendly and attractive destination community that enjoys and promotes a diverse recreation and animal-keeping lifestyle.

STRATEGIC DIRECTIONS

Infrastructure

Establish funding for planning, maintenance, replacement and development of infrastructure

Community Outreach

Engage with the community through excellent customer service, communication, and programs

Financial Stability

Assure financial stability by identifying new revenue sources and continuing prudent financial management

Economic Development

Increase transient occupancy tax (TOT) and sales tax revenues by attracting new businesses, retaining existing businesses, and attracting tourism

Public Safety

Improve the quality of life by enhancing public safety services

S.M.A.R.T. GOALS

*The 2016 City of Norco Strategic Plan consists of **S.M.A.R.T.** Goals:*

***S**pecific
Measurable
Achievable
Relevant
Timed*

STRATEGIC DIRECTION #1

INFRASTRUCTURE

STRATEGIC DIRECTION #1

INFRASTRUCTURE

Establish funding for planning, maintenance, replacement and development of infrastructure

ACTION PLAN #1	
ACTION PLAN:	Present revenue measure in special election and implement results
LEAD OWNER:	City Manager
SUPPORT:	City Council, City Attorney, City Clerk, Fiscal and Support Services
COMPLETION DATE:	March 31, 2018

STRATEGIC DIRECTION #1

INFRASTRUCTURE

Action Plan #1:

Present revenue measure in special election and implement results

SUB-ACTION PLAN PROGRESS REPORT	STATUS
<p>a. Contract consultant to determine the feasibility, type and structure of Revenue Measure that residents are likely to approve for infrastructure and other City services <i>(refer to the Ad-Hoc Committee on Infrastructure Needs and Funding Options report)</i></p> <p>2017 PROGRESS: A Community Survey was completed on behalf of the City by The Lew Edwards Group and FM3 and results were presented to the City Council on July 5, 2017. No decision has been made pertaining to revenue measure. City Manager is to bring recommendation to the City Council no later than March 31, 2018.</p>	<p>Completed</p>
<p>b. Complete Revenue Measure Study and present findings and recommendations to City Council and other stakeholders</p> <p>2018 PROGRESS: Staff completed extensive research in connection with a potential Revenue Measure. A comprehensive report was presented to the City Council on July 16, 2018, recommending placement of a one-cent add-on Transactions and Use Tax Measure on the November 6, 2018 Municipal Election Ballot. Council took several actions to place the Measure on the ballot.</p>	<p>Completed</p>

STRATEGIC DIRECTION #1

INFRASTRUCTURE

Action Plan #1:

Present revenue measure in special election and implement results

SUB-ACTION PLAN PROGRESS REPORT	STATUS
<p>c. Identify and implement steps necessary (fiscal emergency resolution, legal documents, etc.) to place Revenue Measure on the ballot</p> <p>2017 PROGRESS: No longer applicable</p>	<p>No longer applicable</p>
<p>d. Conduct public education and outreach</p> <p>2017 PROGRESS: Ongoing – staff has initiated an extensive community outreach program to provide information and educate residents on City services, programs, funding challenges, and the operation of city government.</p> <p>2018 PROGRESS: These efforts continued in 2018. In addition, staff made many presentations to community groups to discuss City programs, services, finances and Measure R, the Revenue Measure. Two Community Town Hall Meetings were conducted to provide information on Measure R and to answer residents’ questions.</p> <p>2019 PROGRESS: Staff continued with public outreach and engagement. Through Town Hall and City Council Meetings, staff explained the process for formation and selection of Measure R Citizens’ Oversight Committee. Oversight Committee was successfully formed, and members meet as required. Update was provided regarding the performance of Measure R revenues. First budget adopted.</p>	<p>Completed</p>

STRATEGIC DIRECTION #1

INFRASTRUCTURE

Action Plan #1:

Present revenue measure in special election and implement results

SUB-ACTION PLAN PROGRESS REPORT	STATUS
e. Conduct Special Election 2017 PROGRESS: No longer applicable	No longer applicable
f. Collaborate with HDL and SBOE to implement revenue collection steps 2017 PROGRESS: Deferred until decision is made regarding implementation of revenue measure. 2018 PROGRESS: With the approval of Measure R by Norco voters, staff will collaborate with HDL and the California Department of Fee and Tax Administration, formerly the State Board of Equalization, to implement all steps necessary to collect Measure R revenues. 2019 PROGRESS: Contracts for implementation of Measure R were executed with Rogers, Anderson, Malody and Scott for Oversight Committee Selection; HDL for revenue monitoring and reporting; and California Department of Tax and Fee Administration for implementation of Measure R 1% Transactions and Use Tax Ordinance.	Completed

STRATEGIC DIRECTION #1

INFRASTRUCTURE

Establish funding for planning, maintenance, replacement and development of infrastructure

ACTION PLAN #2	
ACTION PLAN:	Implement plan to adjust water and sewer rates
LEAD OWNER:	Public Works
SUPPORT:	City Manager, City Clerk, Fiscal and Support Services
COMPLETION DATE:	March 1, 2017

STRATEGIC DIRECTION #1

INFRASTRUCTURE

Action Plan #2: Implement plan to adjust water and sewer rates

SUB-ACTION PLAN PROGRESS REPORT	STATUS
<p>a. Develop 5-year Water and Sewer Rates Study</p> <p>2017 PROGRESS: Water and sewer rate study was completed and approved by the City Council on December 7, 2016. The study provides for five years of rate adjustment.</p>	Completed
<p>b. Conduct City Council Study Session</p> <p>2017 PROGRESS: Completed in December 2016.</p>	Completed
<p>c. Conduct Proposition 218 Protest Hearing</p> <p>2017 PROGRESS: Completed in December 2016.</p>	Completed
<p>d. Amend resolutions increasing annual set-aside for Water and Sewer</p> <p>2017 PROGRESS: As part of the water and sewer rate study completed in December 2016 and approved by the City Council, minimum operations and maintenance (O&M); and rate stabilization reserves were approved for the water fund and minimum O&M reserve was approved for the sewer fund.</p>	Completed

STRATEGIC DIRECTION #1

INFRASTRUCTURE

Action Plan #2: Implement plan to adjust water and sewer rates

SUB-ACTION PLAN PROGRESS REPORT CONTINUED	COMPLETION DATE
<p>e. Implement adjusted water rates</p> <p>2017 PROGRESS: First adjustment was implemented effective January 1, 2017.</p> <p>2018 PROGRESS: In addition to the January 1, 2017 rate adjustment, water rates adjustments were implemented July 1, 2017 and 2018. Additional adjustments are scheduled on July 1, 2019 and 2020. However, approved sewer rates adjustments have been suspended.</p> <p>2019 PROGRESS: Water rate adjustment was successfully implemented on July 1, 2019. The final adjustment is scheduled for July 1, 2020. However, sewer rate adjustments were deferred due to current financial condition of the Sewer Fund.</p>	<p>Completed</p>

STRATEGIC DIRECTION #1

INFRASTRUCTURE

Establish funding for planning, maintenance, replacement and development of infrastructure

ACTION PLAN #3	
ACTION PLAN:	Retain the services of grant writer to assist staff in evaluating and soliciting grants for maintaining, improving and replacing various infrastructure and equipment
LEAD OWNER:	City Manager
SUPPORT:	Public Works, Sheriff's Department, Parks and Recreation
COMPLETION DATE:	February 28, 2017

STRATEGIC DIRECTION #1

INFRASTRUCTURE

Action Plan #3:

Retain the services of grant writer to assist staff in evaluating and soliciting grants for maintaining, improving and replacing various infrastructure

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: Staff completed evaluation to hire outside consultant to assist with grant writing. Deferred action on hiring consultant. However, WRCOG has selected several consultants to assist member agencies with grant writing at no cost. Staff will use this service for grant opportunities. The following grants have been secured by City staff:</p> <ul style="list-style-type: none">• Congressional designated water grant in excess of \$400,000 for water system improvements• WRCOG BEYOND Program grants for economic development, traffic mitigation equipment and health initiatives• CDBG funding <p>2018 PROGRESS: Staff continued to work with a WRCOG Grant Consultant to pursue several grants. The City received WRCOG's BEYOND Program grant for Senior Programs, CDBG and OTS traffic enforcement. Staff is currently pursuing a grant for active transportation planning and an urban forestry tree planting program.</p> <p>2019 PROGRESS: During 2019, staff secured the following grants:</p> <ul style="list-style-type: none">• Tree planting grant in the amount of \$242,973 with \$81,500 match required• Electric Vehicle charging infrastructure in the amount of \$140,000• CDBG and RCTC grants continued	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #1

INFRASTRUCTURE

Establish funding for planning, maintenance, replacement and development of infrastructure

ACTION PLAN #4	
ACTION PLAN:	Revise General Fee Schedule to include user fee for replacement of facilities that are used to provide user services
LEAD OWNER:	Parks and Recreation
SUPPORT:	Fiscal and Support Services
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #1

INFRASTRUCTURE

Action Plan #4:

Revise General Fee Schedule to include user fee for replacement of facilities that are used to provide user services

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: Staff revised the General Fee Schedule by June 30, 2017 and incorporated new charges for services. Further revisions to include limited cost recovery for facility replacement is pending discussion and review with Parks and Recreation Commission.</p> <p>2018 PROGRESS: The General Fee Schedule was also updated to include new charges. A comprehensive fee study is currently underway to update the Fee Schedule to reflect current cost of services provided. The study will provide recommendations for cost recovery that includes cost for replacement of facilities.</p> <p>2019 PROGRESS: Staff completed Cost of Services Study and presented recommendations for fee adjustments to the City Council. City Council adopted recommendations for full cost recovery in certain cases and in other cases to charge less than full cost recovery. Approved fees do not include replacement cost for facilities. General Fee Schedule was revised accordingly.</p>	<p>Completed</p>

STRATEGIC DIRECTION #2

COMMUNITY
OUTREACH

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Engage with the community through excellent customer service, communication and programs

ACTION PLAN #1	
ACTION PLAN:	Complete customer service training for all full-time and part-time employees
LEAD OWNER:	Human Resources
SUPPORT:	All Departments
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #1:

Complete customer service training for all full-time and part-time employees

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: Training completed and consisted of a preliminary session with Management, followed by two full-day and two half-day sessions where 51 full-time and 56 part-time employees received training. Training emphasized the City's goal to create a culture of service and a reputation for maintaining and continuously improving how staff delivers services internally and to residents.</p> <p>2018 PROGRESS: Customer Service Scripts were developed for each department. This task provided employees with scripts to respond and answer customer questions with consistency. Refresher Customer Service Training was provided to 64 employees. Supervisory employees continue to seek low cost training to enhance supervisory and leadership skills.</p> <p>2019 PROGRESS: Customer service training continued to be provided to all City employees during 2019. First Aid/CPR/AED was provided to 55 staff and 72 staff participated in Stop the Bleed training. Many employees participated in career development training in the respective fields. Employee engagement programs were initiated.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #1:

Complete customer service training for all full-time and part-time employees

SUB-ACTION PLAN PROGRESS REPORT	STATUS
a. Identify training needs	Completed
b. Define performance metrics	Completed
c. Develop training program	Completed
d. Complete training program	Completed

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Engage with the community through excellent customer service, communication and programs

ACTION PLAN #2	
ACTION PLAN:	Create means to communicate internally across departments to improve employee knowledge of City programs and foster consistency of information provided to the public
LEAD OWNER:	City Manager
SUPPORT:	City Clerk
COMPLETION DATE:	December 31, 2016

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #2:

Create means to communicate internally across departments to improve employee knowledge of City programs and foster consistency of information

SUB-ACTION PLAN PROGRESS REPORT	STATUS
a. Complete internal communication audit 2017 PROGRESS: Ongoing.	Ongoing
b. Develop and implement new communication strategies 2017 PROGRESS: Ongoing. Staff began looking at a redesign of, and content options for, the City website and intranet. An updated intranet would provide improved employee engagement, improved communication, and streamlined collaboration. The City Manager began meeting with departments individually on a quarterly basis. The meetings are an opportunity to review department events; report on Council actions and other pertinent City information; check in on the department's cultural health and team performance; and express ideas and suggestions. All Council and employees' City emails have been added to Nixle which keeps them informed of current City alerts and advisory messages. City employees receive City Council Action Minutes after every Council meeting which provides a summary of actions. 2018 PROGRESS: The City Manager meets with all employees periodically to brief them on major City issues and projects. All employees' emails were added to The Norco Newsroom publications. The Norco Newsroom communications program delivers weekly newsletters, public meeting agendas, and community alerts, which better equips employees to handle communications and assistance to the public.	Completed Efforts will Continue

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #2:

Create means to communicate internally across departments to improve employee knowledge of City programs and foster consistency of information

SUB-ACTION PLAN PROGRESS REPORT CONTINUED	STATUS
<p>b. Develop and implement new communication strategies</p> <p>2019 PROGRESS: In order to be equipped to assist customers on the phone and in person, employees receive Nixle alerts and the City's weekly email newsletter, Top Stories, which educates and informs them of issues facing the City of Norco. The City Manager initiated breakfast meetings with employees (38 to date) to foster and enhance understanding between the City Manager's Office and individual employees' work environment with the objective of increasing job satisfaction. All part-time employees have been provided with City emails to facilitate communication to all employees. A Process Improvement Team, made up of full-time and part-time employees representing all departments/divisions, was created to review current protocol and provide new recommendations to the City Manager.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Engage with the community through excellent customer service, communication and programs

ACTION PLAN #3	
ACTION PLAN:	Complete Succession Planning for selected City positions
LEAD OWNER:	City Manager
SUPPORT:	Human Resources
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #3:

Complete Succession Planning for selected City positions

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: The City Manager and Department Managers identified key positions or those positions that are critical to the core functions of the City's administration and services; reviewed, revised, and updated job specifications; identified individuals in the current workforce that have potential for filling organizational needs; and continue to encourage training and mentorship opportunities. Examples:</p> <ul style="list-style-type: none">• Eleven employees completed California State Polytechnic University , Local Government Supervisory Program• Five employees completed training on Performance Management• Four employees completed training on Essential Keys to Managing Conflict and Building Communication <p>2018 PROGRESS: Two vacancies in the Fiscal and Support Services Department (Accounting Manager and Utility Billing Account Clerk) were filled using Succession Plan guidelines.</p> <p>2019 PROGRESS: Staff continues to utilize resources and attend training. Four vacancies were filled internally: Sewer Collections Technician, Water Quality Control Technician, Animal Control Officer Trainee and Animal Control Superintendent.</p>	<p>Completed</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #3:

Complete Succession Planning for selected City positions

SUB-ACTION PLAN PROGRESS REPORT	STATUS
a. Identify mission critical positions 2017 PROGRESS: Completed.	Completed
b. Identify temporary emergency replacement 2017 PROGRESS: Completed.	Completed
c. Identify likelihood of internal or external replacement 2017 PROGRESS: Completed.	Completed
d. Produce Succession Plan document 2017 PROGRESS: Completed.	Completed

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Engage with the community through excellent customer service, communication and programs

ACTION PLAN #4	
ACTION PLAN:	Complete salary surveys for all City positions to ensure City competitiveness in recruitment and retention of employees
LEAD OWNER:	Human Resources
SUPPORT:	All Departments
COMPLETION DATE:	April 30, 2017

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #4:

Complete salary surveys for all City positions to ensure City competitiveness in recruitment and retention of employees

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: In-house Salary Survey was completed for all full-time positions. Adjustments were made within available financial resources to bridge the gap between market and city salary. Certain positions still remain below market salary.</p> <p>2018 PROGRESS: A three percent salary adjustment was implemented on July 1, 2018. Positions will continue to be reviewed to ensure that the City remains competitive in recruitment and retention of employees.</p> <p>2019 PROGRESS: A 3% salary adjustment was implement on July 1, 2019. The following positions were re-classified: Information Technology Administrator, Communications Manager, Senior Permit Technician and Emergency Services Assistant.</p>	<p>Completed</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Engage with the community through excellent customer service, communication and programs

ACTION PLAN #5	
ACTION PLAN:	Implement programs to improve communication with residents over a broad spectrum of issues and services
LEAD OWNER:	City Clerk
SUPPORT:	Economic Development, Parks and Recreation, Fiscal and Support Services
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #5:

Implement programs to improve communication with residents over a broad spectrum of issues and services

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: The City Manager’s Community Outreach Advisory Group was formed and commenced monthly meetings with staff to determine ways to improve communication with residents. Additionally, EDAC has created a Community Outreach working group and is poised to enhance communication with residents over a broad spectrum of issues and services.</p> <p>2018 PROGRESS: Staff continues to identify areas of need to improve communications and efficiency while being consistent with the City’s updated branding. Staff is in the process of developing various communications projects, including a City branding manual and style guide, a comprehensive social media policy and a communications process policy, as well as respective training guides.</p> <p>2019 PROGRESS: The Communications Manager continues to collaborate with all departments to implement consistent citywide branding on official assets, streamline the internal communication request process, and improve print, digital and physical platforms in order to efficiently and effectively inform and engage with the public.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #5:

Implement programs to improve communication with residents over a broad spectrum of issues and services

SUB-ACTION PLAN PROGRESS REPORT	STATUS
<p>a. Launch Twitter account</p> <p>2017 PROGRESS: Completed – 200 followers to date.</p> <p>2018 PROGRESS: 416 followers to date.</p> <p>2019 PROGRESS: 645 followers to date.</p>	<p>Completed</p>
<p>b. Create quarterly financial newsletter</p> <p>2017 PROGRESS: Pending – new anticipated completion date June 30, 2018.</p> <p>2018 PROGRESS: In progress—to be completed by December 31, 2018.</p> <p>2019 PROGRESS: Deferred.</p>	<p>Deferred</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #5:

Implement programs to improve communication with residents over a broad spectrum of issues and services

SUB-ACTION PLAN PROGRESS REPORT	STATUS
<p>c. Update City website</p> <p>2017 PROGRESS: Updates are ongoing. In September 2016, staff began implementing significant changes to the layout. Information was consolidated in a more intuitive approach for improved navigation. City Council biographies and information were added along with updates to department pages with numerous new documents and hyperlinks.</p> <p>2018 PROGRESS: Consolidation of information is ongoing. The News page, Press Release page, and various department pages have been updated. Staff continues to restructure the website in a more user-friendly format. Ongoing improvements are guided by the City's updated branding.</p> <p>2019 PROGRESS: The current website provider, Civica, has been disbanded by its parent company, Granicus, which presents an opportunity to redesign and restructure the City website, with the goal of making it more user-friendly and informative, at a lower cost than building an entirely new site. The Communications Manager and the IT Department will work together on this initiative in 2020.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #5:

Implement programs to improve communication with residents over a broad spectrum of issues and services

SUB-ACTION PLAN PROGRESS REPORT	STATUS
<p>d. Update City Facebook</p> <p>2017 PROGRESS: Major revisions completed on target; minor updates are ongoing. Staff improved the branding of the City's Facebook page and added a dedicated Animal Control Division page. Staff is using Facebook more effectively. To date, 4,500 likes – started with 3,255 likes in August 2016 (increase of 1,245 likes); a large increase in likes occurred in May 2017 when the City published a post advertising Disney's Circle D Ranch on ABC7 News. The post was viewed 160,176 times, it reached 375,655 Facebook users in a variety of states, and acquired 12,882 likes, reactions, and shares.</p> <p>2018 PROGRESS: To date, there are 5,397 likes on the City's Facebook page and 987 likes on Animal Control's Facebook page.</p> <p>2019 PROGRESS: To date, there are 5,797 likes on the City's Facebook page and 1,074 likes on Animal Control's Facebook page. Facebook continues to add transparency requirements to government accounts, and the City has stayed up-to-date with such requests, specifically by verifying ownership and adding security precautions. The City Facebook page remains a primary communication tool for distributing public information and promoting programs and services.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #5:

Implement programs to improve communication with residents over a broad spectrum of issues and services

SUB-ACTION PLAN PROGRESS REPORT	STATUS
<p>e. Develop and deploy City of Norco App</p> <p>2017 PROGRESS: Launched November 2016. Residents and visitors now have City resources at their fingertips. Through the App, users are able to report issues they observe in their community, directly contact City departments and elected/appointed officials, receive City news and calendar alerts, and connect to City communication platforms. 2,422 downloads since launching.</p> <p>2018 PROGRESS: To date, there are 3,919 downloads and the app continues to be utilized by residents.</p> <p>2019 PROGRESS: To date, there are 4,938 downloads and the app continues to be utilized by residents, specifically for reporting issues (i.e., infrastructure, facility maintenance, etc.) observed in the community.</p>	<p>Completed</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #5:

Implement programs to improve communication with residents over a broad spectrum of issues and services

SUB-ACTION PLAN PROGRESS REPORT	STATUS
<p>f. Implement electronic surveys as a form of public noticing</p> <p>2017 PROGRESS: Anticipated completion date: June 30, 2018. Surveys are pending implementation of improved e-blast platform. City Manager and staff are collaborating with residents that are part of the Community Engagement Advisory Group who provide insight and suggestions on relevant and meaningful ways to communicate with residents.</p> <p>2018 PROGRESS: An improved e-blast platform was launched in April 2018. The first public survey through the new platform was released in November 2018 with higher than anticipated responses.</p> <p>2019 PROGRESS: Electronic surveys continue to be used to notify the public of programs and services, as well as to gauge interest in those programs and services. In 2019, electronic surveys were a primary tool used in the research and application phases of the Free Tree-Planting Program, funded by the Urban Forrest Grant.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #5:

Implement programs to improve communication with residents over a broad spectrum of issues and services

SUB-ACTION PLAN PROGRESS REPORT	STATUS
<p>g. Promote subscription to City Weekly Highlights and Nixle</p> <p>2017 PROGRESS: Ongoing. Staff promotes subscriptions through the City website, “Did You Know” flyers, community outreach, and other official communication. To date, 420 subscribers to Weekly Highlights and 2,651 subscribers to Nixle.</p> <p>2018 PROGRESS: The Norco Newsroom launched in April, and the Top Stories e-newsletter replaced the former Weekly Highlights. To date, there are 3,157 subscribers to The Norco Newsroom and 3,336 subscribers to Nixle.</p> <p>2019 PROGRESS: The City’s weekly email newsletter, Top Stories, a product of The Norco Newsroom digital communication program, continues to be delivered to educate and inform the public of issues facing the City of Norco. To date, there are 3,378 subscribers to The Norco Newsroom. The City’s text message alert platform, Nixle, continues to be used to notify the public of transportation and public safety alerts, as well as community events. To date, there are 3,788 subscribers to Nixle.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Engage with the community through excellent customer service, communication and programs

ACTION PLAN #6	
ACTION PLAN:	Modernize records management through use of effective technology
LEAD OWNER:	City Clerk
SUPPORT:	Information Technology Services
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #6:

Modernize records management through use of effective technology

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: In June 2017, an on-site records management assessment was conducted to determine unmet needs and solicit recommendations as it pertained to the City's records systems and meet industry standards.</p> <p>2018 PROGRESS: The 2017 assessment provided guidance in setting project priorities. Implementation of an improved records management system will occur in phases beginning July 1, 2019, and will be ongoing. Some of the initial projects include converting the repository of records in microfilm into digital format, consolidating various outdated building record repositories into one, and developing Standard Operating Procedures or workflows to ensure records are being managed in a consistent, efficient manner by all departments. The benefits include improved transparency, improved efficiency, reduced duplication of effort, increased customer service both externally and internally, and reduced costs.</p> <p>2019 PROGRESS: The City Clerk and IT staff continue to meet with potential vendors to implement a Retention System and an Agenda Management System using modern technology. A review of staffing needs in the City Clerk's Office and processes and procedures for records retention is occurring and will be reviewed for updates.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Engage with the community through excellent customer service, communication and programs

ACTION PLAN #7	
ACTION PLAN:	Using secure IT solutions implement systems that would provide residents and businesses with direct access to City information and documents such as financial information, agenda reports, administrative policies, fee estimate, land use processing guidelines, forms, etc.
LEAD OWNER:	City Clerk, Information Technology Services
SUPPORT:	All Departments
COMPLETION DATE:	December 31, 2017

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #7:

Using secure IT solutions implement systems that would provide residents and businesses with direct access to City information and documents

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: In August 2017, Public Works implemented an interactive CIP map on the City website that provides the project name, scope of work, projected cost and location for all planned water, sewer, storm drain, street, trails, and parks projects for the current fiscal year. Fiscal and Support Services staff is working on a Water App which will provide residents with access to on-line utility information. Anticipated completion date is December 31, 2017. Fiscal and Support Services staff is working on interactive graphs, charts and current budget and actual financial information and trends. Anticipated completion date is October 31, 2017.</p> <p>2018 PROGRESS: Public Works has integrated a new Work Order System with the City App, while adding content to the City website about Capital Improvement Projects, street paving, tree trimming schedule, trail system, and water quality reports. The Water App is being tested. Full deployment is expected by December 31, 2018. The revised date for completion of the interactive graphs, charts, current budget, and actual financial information and trends is January 2019.</p> <p>2019 PROGRESS: The City purchased new software for the Building Division for permit processing and record-keeping. Implementation of the new software including staff training and file conversions from the old program into the new one began in 2019 and is on-going.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Engage with the community through excellent customer service, communication and programs

ACTION PLAN #8	
ACTION PLAN:	Increase public safety education programs such as; UNLOAD, neighborhood watch, business watch, Cops with Clergy; Coffee with a Cop; fire prevention programs, code enforcement; etc.
LEAD OWNER:	Sheriff's Department
SUPPORT:	Fire Department, Code Enforcement Division
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #8: Increase public safety education programs

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: Sheriff staff remain involved with facilitating the public safety programs UNLOAD, Neighborhood Watch, Business Watch, Cops with Clergy, and Coffee with a Cop.</p> <p>2018 PROGRESS: The Sheriff's Office remains involved with facilitating UNLOAD, Neighborhood Watch, Business Watch, Cops with Clergy, etc. CAL FIRE has provided information through Community Town Hall Meetings and water bill inserts regarding various fire prevention programs. Code Enforcement continues to actively enforce the Municipal Code while educating residents on various nuisances. Fireworks enforcement on the Fourth of July and New Year's Eve continues to be a steady fire prevention program, as is weed abatement.</p> <p>2019 Progress: The Sheriff's Department conducted four community outreach programs, with participation from the Fire Department, to include new innovative strategies to encourage community partnership and involvement: Pizza in the Park, Trail Ride with the Sheriff's, Trunk or Treat, and an Open House. In addition to the outreach, the Sheriff's Department was able to add a Chaplain and expand the neighborhood watch program. Norco Citizens Patrol increased with new recruitment and a Norco Explorer Troop has been actively recruiting. The Fire Department participated in Emergency Preparedness and Fire Prevention Week events and presented Disaster Preparedness Programs to community organizations.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Engage with the community through excellent customer service, communication and programs

ACTION PLAN #9	
ACTION PLAN:	Complete citizen survey to gauge citizen perception of quality of life, sense of safety and to solicit input for ways to improve quality of life
LEAD OWNER:	City Manager
SUPPORT:	Sheriff's Department, Fire Department
COMPLETION DATE:	December 31, 2018

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #9:

Complete citizen survey to gauge citizen perception of quality of life, sense of safety and to solicit input for ways to improve quality of life

ACTION PLAN PROGRESS REPORT	STATUS
2017 PROGRESS: The City's community survey was completed and residents provided favorable ratings of 75% for Sheriff services and 85% for fire services.	Completed

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Engage with the community through excellent customer service, communication and programs

ACTION PLAN #10	
ACTION PLAN:	Educate residents about the historical and cultural resources of the community, fostering interest in historic preservation and Norco's rich heritage
LEAD OWNER:	Economic Development
SUPPORT:	Parks and Recreation Department, City Clerk
COMPLETION DATE:	June 30, 2018

STRATEGIC DIRECTION #2

COMMUNITY OUTREACH

Action Plan #10:

Educate residents about the historical and cultural resources of the community

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: Economic Development has worked with the Historic Preservation Commission to educate the community about Norco's rich history, resulting in occasional Weekly Highlights and Tweets about the City's history and cultural heritage. The Commission has also generated publicity about the nomination of the Lake Norconian Club for the National Register of Historic Places, and is preparing the Bob & Karlene Allen Historic Room at the Community Center. In October 2017, the Historic Room will be open to the public and the significant progress the Commission has made to date will be fully displayed, demonstrating to visitors how much the historical and cultural resources of the community are valued.</p> <p>2018 PROGRESS: The City's Historic Resources Consultant transformed the Historic Collections Room into an inviting location. The Room opened for public visits during the former Farmers Market. The State Historic Preservation Commission approved the City's nomination of the Norconian property for listing in the National Register of Historic Places.</p> <p>2019 PROGRESS: The City's Historic Preservation Commission continued to transform the Historic Collections Room into an inviting exhibit space and research facility. The Room was open for visitors during Horseweek and the Norco Fair. The State Historic Preservation Commission approved the City's nomination of the Norconian property for listing in the National Register of Historic Places.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Assure financial stability by identifying new revenue sources and continuing prudent financial management

ACTION PLAN #1	
ACTION PLAN:	Complete Action Plans #1-5 on Strategic Direction #1 regarding new revenues. Tax measure should be structured as general revenue with enabling legislation to earmark certain percentage for infrastructure and certain percentage for general City services.
LEAD OWNER:	See Strategic Direction #1
SUPPORT:	See Strategic Direction #1
COMPLETION DATE:	See Strategic Direction #1

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Action Plan #1:

Complete Action Plans #1-5 on Strategic Direction #1 regarding new revenues

ACTION PLAN PROGRESS REPORT	STATUS
<p>2018 PROGRESS: Norco voters approved Measure R on November 6, 2018. The Citizens' Oversight Committee will be formed, along with an enabling resolution to outline the composition, duties, and operating policies and procedures.</p> <p>2019 PROGRESS: Measure R Citizens' Oversight Committee was established with enabling resolution and bylaws. The Committee became operational in 2019.</p>	<p>Completed</p>

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Assure financial stability by identifying new revenue sources and continuing prudent financial management

ACTION PLAN #2	
ACTION PLAN:	Complete rate study for water, sewer and recycled water
LEAD OWNER:	See Strategic Direction #1 - Completed
SUPPORT:	See Strategic Direction #1 - Completed
COMPLETION DATE:	See Strategic Direction #1 - Completed

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Assure financial stability by identifying new revenue sources and continuing prudent financial management

ACTION PLAN #3	
ACTION PLAN:	Review of outstanding City debt for opportunities to refinance and achieve debt service savings
LEAD OWNER:	Fiscal and Support Services
SUPPORT:	City Manager
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Action Plan #3:

Review of outstanding City debt for opportunities to refinance and achieve debt service savings

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: A review of all City and Successor Agency outstanding bonded debt has been completed and bond issues that can be refunded to generate debt service savings have been identified and staff is moving forward to refund identified bond issues.</p> <p>2018 PROGRESS: CFD No. 2001-1 (Norco Ridge Ranch) 2006 Refunding Bonds were refunded in 2018 generating annual savings to property owners in the District ranging from \$446-\$608 per parcel in FY 2018-2019. Annual savings will gradually increase to a range of \$686-\$936 by Fiscal Year 2027-2028. Average annual savings range between \$590-\$805 depending on parcel size. CFD 97-1 (Norco Hills) 2005 Refunding Bonds were refunded through direct bank placement generating annual savings ranging between \$343-\$454 per parcel. Average annual savings were approximately \$414 per parcel. Successor Agency Redevelopment Bonds 2005 and 2010 were refunded with 2017A and 2017B Bonds to generate debt service savings of \$9.1 million through the remaining 19-year life of the Bonds. These savings will be split among all the affected taxing entities, including the City of Norco. The City's share of the savings is estimated to be \$77,000 annually. In addition to the savings generated, S&P upgraded the rating on the new Bonds from A+ to AA-.</p>	<p>Completed</p>

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Action Plan #3:

Review of outstanding City debt for opportunities to refinance and achieve debt service savings

ACTION PLAN PROGRESS REPORT CONTINUED	STATUS
<p>2019 PROGRESS: Staff completed a comprehensive financial analysis regarding the feasibility for refunding the City's 2009 Water and Sewer Revenue Enterprise Bonds. The Bonds were subsequently refunded by issuing the City's 2019A Water and Sewer Enterprise Revenue Refunding Bonds. Through this refunding transaction, the City achieved \$10.4 million net present value debt service savings; secured a two step credit rating upgrade from A to AA- from Standard & Poors; and generated \$14 million in new money (bond proceeds) for future water capital projects.</p>	<p>Completed</p>

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Assure financial stability by identifying new revenue sources and continuing prudent financial management

SUB-ACTION PLAN PROGRESS REPORT	STATUS
a. Identify financing team 2017 PROGRESS: Completed June 2017 and August 2017. RFQ for Financial Advisors completed June 2017 and RFQ for Bond Counsel completed August 2017.	Completed
b. Complete review 2017 PROGRESS: Completed June 2017 and August 2017. Review of Financial Advisors completed June 2017 and review of Bond Counsel completed August 2017.	Completed
c. Report to City Council 2017 PROGRESS: Completed July 2017 and September 2017. Report to City Council on Financial Advisors approved on July 20, 2017 and report to City Council on Bond Counsel and Underwriter pool approved September 6, 2017.	Completed

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Assure financial stability by identifying new revenue sources and continuing prudent financial management

ACTION PLAN #4	
ACTION PLAN:	Create long-term financial management plan for General Fund, Water Fund and Sewer Fund
LEAD OWNER:	Fiscal and Support Services
SUPPORT:	Public Works, City Manager
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Action Plan #4:

Create long-term financial management plan for General Fund, Water Fund and Sewer Fund

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: As part of the Water and Sewer Rate Study completed December 2016, the City Council approved the recommended establishment of a minimum O&M reserve and rate stabilization reserve for the water fund and a minimum O&M reserve for the sewer fund. A five-year financial projection was developed for the water and sewer fund as part of the water and sewer rate study. A five-year financial projection for the General Fund should be completed by June 30, 2018.</p> <p>2018 PROGRESS: As part of the revenue measure efforts, a 10-year financial forecast of the City's General Fund was completed.</p> <p>2019 PROGRESS: As part of the Water and Sewer Funds Enterprise Revenue Bonds refinancing transaction, staff provided updated long range financial projection for the water and sewer funds.</p>	<p>Completed</p>

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Assure financial stability by identifying new revenue sources and continuing prudent financial management

ACTION PLAN #5	
ACTION PLAN:	Complete overhead cost allocation studies
LEAD OWNER:	Fiscal and Support Services
SUPPORT:	All Departments
COMPLETION DATE:	January 31, 2017

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Action Plan #5: Complete overhead cost allocation studies

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: Completed August 2016.</p> <p>2018 PROGRESS: As part of the City's Comprehensive Cost of Services Study currently underway, the Overhead Cost Allocation Plan will be updated.</p> <p>2019 PROGRESS: Overhead Cost Allocation Plan was completed in 2019. Results from the Plan were incorporated into the FY 2019-2020 budget.</p>	Completed

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Assure financial stability by identifying new revenue sources and continuing prudent financial management

ACTION PLAN #6	
ACTION PLAN:	Complete analysis regarding potential pre-payment of unfunded pension liabilities for savings through issuance of pension obligation debt; complete analysis regarding options available to reduce retiree healthcare costs
LEAD OWNER:	Fiscal and Support Services
SUPPORT:	City Manager
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Action Plan #6:

Complete analysis regarding potential pre-payment of unfunded pension liabilities for savings through issuance of pension obligation debt; complete analysis regarding options available to reduce retiree healthcare costs

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: Established a Financing Team for financing opportunities. Anticipated completion date for analysis is January 31, 2018. Review of options for reducing retiree healthcare costs is ongoing. Additionally, City funds that have been set aside to fund retiree health costs continues to increase due to favorable investment earnings and annual contribution from operating budgets.</p> <p>2018 PROGRESS: Staff continues to review opportunities for potential pre-payment of pension liabilities. Progress has been slowed due to CalPERS' ongoing changes in discount rate used to determine the amount of unfunded liabilities. The City continues to set aside funds to pay down unfunded retiree medical insurance liabilities. As of September 2018, over \$9.1 million (including investment earnings) has been set aside in a Trust Account with CalPERS. If investment earnings continue to perform favorably, it is anticipated that sufficient funds would be in this account by FY 2020-2021 to discontinue contributions to this account.</p>	<p>Completed</p>

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Action Plan #6:

Complete analysis regarding potential pre-payment of unfunded pension liabilities for savings through issuance of pension obligation debt; complete analysis regarding options available to reduce retiree healthcare costs

ACTION PLAN PROGRESS REPORT CONTINUED	STATUS
<p>2019 PROGRESS: Staff continues to review opportunities for potential pre-payment of pension liabilities. Due to low interest environment and varying professional opinions, it is not clear that pre-payment of pension liabilities through issuance of pension obligation debt is not the best option. The City continues to set aside funds to pay down unfunded retiree medical insurance liabilities. As of December 31, 2019, \$10.5 million (including investment earnings) has been set aside in a Trust Account with CalPERS. If investment earnings continue to perform favorably, it is anticipated that sufficient funds would be in this account by FY 2020-2021 to discontinue contributions to this account and redirect funds to pension liabilities.</p>	<p>Completed</p>

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Assure financial stability by identifying new revenue sources and continuing prudent financial management

ACTION PLAN #7	
ACTION PLAN:	Develop a naming rights policy for City facilities and expand use of Horsetown USA logo to include royalties or a fixed annual fee
LEAD OWNER:	Parks and Recreation
SUPPORT:	Economic Development
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Action Plan #7:

Develop a naming rights policy for City facilities and expand use of Horsetown USA logo to include royalties or a fixed annual fee

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: Economic Development and Parks and Recreation released a Request for Qualifications for naming rights to George Ingalls Equestrian Event Center. Two qualified consulting firms responded and they subsequently responded to supplemental questions. A working group of the Economic Development Advisory Council, along with the City Clerk, has begun studying the use of the Horsetown USA logo, with plans to develop a style guide and fee schedule for the use of the trademark.</p> <p>2018 PROGRESS: Staff continues to discuss potential naming rights and/or sponsorship of Ingalls Event Center. This project has been delayed due to budgetary constraints as the proposer requires upfront payment. Staff is negotiating a contingency-based payment option. Staff continues to evaluate potential uses of the Horsetown USA trademark, which will be outlined in a future policy and fee schedule.</p> <p>2019 PROGRESS: The City Council approved the Trademark and Licensing Program (Ordinance No. 1050/NMC 3.70, Administrative Policy No. 108) and the coinciding fee schedule, which promotes and protects usage of current and future City-owned trademarks.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #3

FINANCIAL STABILITY

Action Plan #7:

Develop a naming rights policy for City facilities and expand use of Horsetown USA logo to include royalties or a fixed annual fee

SUB-ACTION PLAN PROGRESS REPORT	STATUS
a. Complete research	Completed
b. Draft policy	Completed
c. Approve policy and set fees	Completed

STRATEGIC
DIRECTION #4

ECONOMIC
DEVELOPMENT

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Increase transient occupancy tax (TOT) and sales tax revenues by attracting new businesses, retaining existing businesses, attracting tourism

ACTION PLAN #1	
ACTION PLAN:	Attract and secure entitlements for two (2) new brand name hotels with minimum of 80 rooms each
LEAD OWNER:	Economic Development
SUPPORT:	Planning Department, City Manager
COMPLETION DATE:	June 30, 2018

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Action Plan #1:

Attract and secure entitlements for two (2) new brand name hotels with minimum of 80 rooms each

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: One new hotel has been formally entitled, a 90-room Holiday Inn Express. Several other hotel developers have expressed significant interest in building additional hotels in the City. In addition, the Planning Department's initiatives on Sixth Street-expanding the number of permitted uses and developing policies that provide incentives for lot consolidation to make that area more attractive to hotel developers.</p> <p>2018 PROGRESS: Construction of the Holiday Inn Express has been delayed by the developer. The developer appears to be in the process of selling the property and the franchise to facilitate development. A 122-room WoodSprings Suites was approved by the Planning Commission and City Council, and construction is currently underway.</p> <p>2019 PROGRESS: Woodspring Suites was started and opened in 2019. This 122-room hotel will significantly add to the City's TOT revenue. Tru hotel, a Hilton brand, was approved for construction on Hamner Avenue, and the 90-room Holiday Inn Express project is again proceeding after a lengthy delay by the property owner.</p>	<p>Completed</p>

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Increase transient occupancy tax (TOT) and sales tax revenues by attracting new businesses, retaining existing businesses, attracting tourism

ACTION PLAN #2	
ACTION PLAN:	Attract and secure commitments from two (2) full-service restaurants that suit local needs
LEAD OWNER:	Economic Development
SUPPORT:	Planning Department, City Manager
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Action Plan #2:

Attract and secure commitments from two (2) full-service restaurants

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: In progress. The Planning Department has introduced new policies that make Sixth Street more attractive to commercial development in general and specifically for sit-down restaurants. The expansion of permitted uses, generated through a working group meeting of two City Council Members and two Planning Commission Members, encourage businesses such as microbreweries or craft distilleries. Additional policies under consideration include incentives for lot consolidation that make Sixth Street considerably more attractive to traditional restaurants.</p> <p>2018 PROGRESS: The Derby Room on Hamner Avenue and Town and Country Drive is going through licensing and tenant improvements to replace Cowboy Joes. This sit-down restaurant will also feature onsite horse race wagering. The completion of the FieldHouse at SilverLakes Sports Complex added another sit-down restaurant in the City.</p> <p>2019 PROGRESS: The Derby Room restaurant and sports wagering facility was opened and owners are reporting higher-than-anticipated food and beverage revenue.</p>	<p style="text-align: center;">Completed</p>

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Increase transient occupancy tax (TOT) and sales tax revenues by attracting new businesses, retaining existing businesses, attracting tourism

ACTION PLAN #3	
ACTION PLAN:	Attract and secure commitments from two (2) national retail chains that suit local needs
LEAD OWNER:	Economic Development
SUPPORT:	Planning Department, City Manager
COMPLETION DATE:	June 30, 2018

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Action Plan #3:

Attract and secure commitments from two (2) national retail chains

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: CVS will be one of the new anchors at Norco Village, the Lewis Retail project at Second Street and Corydon Avenue. The other anchor will be a Stater Bros. supermarket.</p> <p>2018 PROGRESS: CVS opened at Norco Village. An expanded and improved Stater Bros. supermarket also opened at Norco Village. The Planning Commission approved the development of a Grocery Outlet and shopping center on Sixth Street.</p> <p>2019 PROGRESS: The CarMax auto dealership was approved by the City Council to be built at the intersection of I-15 Freeway and Second Street. Construction began in late 2019. CarMax is the largest used car retailer in the nation, and this store will generate substantial sales tax to the City.</p>	<p>Completed</p>

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Increase transient occupancy tax (TOT) and sales tax revenues by attracting new businesses, retaining existing businesses, attracting tourism

ACTION PLAN #4	
ACTION PLAN:	Develop new marketing materials to promote local opportunities to restaurants, retail, lodging and interactive business developers; develop database to track contacts and outreach to same developers
LEAD OWNER:	Economic Development
SUPPORT:	Administration
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Action Plan #4:

Develop new marketing materials to promote local opportunities to restaurants, retail, lodging and interactive business developers

SUB-ACTION PLAN PROGRESS REPORT	STATUS
<p>a. Create digital prospect database</p> <p>2017 PROGRESS: Completed. Working with ICSC, staff assembled a prospect list heavily skewed toward the hospitality industry, a strategy has proved very successful.</p>	<p>Completed</p>
<p>b. Create marketing package designed to increase message effectiveness and reach</p> <p>2017 PROGRESS: Completed. A new marketing campaign, "Score in Norco," was unveiled for ICSC in May 2017. A new booth, collateral materials and giveaways were created, all designed in-house, were extremely well-received by the public and business community. Also designed were high-end "lookbooks" showcasing new demand for goods and services in Norco, and attractive mailers for follow-up efforts with prospects. These materials are designed to have a "Fortune 500" look and feel and that appeal to sophisticated private sector business people.</p>	<p>Completed</p>
<p>c. Work with the Norco Area Chamber of Commerce to promote Norco businesses</p> <p>2017 PROGRESS: Due to staffing/leadership changes at the Chamber, staff has not directly entered into any co-sponsored programs, but three Chamber board members are currently represented on EDAC and a work group has begun exploring opportunities for future collaboration.</p>	<p>Completed</p>

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Increase transient occupancy tax (TOT) and sales tax revenues by attracting new businesses, retaining existing businesses, attracting tourism

ACTION PLAN #5	
ACTION PLAN:	Work with SilverLakes Equestrian and Sports Park to ensure that all taxable sales at the park are reported using Norco as the point-of-sale
LEAD OWNER:	Fiscal and Support Services
SUPPORT:	City Manager
COMPLETION DATE:	December 31, 2016

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Action Plan #5:

Work with SilverLakes Equestrian and Sports Park to ensure that all taxable sales at the park are reported using Norco as the point-of-sale

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: Business License staff works with Parks and Recreation staff and SilverLakes on requirements. Review of new events and vendors is in place. Process is in place to confirm proper allocation taxable sales to Norco.</p> <p>2018 PROGRESS: This is ongoing. Food vendors at SilverLakes are reporting sales tax with Norco as the Point of Sale. Sales tax generated by SilverLakes has significantly increased since the opening of the FieldHouse.</p>	<p>Completed</p>

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Increase transient occupancy tax (TOT) and sales tax revenues by attracting new businesses, retaining existing businesses, attracting tourism

ACTION PLAN #6	
ACTION PLAN:	Develop easy to understand written procedures for permit/development processing to assist businesses with understanding of City processes
LEAD OWNER:	Planning Department
SUPPORT:	Administration
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Action Plan #6:

Develop easy to understand written procedures for permit/development processing to assist businesses with understanding of City processes

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: Working with an Ad-Hoc Committee, new applications for accessory buildings were created that simplified and specified new policies for accessory buildings. A process infographic was completed that summarizes the most requested types of construction and whether a building permit is needed. A 3-step flow chart was prepared that summarizes the steps needed to open a business.</p>	<p>Completed</p>

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Increase transient occupancy tax (TOT) and sales tax revenues by attracting new businesses, retaining existing businesses, attracting tourism

ACTION PLAN #7	
ACTION PLAN:	Complete key street improvements on City's major business corridor – Hamner Avenue, Sixth Street
LEAD OWNER:	Public Works
SUPPORT:	Planning Department
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Action Plan #7:

**Complete key street improvements on City's major business corridor –
Hamner Avenue, Sixth Street**

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: Staff completed a grind and overlay project on Hamner Avenue between Sixth Street and Fourth Street in October 2016. Staff also completed a chip seal on Sixth Street between Sierra Avenue and California Avenue in April 2017. Staff is currently working on a street widening project on Hamner Avenue between Fifth Street and Third Street with an anticipated completion date of June 2018.</p> <p>2018 PROGRESS: Completed slurry seal and striping of Sixth Street. Paved Hamner Avenue from Sixth Street to Fourth Street. Currently working on paving Hamner Avenue from Fourth Street to Third Street and widening certain locations. Completed new LED street name signs on Sixth Street and currently working on Hamner Avenue.</p> <p>2019 PROGRESS: Continued work related to design of Hamner Bridge Widening Project, completed Hamner Widening Project between Third Street and Fifth Street, and completed replacement of streetlights with LED lights to improve lighting and reduce electrical costs.</p>	<p>Completed</p>

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Increase transient occupancy tax (TOT) and sales tax revenues by attracting new businesses, retaining existing businesses, attracting tourism

ACTION PLAN #8	
ACTION PLAN:	Increase effectiveness of Code Enforcement by making sure that every code case is closed within twelve months or is being handled by a City prosecutor
LEAD OWNER:	Planning Department
SUPPORT:	City Manager, Parks and Recreation, Sheriff's Department
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #4

ECONOMIC DEVELOPMENT

Action Plan #8:

Increase effectiveness of Code Enforcement by making sure that every code case is closed within twelve months or is being handled by a City prosecutor

ACTION PLAN PROGRESS REPORT	STATUS
<p>2018 PROGRESS: The City Manager and Code Enforcement staff meet monthly to review the status of open claims and determine appropriate follow-up actions. This has resulted into many cases being closed in a timely manner.</p> <p>2019 PROGRESS: Progress continued in 2019 with periodic review of outstanding cases, and part-time Code Enforcement Officer position was approved by the City Council and added allowing for weekend code enforcement, which has resulted in many cases being handled timely. Additionally, changes have been made to NMC to strengthen enforcement tools regarding ROW maintenance.</p>	<p>Completed</p>

STRATEGIC
DIRECTION #5

PUBLIC SAFETY

STRATEGIC DIRECTION #5

PUBLIC SAFETY

Improve the Quality of Life by Enhancing Public Safety Services

ACTION PLAN #1	
ACTION PLAN:	Increase contracted daily patrol hours from 60 hours to 80 hours to contend with increase in crime and calls for service
LEAD OWNER:	Sheriff's Department
SUPPORT:	City Manager
COMPLETION DATE:	June 30, 2019

STRATEGIC DIRECTION #5

PUBLIC SAFETY

Action Plan #1:

Increase contracted daily patrol hours from 60 hours to 80 hours to contend with increase in crime and calls for service

ACTION PLAN PROGRESS REPORT	STATUS
2017 PROGRESS: The Sheriff has provided information to the City pertaining to increased staffing of contract hours from 60 to 80. This plan is currently pending. The completion date for this plan is June 30, 2019.	Completed

STRATEGIC DIRECTION #5

PUBLIC SAFETY

Improve the Quality of Life by Enhancing Public Safety Services

ACTION PLAN #2	
ACTION PLAN:	Implement a dedicated traffic team consisting of two deputies to deal with increase in traffic and related issues
LEAD OWNER:	Sheriff's Department
SUPPORT:	City Manager
COMPLETION DATE:	June 30, 2021

STRATEGIC DIRECTION #5

PUBLIC SAFETY

Action Plan #2:

Implement a dedicated traffic team consisting of two deputies to deal with increase in traffic and related issues

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: The City amended the current law enforcement services contract with the Sheriff to provide (1) full-time dedicated traffic position, leaving (1) additional position to fill.</p> <p>2018 PROGRESS: The dedicated traffic deputy position has been filled and now conducting consistent traffic enforcement in the City.</p> <p>2019 PROGRESS: The need to add one additional dedicated Traffic Officer was reviewed as part of the FY 2019-2020 budget but action was deferred. This item is to be reviewed during the FY 2019-2020 mid-year budget process. Additionally, the City Council approved funding for traffic calming measures, including installation of electronic speed feedback devices, stop signs, street striping, etc.</p>	<p>Completed</p>

STRATEGIC DIRECTION #5

PUBLIC SAFETY

Improve the Quality of Life by Enhancing Public Safety Services

ACTION PLAN #3	
ACTION PLAN:	Add one (1) full-time Sheriff's Community Service Officer to the front lobby of the Sheriff's Office to provide full business hour access for residents and visitors
LEAD OWNER:	Sheriff's Department
SUPPORT:	City Manager
COMPLETION DATE:	June 30, 2019

STRATEGIC DIRECTION #5

PUBLIC SAFETY

Action Plan #3:

Add one (1) full-time Sheriff's Community Service Officer to the front lobby of the Sheriff's Office to provide full business hour access for residents and visitors

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: The City amended the current law enforcement services contract with the Sheriff to provide (1) full-time dedicated CSO II position.</p> <p>2018 PROGRESS: A dedicated Community Services Officer (CSO) has been added to the department to free-up time for the Special Enforcement Team to carry out more law enforcement duties.</p>	<p>Completed</p>

STRATEGIC DIRECTION #5

PUBLIC SAFETY

Improve the Quality of Life by Enhancing Public Safety Services

ACTION PLAN #4	
ACTION PLAN:	Complete analysis and provide recommendations for implementation on how to secure public facilities and buildings – City Hall, Ingalls, Senior Center, Public Works Yard
LEAD OWNER:	Sheriff's Department, Parks and Recreation
SUPPORT:	Fire Department
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #5

PUBLIC SAFETY

Action Plan #4:

Complete analysis and provide recommendations for implementation on how to secure public facilities and buildings

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: Public Works staff is currently in the process of identifying various site improvements at the Public Works Yard that will be implemented by June 30, 2018.</p> <p>2018 PROGRESS: Controlled gate access has been installed at the City Corporate Yard. Improvements have been made to the Sheriff Department's gates. Plans for securing City Hall have been developed pending approval of funding by the County Oversight Committee and the State Department of Finance (DOF).</p> <p>2019 PROGRESS: In 2019, staff met with security systems vendors and evaluated construction options to better secure City facilities. In February 2020, City Council will review the award of contract of security systems upgrades and new construction. Phase One will include retrofitting, adding and upgrading the current security system in City Hall and the Sheriff Station with new digital cameras placed at various locations on the interior and exterior of the facilities. Other security improvements will include door release buttons at key location entrances of the Sheriff Station and Smart Card entrances throughout City Hall. Upon award of contract, Phase One will be completed by May 1, 2020. Phase 2 evaluations have begun and will include counter intrusion barriers and evaluation of ballistic resistant options.</p>	<p>In Progress</p>

STRATEGIC DIRECTION #5

PUBLIC SAFETY

Improve the Quality of Life by Enhancing Public Safety Services

ACTION PLAN #5	
ACTION PLAN:	Complete all actions necessary to update City Emergency Operations Plan including training, development of checklist, communication protocols with residents and staff
LEAD OWNER:	Fire Department
SUPPORT:	All Departments
COMPLETION DATE:	June 30, 2017

STRATEGIC DIRECTION #5

PUBLIC SAFETY

Action Plan #5:

Complete all actions necessary to update City Emergency Operations Plan including training, development of checklist, and communication protocols

ACTION PLAN PROGRESS REPORT	STATUS
<p>2017 PROGRESS: In April 2017, Fiscal and Support Services staff implemented electronic automated phone calls to residents for late payments. The process can be modified for use in emergency situations for those with current contact information. Disaster Recovery in place for financial system and services required during an emergency. Staff is currently working on making the financial system cloud based with anticipated completion date of December 2017.</p> <p>2018 PROGRESS: The Emergency Operations Center (EOC) computers and related systems have been upgraded, and system backup procedures have been implemented, including back to the cloud. The City's Emergency Operations Procedures Manual was completed and approved by the County, State and Norco City Council.</p> <p>2019 PROGRESS: Identified locations within the City to serve as Commodities Points of Distribution (CPODS) as a part of the State's Catastrophic Earthquake plan. Updated the City's Emergency Mass Prophylactic Plan. Secured an Emergency Management Performance Grant to update the communication systems in the EOC. Continued ICS training and refresher courses for current staff and new employees. Converted the Fire Administrative Clerk position to an Emergency Coordinator Services Assistant position.</p>	<p>Completed</p> <p>Efforts will Continue</p>

STRATEGIC DIRECTION #5

PUBLIC SAFETY

Improve the Quality of Life by Enhancing Public Safety Services

ACTION PLAN #6	
ACTION PLAN:	Add a paramedic squad at the Hamner Ave. Station
LEAD OWNER:	Fire Department
SUPPORT:	City Manager
COMPLETION DATE:	June 30, 2019

STRATEGIC DIRECTION #5

PUBLIC SAFETY

Action Plan #6:

Add a paramedic squad at the Hamner Ave. Station

ACTION PLAN PROGRESS REPORT	STATUS
2017 PROGRESS: Ongoing 2019 PROGRESS: Action deferred.	Deferred

SUB-ACTION PLAN PROGRESS REPORT	STATUS
Hire four (4) additional staff	Deferred
Purchase equipment	Deferred



PROGRESS REPORT

2016 STRATEGIC PLAN



CITY OF NORCO



Adopted: August 17, 2016
Progress through Feb. 2020