

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



ITEM
19.1
(ID # 6269)

MEETING DATE:

Tuesday, February 6, 2018

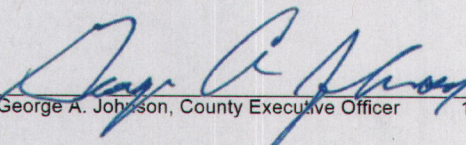
FROM : EXECUTIVE OFFICE:

SUBJECT: SUPERVISOR CHUCK WASHINGTON AND EXECUTIVE OFFICE: Presentation of Riverside County Vision 2030. [\$0] (Workshop set for 1:30pm) (19.1 of 01/30/2018)

RECOMMENDED MOTION: That the Board of Supervisors:

1. Accept the presentation from Supervisor Chuck Washington and the Executive Office and direct staff to create an integrated strategic plan and present it to the board for adoption within 90 days.

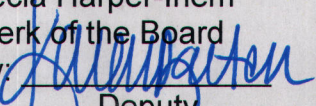
ACTION:


George A. Johnson, County Executive Officer 1/25/2018

MINUTES OF THE BOARD OF SUPERVISORS

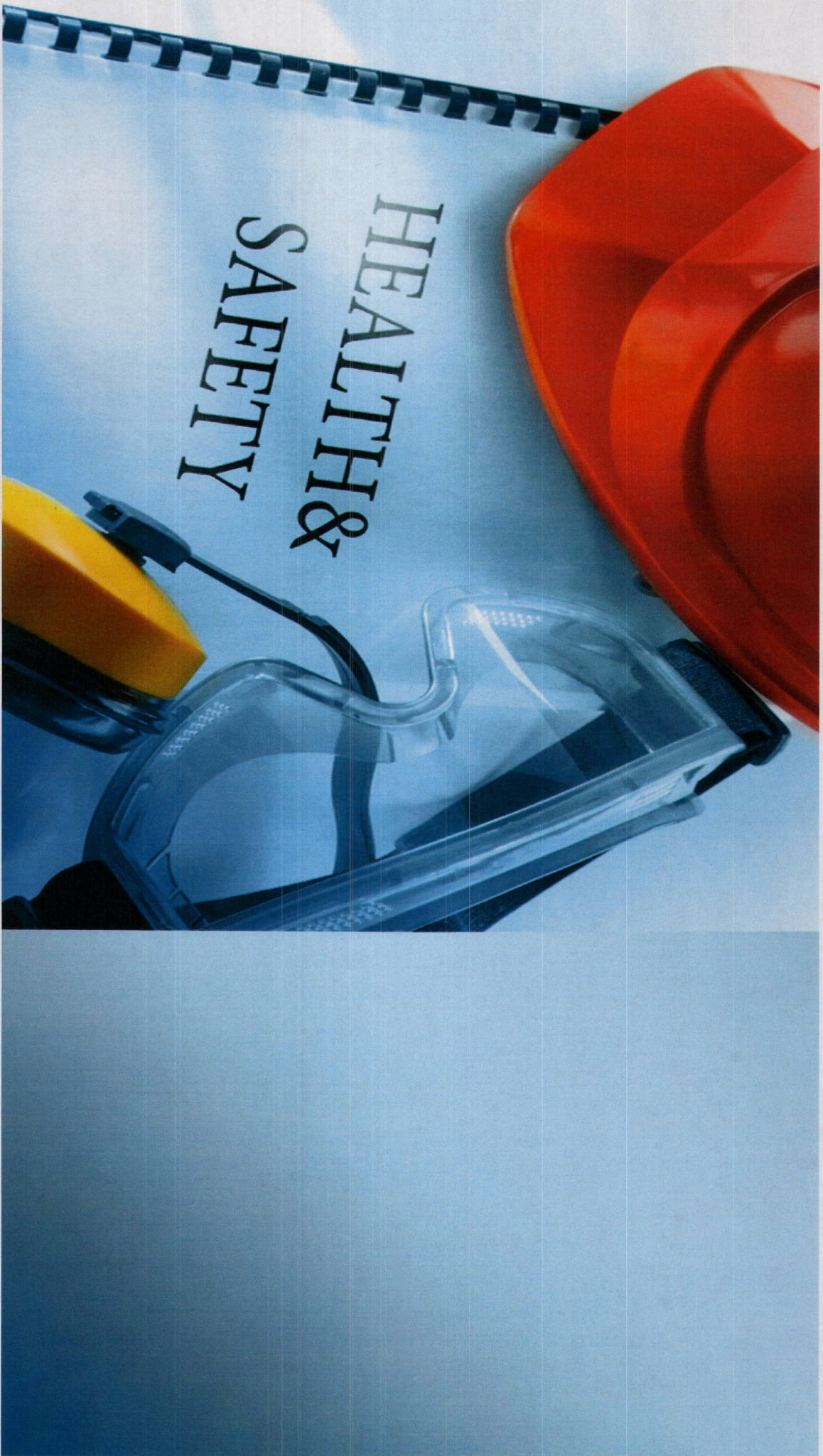
On motion of Supervisor Washington, seconded by Supervisor Tavaglione and duly carried, IT WAS ORDERED that the above matter is approved to accept the presentation from Supervisor Chuck Washington and the Executive Office and direct staff to create an integrated strategic plan and present it to the board for adoption within 90 days.

Ayes: Jeffries, Tavaglione, Washington and Perez
Nays: None
Absent: Ashley
Date: February 6, 2018
xc: EO

Kecia Harper-Ihem
Clerk of the Board
By: 
Deputy



HEALTH &
SAFETY



Healthy & Active Living

- Ensure healthy and active living by addressing preventable and treatable health conditions such as obesity, chronic disease, and mental health

	Riverside County	California	Riverside County 2030 Target
Adults who are obese (2016); CHIS	32.9 %	27.9 %	25.0 %
5 th grade students who are at a healthy weight (2016-2017); CA Dept of Education	59.8 %	59.3 %	70.0 %
Food Insecurity Rate (2014); County Health Rankings	12.0%	14.0 %	10.0 %
Adult fast food consumption (2016); CHIS	69.3 %	62.7 %	60.0 %



Things to Consider

Ensure Healthy & Active Living

- Increase awareness of physical activity program to schools and community organizations through promotion on social media and county websites
- Increase enrollment into available food programs and promote use of farmer's markets for purchasing fresh fruits and vegetables
- RUHS-Public Health seeks to support clinic-based nutrition education programs to families and children and promote patient referrals
- Promote and educate communities on healthy eating options to increase community knowledge and participation in maintaining gardens

Resources Available to Cities through Public Health

Healthy City Resolution Toolkit

Riverside County Healthy Coalition

Healthy Cities Network

Healthy Development Checklist



Public Safety Considerations

- Promote modern policing approaches to help create safe communities
- Ensure that we work with our partners to deploy the right resources in the right manner at the right time
- Promote family safety by bringing awareness to the dangers of preventable infant/toddler deaths due to drowning and abandonment in vehicles



Education

High School Graduation Statistics California/Riverside County

- Approximately **81%** of the general student population graduates from high school (California Department of Education)
- Approximately **89%** of the general student population in Riverside County graduates from high school (Riverside County Office of Education)

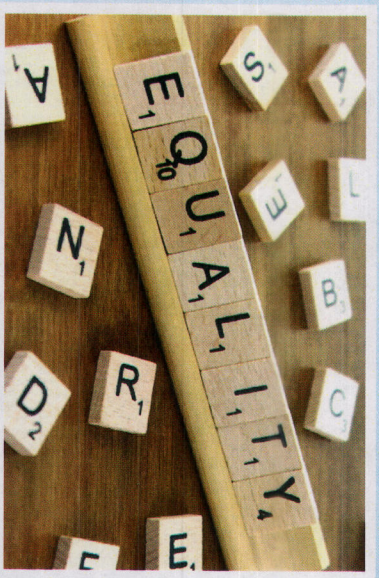
Things to Consider

1. Form an **Ad Hoc Committee** consisting of parents, First5, Department of Public Social Services (DPSS), and colleges to work collaboratively with Riverside County Office of Education (RCOE) and local school districts.
1. Support RCOE and School Districts
 - We intend to work with the proposed **Ad Hoc Committee** to formulate programs that we can implement in the county.
1. Work with the Ad Hoc Committee to organize an Education Fair (August) with an accompanying Workshop
 - The Education Fair would encourage students to look at various postsecondary education options.
 - The Education Workshop would hold sessions with information for each postsecondary education option.

Additionally...

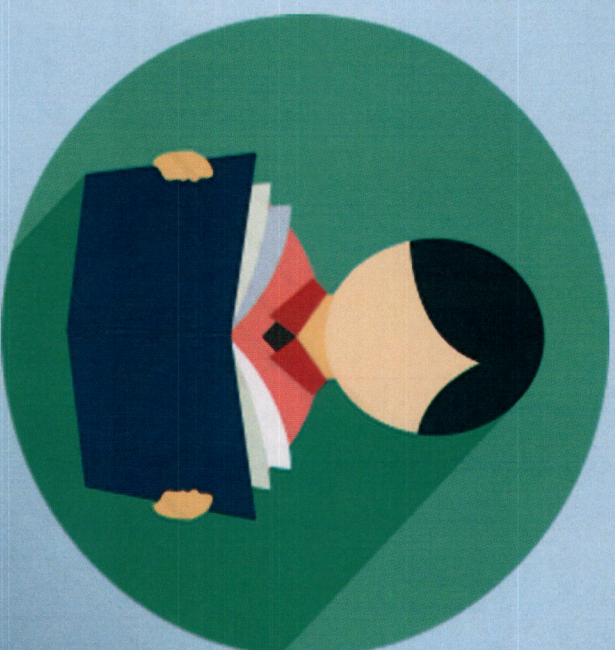
Support an initiative to bring high speed internet access to the entire county and eliminate [The Digital Divide](#) for students.

- Students who lack access to high speed internet cannot complete online assignments and research like their peers.
- Promote and expand the [County's Digital Equity Program](#), which provides refurbished electronic devices within the community
- By eliminating the "Digital Divide," we can give students with low economic statuses and students in rural areas the same opportunities as their peers.

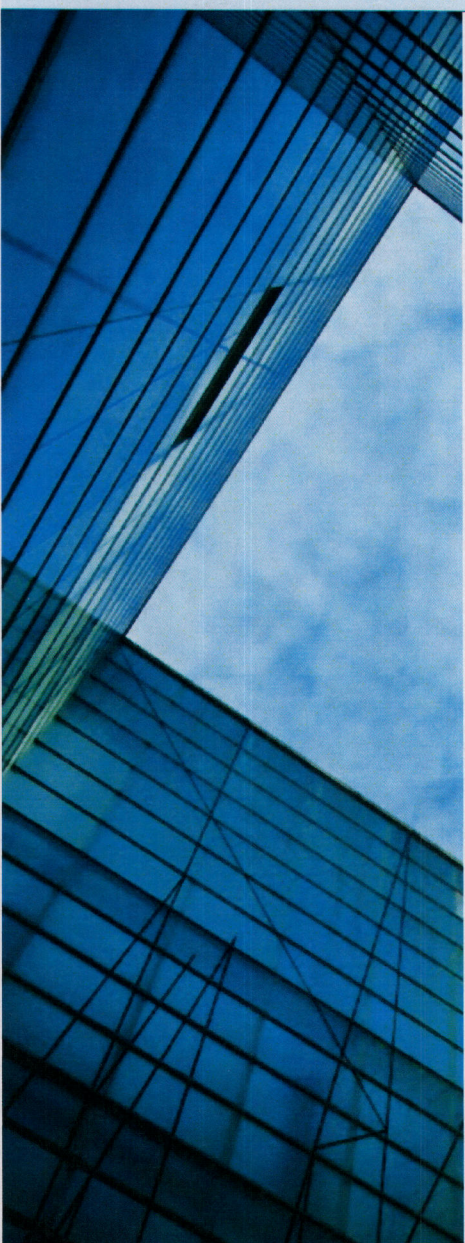


Benchmarks by 2030

- Improve Riverside County's state test scores by 5+%.
- Improve the high school graduation rate in Riverside County by 5+%.
- Improve the graduation rate in trade schools, community colleges, and universities in Riverside County by 5+%.



Jobs



Median Household Income

- Riverside County is currently 10% below the Average Median Income for our 4 county region



Poverty Levels

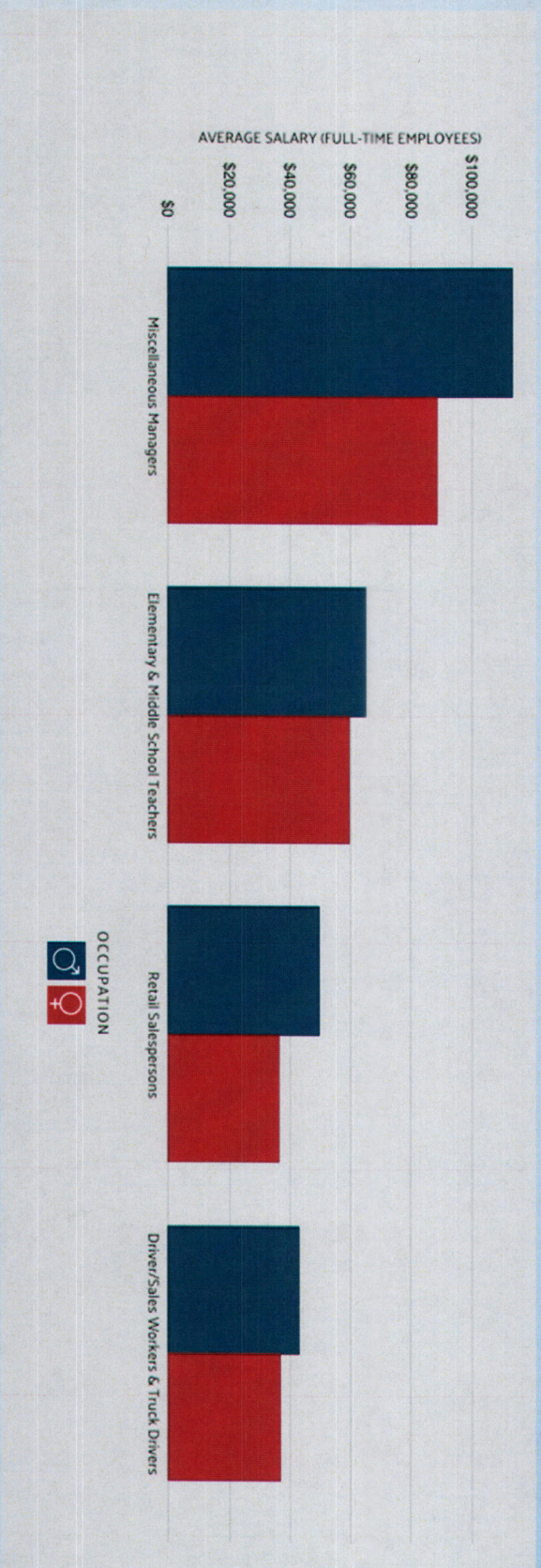
County	Poverty Level
Orange County	12.7%
Riverside County	16.2%
San Bernardino County	19.0%
San Diego County	13.8%
California	15.3%
United States	14.7%

*DataUSA.io 2015



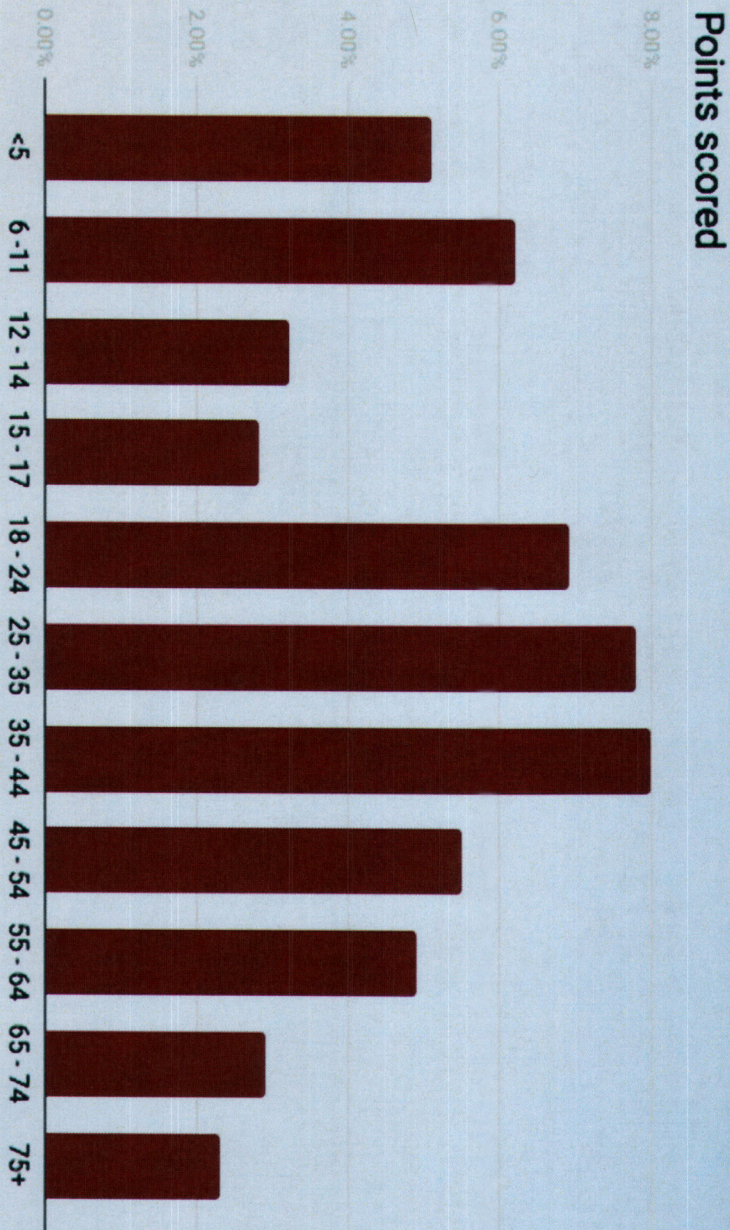
Differences of Income between Men & Women

Women receive significantly lower pay than men with the same education. 2011-2015 American Community



B19126: MEDIAN FAMILY INCOME IN THE PAST 12 MONTHS (IN 2015 INFLATION-ADJUSTED DOLLARS) BY FAMILY TYPE BY PRESENCE OF OWN CHILDREN UNDER 18 YEARS - Universe: Families

- Women ages 18 - 44 are the highest sector in Riverside County living in poverty.



Things to Consider

- Improve median household income by an effective rate 10+% by 2030
- Improve median wage for women by 10+% by 2030



SUGGESTIONS TO IMPROVE LOCAL HIRE RATE & WAGES:

- Develop Platinum Employers Program
 - A program that establishes, educates and encourages businesses to increase local hire rate
- Recognize Platinum Employers for their efforts to improve median wage for women, local hire rate and jobs created
- Create private/public transportation partnership with major employers

Things to Consider

- Create a Marketing Campaign to work with underemployed, unemployed and potential employers to provide tools and certifications to assist them in gaining meaningful employment.
- Increase percentage of higher paying jobs
 - Support EDA in their efforts to recruit and retain businesses with higher paying jobs

JOBS REQUIRING VOCATIONAL TRAINING

JOB	Education	Currently Employed	Anticipated Employed by 2030	Anticipated Growth Rate
Physical Therapy Assistant	Associate Degree	169	258	59%
Elevator Installers/Repairers	Certification	41	55	45%
First-Line Supervisors of Police and Detectives	Trade School	162	221	37%
Police and Sheriff	Certification	3,407	3,970	17%
Diagnostic Sonographer	Associate Degree	223	292	36%
Radiation Therapists	Associate Degree	62	77	28%
Dental Hygienist	Associate Degree	782	986	26%
Respiratory Therapist	Associate Degree	657	772	21%
Radiologic Tech	Associate Degree	764	922	16%
Paralegal, Legal Assist	Associate Degree	1,010	1,175	15%
Building Inspector	Certification	565	645	16%
Iron or Steel Worker	Certification	736	791	18%
Electrician	Certification	3,361	4,169	19%



*With increased wages comes
additional housing opportunities*



Housing



What We Know

1. State declared housing crisis

Challenges to meeting our housing needs

- Housing shortage is acute in Riverside County
 - Market rate and affordable
- Anti “affordable” housing sentiment
- Driven by market
- California Environmental Quality Act (CEQA) constraints
- Lengthy and costly entitlement process
- Increasing development costs

2. Awaiting the implementation of newly adopted legislation that affects housing

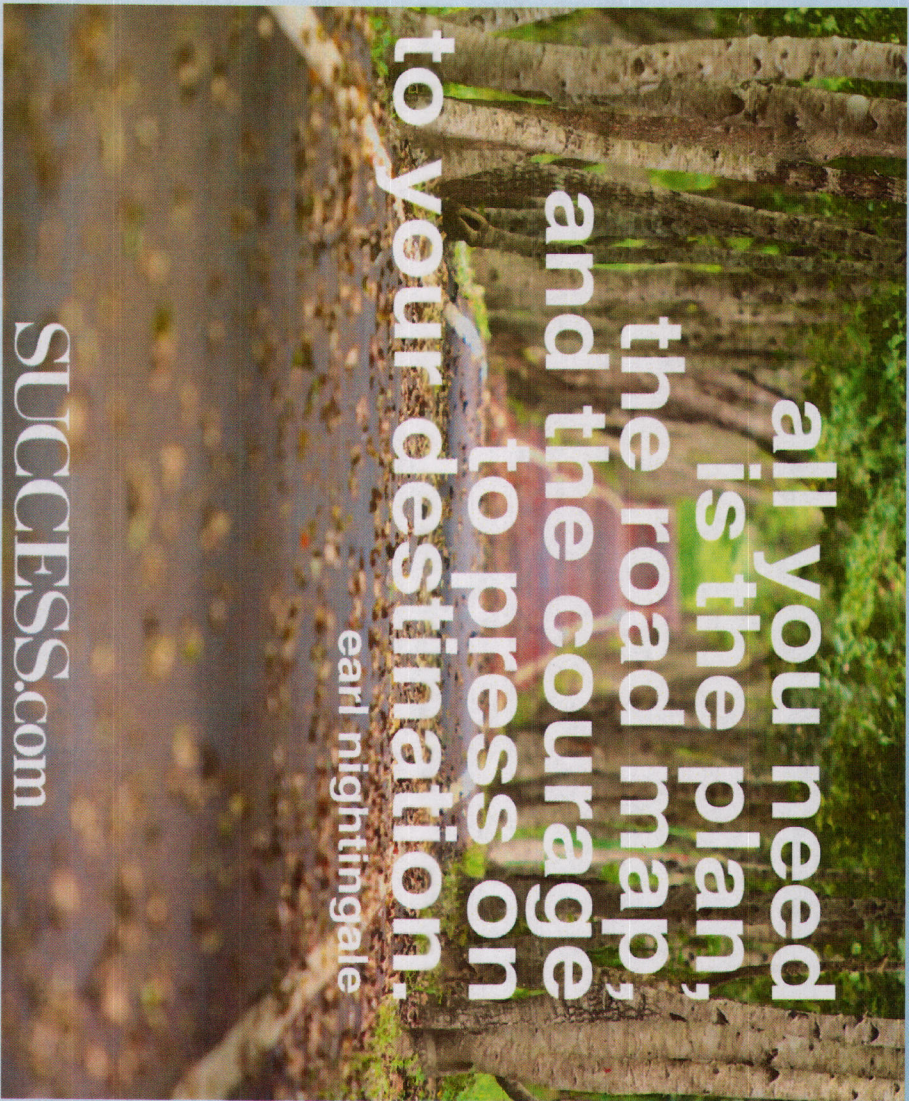


How Can We Encourage and Incentivize the Development of Housing in Riverside County?



Things to Consider

1. Assess inventory of approved maps that are not yet under development
2. Encourage alternative and diverse housing
3. Evaluate areas for increased density in the future
4. Create and reposition focus groups to recommend creative changes
 - Identify a process to structure when and how fees are collected
 - Review allowable uses of Community Facilities Districts (CFD) proceeds
5. A BOS-adopted streamlined process for housing approvals at all levels



all you need
is the plan,
the road map,
and the courage
to press on
to your destination.

earl nightingale

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Riverside County

VISION 2030





Vision 2030

**During Summer 2017, the CEO
brought together Riverside County
Leadership for a two day
strategic Vision session**



COUNTY OF RIVERSIDE

A VISION FOR 2030
One County Strong

THRIVING RIVERSIDE

Best Place to LIVE, WORK and PLAY

- ✧ Collaboration
- ✧ Trust
- ✧ Innovation
- ✧ Smart Leadership
- ✧ Integrity
- ✧ Diversity
- ✧ Smart Risk Taking
- ✧ Excellence
- ✧ Investment

SUPPORTS

- Talented Leaders
- Wide Education Spectrum
- US Riverside State Universities & Community Colleges
- Natural Resources
- Cordial & Caring People
- Organizations Committed to their communities and the success of the County, etc.
- Workforce Development Center
- Education Support Program
- Broadband Initiative

7 BOLD STEPS

1. REFORM
 Reorganize the Executive Office to achieve a rapid reorganization through the support of strategic leadership team to drive company-wide strategies

2. CULTURE
 Create a culture of innovation & cultural change to shift the mindset of the organization to support innovation

3. PARTNER
 Expand the organization with the support of partners to help in the development of a joint venture in the area of B2B & S2C in Riverside

4. LAUNCH
 Launch an educational initiative targeted to 21st Century Workforce

5. INCREASE
 Increase our leadership to accelerate economic development

6. BRAND
 Develop the Riverside Brand's value identity & value proposition

7. STRUCTURAL
 Reorganize the Executive Office to achieve a rapid reorganization through the support of strategic leadership team to drive company-wide strategies

BARRIERS

- Current Culture
- Slow Change Work
- Silos
- Low Education Levels
- Lack of a Wide Public Safety Budget
- Diverse Regional Economic Structure
- High Unemployment
- Aging Workforce
- Low Income
- Limited Government Resources

- ★ Healthy, Sustainable & Safe Communities
- ★ Thriving Robust Diverse Economy, Innovation, Research & Startups
- ★ Financial Strength & Healthy Resources
- ★ Employment/Unleash Private Sector Potential & Resilience
- ★ Modern Infrastructure that Supports and Enables Communities
- ★ Attract & Retain Talent
- ★ Compassionate & Engaged Employees
- ★ Continuous Learning
- ★ Excellent Customer Experiences
- ★ Inclusive Culture
- ★ Health Care Provider of Choice: Easy access, coordination, & services of care & preventive services
- ★ No Homelessness
- ★ Housing Choices
- ★ High Performing Organization
- ★ Collaboration
- ★ Existing Downtown

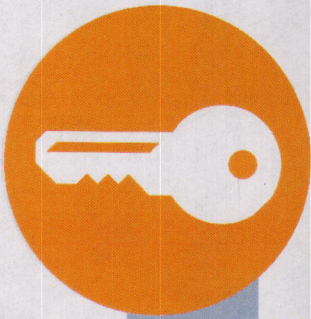


Strategic Leadership Team

Dave Rogers	RCIT	Juan Perez	TLMA
David Kilgore	DCSS	Lisa Brandl	Executive Office
Don Kent	Executive Office	Mark Hake	Probation
George Johnson	Executive Office	Mike Stock	Human Resources
Greg Priamos	County Counsel	Nancy Taylor	Executive Office
Hans Kernkamp	Waste Resources	Peter Aldana	ACCR
Jason Uhley	Flood Control	Rob Field	EDA
Jeff Van Wagenen	Executive Office	Sarah Mack	Executive Office
Jennifer Cruikshank	RUHS	Susan Von Zabern	DPSS



COUNTY OF RIVERSIDE



Values

- **Collaboration**
- **Diversity**
- **Efficiency**
- **Excellence**
- **Fun**
- **Innovation**
- **Integrity**
- **Investment**
- **Servant Leadership**
- **Smart Risk-Taking**
- **Trust**





Internal Outcomes

Financial Strength: Healthy Reserve & Smart Resource Distribution

Technology Leader:
Efficient & Effective

Partner of Choice:
Convene & Connect

Innovation

Inclusive
Culture

Compassionate & Engaged Employees

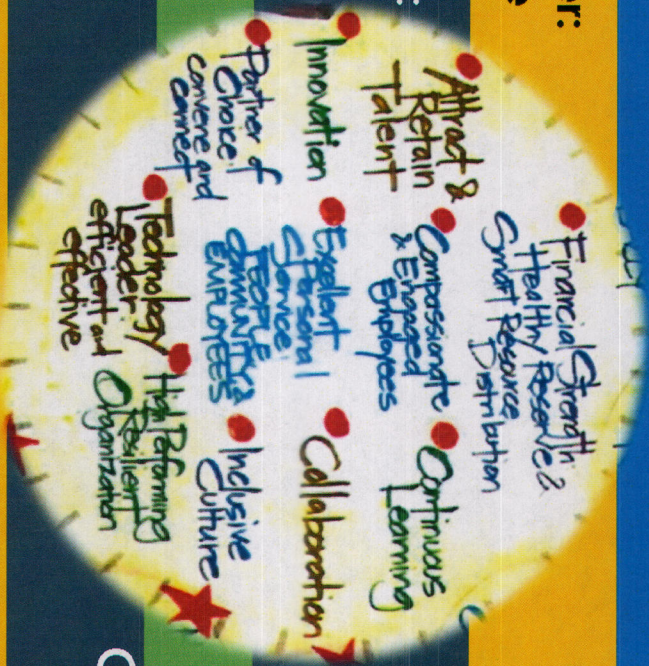
Excellent Personal Service:
People Community & Employees

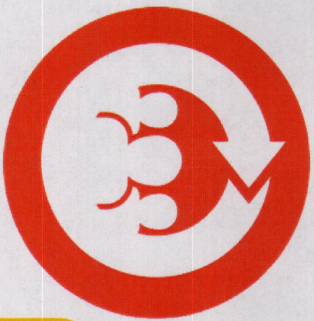
Attract &
Retain Talent

High Performing
Resilient
Organization

Collaboration

Continuous
Learning





External Outcomes

Healthy, Sustainable
& Safe Communities

Continuous
Flow of Good Jobs
& Incomes

Housing Choices:
NO HOMELESSNESS

Exciting Destination

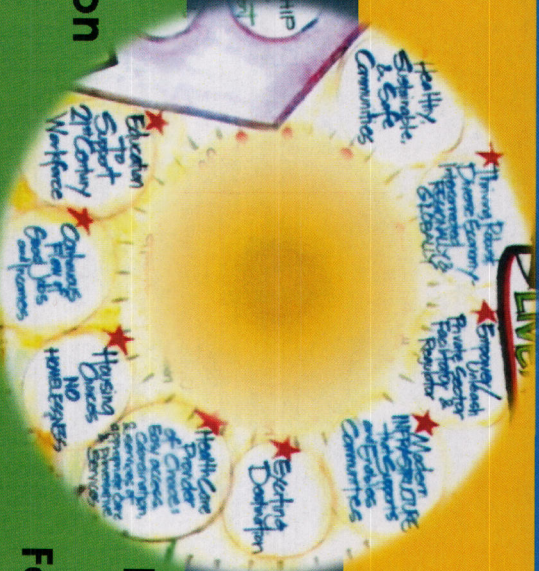
Modern Infrastructure:
Support & Enable
Communities

Education to
Support a 21st
Century Workforce

Empower & Unleash the
Private Sector:
Facilitator and Regulator

Health Care Provider of Choice:
Easy Access, Coordination of Services,
Preventative Services

Thriving, Robust Diverse Economy:
Interconnected Regionally & Globally



7 BOLD STEPS

▣ **Robust ReOrg of Executive Office:**
ACHIEVE A RAPID TRANSFORMATION through the support of Strategic Leadership Team to drive enterprise and county-wide strategies

▣ **STRUCTURALLY BALANCED BUDGET**

▣ **LAUNCH ORGANIZATIONAL & CULTURAL CHANGE** to shift:
- Culture of Silos → Collaboration
- Hierarchy → Networks for a High Performance
- Solo Players → Organization
- Risk Aversion → Smart Moves
- Innovation
Work Pace: Slow → Fast

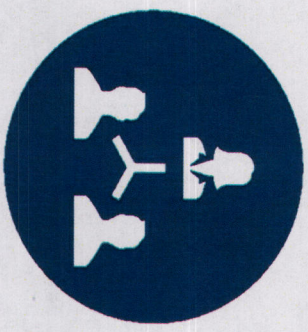
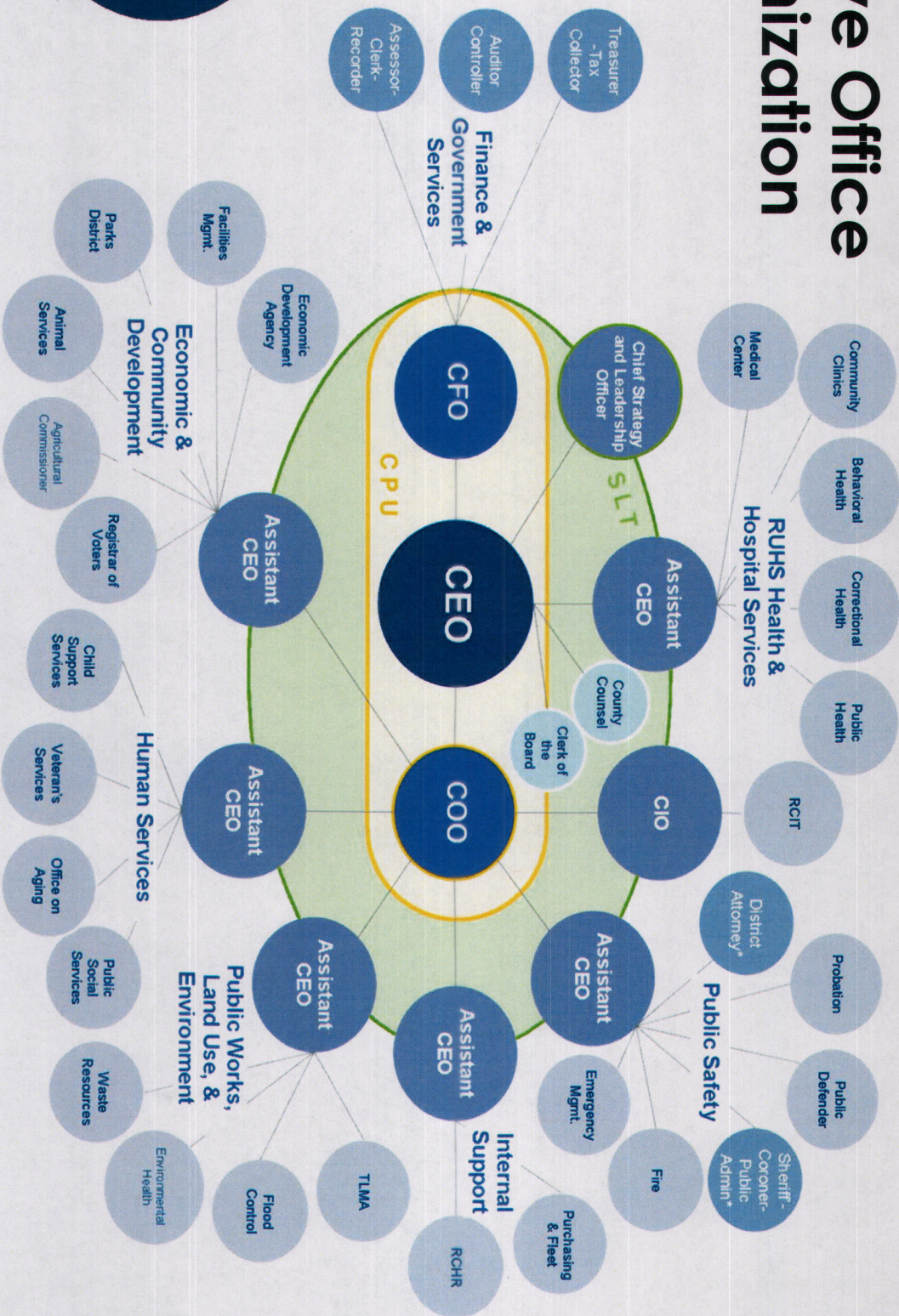
▣ **RICK START THE RIVERSIDE BRAND:**
Make Identity & Value Broadly Visible

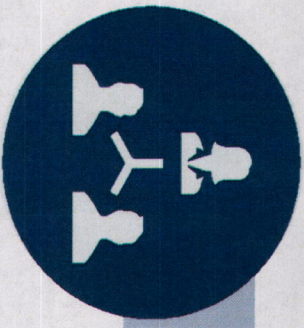
▣ **PARTNER with the Board of Supervisors**
Begin w/ a joint work session w/ BOS & SLT in November

▣ **INCREASE COUNTY LEADERSHIP** to Accelerate Economic Development

▣ **LAUNCH EDUCATIONAL INITIATIVE** Matched to 21st Century Workforce Needs

BOLD STEP 1 Executive Office Reorganization





Performance Accountability

Key Performance Indicators (KPI)

Department-created measurements
benchmarked to the Vision

Performance Accountability Review (PAR)

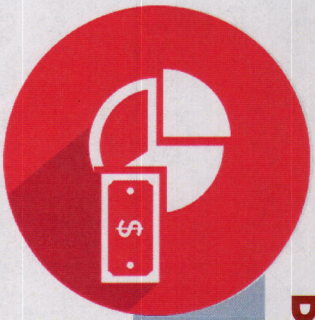
Bi-annual structured performance assessment process

County Performance Unit (CPU)

Data driven performance monitoring



COUNTY OF RIVERSIDE

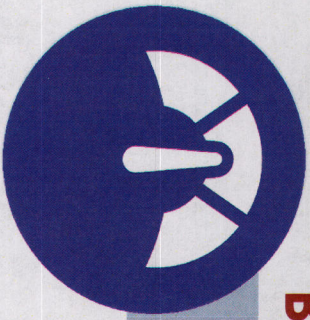


BOLD STEP 2

Structurally Balanced Budget

- **Targeted hiring freeze**
- **Five year fiscal model**
- **Maximize department and grant revenue**
- **Minimize General Fund contributions**
- **Full cost recovery for services**
- **ISF rates remain flat**
- **Healthy reserves**





BOLD STEP 3

Organization and Culture

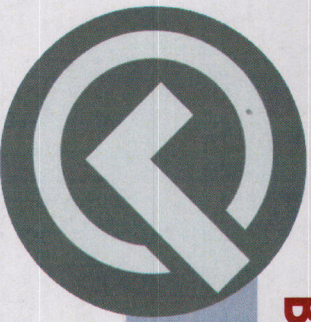
- **Leaders model values and behaviors**
- **Promote each others success**
- **Highly engaged employees**
- **Connect employees to Vision 2030**
- **Excellent customer services**
- **Business friendly**



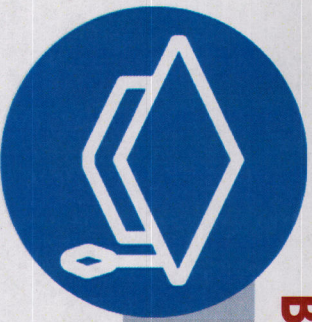
BOLD STEP 5

Implement Board of Supervisors Decisions

- **Workshops on County priorities**
- **Enhance communication with the Board of Supervisors**
- **Policies, initiatives, budget and legislation**



BOLD STEP 7



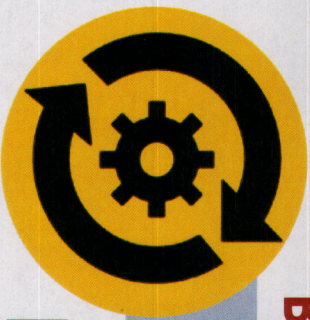
Education for the 21st Century

- **Increase education levels**
- **Workforce development and vocational training**
- **Partner with the education community**
- **Riverside County Office of Education Unity Conference on April 17**



BOLD STEP 8

Efficiency and Innovation



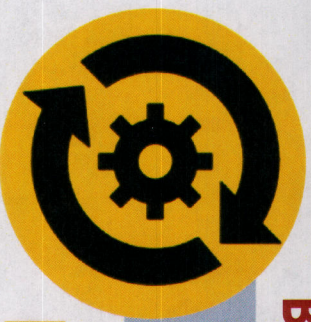
In Action

- **Leverage technology**
 - Electronic Board Agenda, PLUS, DCSS kiosk payment
- **Implementing innovative ideas to achieve cost savings**
 - Bond refinancing, Online customer service, LEAN transformation
- **Enhancing services and increasing satisfaction**
 - Hospital ER reduced wait time, Business Centers



BOLD STEP 8

Efficiency and Innovation



In Process

- **Cross-system collaboration**
- **Automation of Human Resources & Purchasing**
- **Departments reorganizing for cost savings**



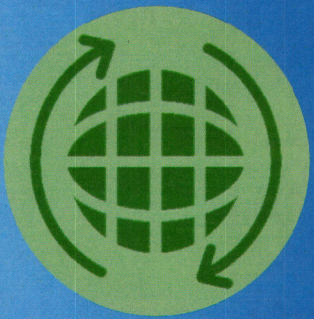


BOLD STEPS 4 & 6

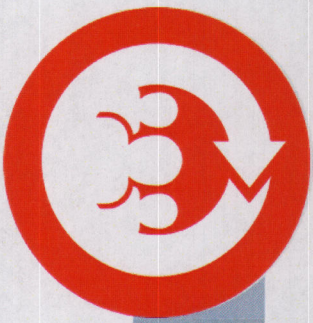
Branding & Economic Development



<p>WHERE TO GO... RIVCO!</p> <p>EDUCATION</p> <p>#10 METRO FOR RETAINING GRADUATES</p>	<p>WHEN TO GO... RIVCO!</p> <p>ENTERTAINMENT</p> <p>#8 AMERICA'S COOLEST CITY</p>	<p>WHY TO GO... RIVCO!</p> <p>BUSINESS</p> <p>#2 HOT SPOT FOR TECH</p>
<p>DIVERSITY CAREER INNOVATION TECHNICAL EDUCATION</p> <p>HEALTHCARE ACADEMIES TECHNOLOGY AFFORDABILITY</p> <p>#RivConNow</p>	<p>WINERIES THEATRE MUSIC FESTIVALS SHOPPING</p> <p>LEISURE DINEING GOLFING</p> <p>#RivConNow</p>	<p>MANUFACTURING RETAIL TRANSPORTATION LOGISTICS</p> <p>AGRICULTURE TOURISM CONSTRUCTION BUSINESS FOOD & BEVERAGE AUTOMOTIVE</p> <p>#RivConNow</p>



Riverside County Brand



Action

**Accept the presentation from Supervisor
Chuck Washington and the Executive Office
and direct staff to create an integrated
strategic plan and present it to the board
for adoption within 90 days.**



MINUTES OF THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA



19-1

On motion of Supervisor Tavaglione, seconded by Supervisor Perez and duly carried by unanimous vote, IT WAS ORDERED that the recommendation from Executive Office regarding Presentation and Adoption of Riverside County Vision 2030, is continued to Tuesday, February 6, 2018 at 1:30 p.m. or as soon as possible thereafter.

Roll Call:

Ayes: Jeffries, Tavaglione, Washington, Perez and Ashley
Nays: None
Absent: None

I hereby certify that the foregoing is a full true, and correct copy of an order made and entered on January 30, 2018 of Supervisors Minutes.

WITNESS my hand and the seal of the Board of Supervisors
Dated: January 30, 2018
Kecia Harper-Ihem, Clerk of the Board of Supervisors, in
and for the County of Riverside, State of California.

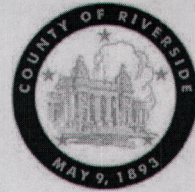
(seal)

By:  Deputy

AGENDA NO.
19-1

xc: EO, COB

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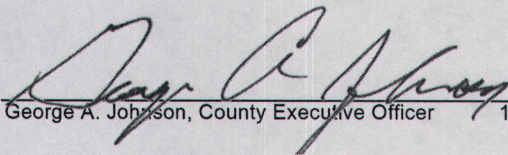
MEETING DATE:

Tuesday, January 30, 2018

FROM : EXECUTIVE OFFICE:

SUBJECT: EXECUTIVE OFFICE: Presentation and Adoption of Riverside County Vision 2030.
[\$0] (Workshop set for 1:30pm)

ACTION:


George A. Johnson, County Executive Officer 1/25/2018

MINUTES OF THE BOARD OF SUPERVISORS