

# City of Victorville Strategic Plan 2020 – 2023

Adopted By  
City Council  
October 2020



*Prepared for the City of Victorville by Management Partners*



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# Message from the City Manager

Victorville is fortunate to have elected officials, staff and community members who continually work together to make our community a great place for people to raise families, run their businesses, gather with friends, and enjoy life. I am pleased to present this Strategic Plan. We created the plan through a process involving input from employees, our community, the City Council, and our staff leadership team.

This three-year Strategic Plan sets forth the mission of our city, a vision for the future, a set of values, and seven goals for the future. Each of the goals has a set of strategies for achieving the goals. Our plan focuses on City Council priorities of financial sustainability, public safety, infrastructure, homelessness, community and economic development, communication, and organization sustainability.

I look forward to working in partnership with our terrific team in implementing this Strategic Plan to make Victorville even better in the future.

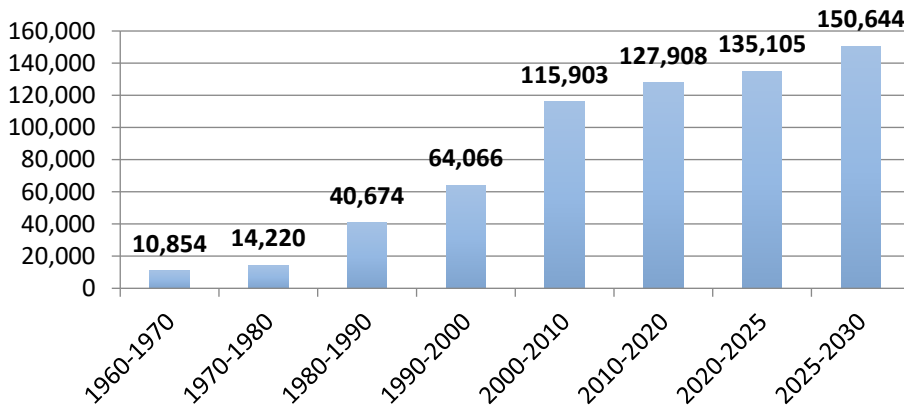
Keith C. Metzler  
City Manager



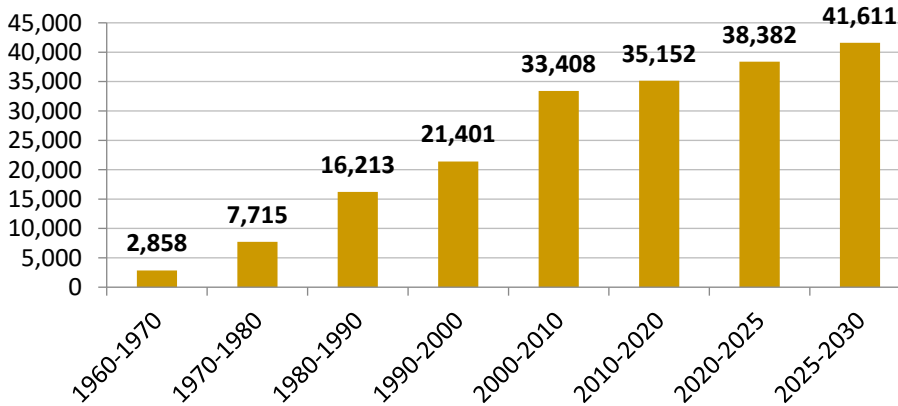
# About the Victorville Community



**Population History and Projections**



**Number of Dwellings by Decade**



*Population*  
**122,385**

*Race/Ethnicity*  
**54% Hispanic or Latino**  
**22% White**  
**17% Black**  
**4% Asian**

*Median Household Income*  
**\$50,691**

**Fifth Largest City in San Bernardino County**

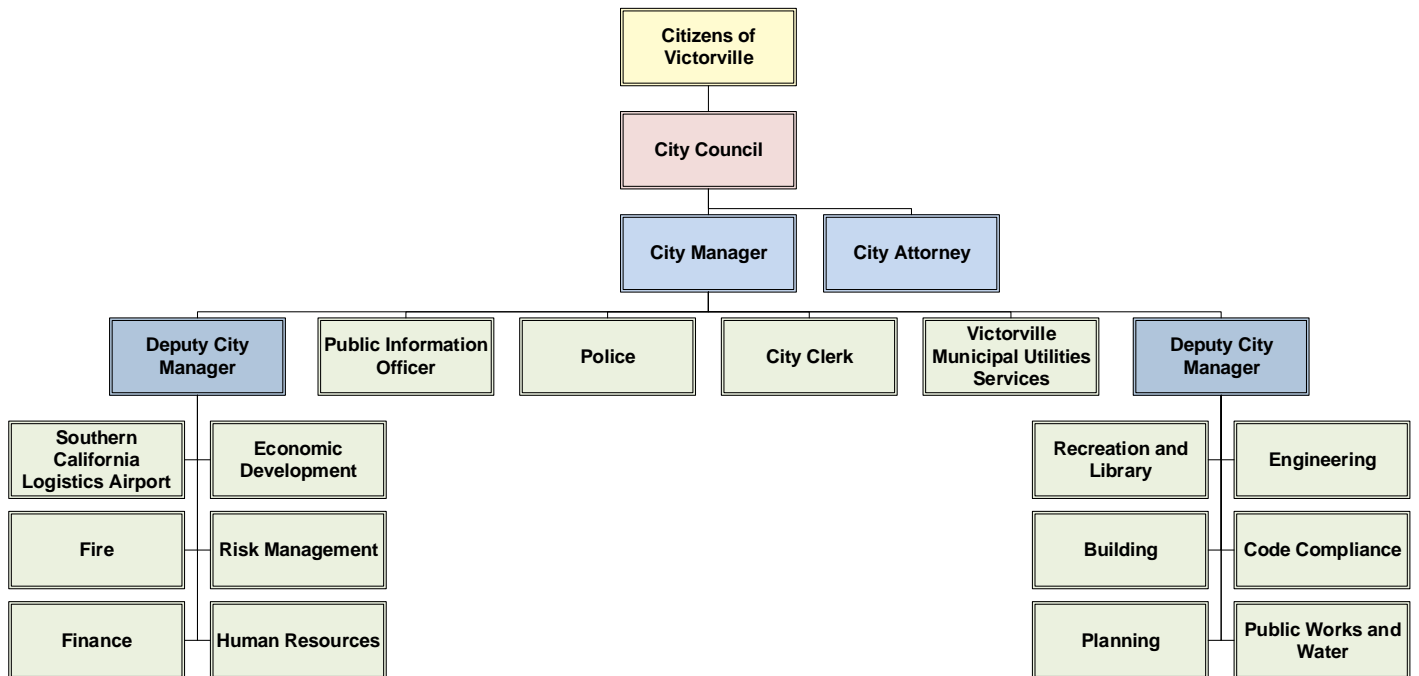
*Source: US Census Bureau 2019*



# About Our City Government



The City provides a wide range of services, including parks and recreation, police, fire, public works, water utilities, economic development and community development services. The City of Victorville also operates the Southern California Logistics Airport, the former George Air Force Base that now serves as a regional industrial airport.



# Mission, Vision and Values



The **mission** states the purpose of the organization.

The **vision** is about the future of the City of Victorville.

*This strategic plan includes a **mission, vision and values** for the City of Victorville. These were developed through collaborative discussions of City Council and the staff leadership team.*

**Mission**

*Enhancing the lives of those who live and work in Victorville through commitment, engagement and transparency, providing high quality public services so all may thrive.*

**Vision**

*The key city of the High Desert for opportunity, inclusiveness and prosperity leading to a bright future.*



Our organizational **values** provide the basis for how we work to achieve our mission and vision.

## Values

**Excellent Customer Service:** We commit to being responsive to individuals, listening to the community, and serving all with compassion and excellence.

**Integrity:** We model ethical behavior in our words and actions. We lead by example to positively represent the city and community.

**Accountability:** We work to the highest standards of proficiency and expertise. We are accountable to the public, the City of Victorville and ourselves.

**Transparency:** We safeguard the public trust through open communication and honest business practices. Our credibility depends on our conduct and stewardship of all resources.





# City Council Norms for Effective Governance



*Effective governance is enhanced by agreed upon norms*

As the first part of the strategic planning process, the City Council held a Council governance workshop on February 25, 2020 to establish operating norms, review roles and responsibilities of city leaders, develop a shared understanding of best governance practices, and strengthen teamwork. The Council agreed to a set of 13 norms for effective governance.

1. We conduct ourselves in a **professional manner**.
2. We respect **open government**.
3. We value **civil, intelligent public discourse**.
4. We seek to be **efficient** in our meetings.
5. We treat all members of the public with **respect**.
6. We understand our role in contributing to a **positive workplace** environment.
7. We respect the **Council-Manager** form of government, and Councilmembers do not interfere with the role of the City Manager or any professional duties of City staff.
8. We keep **confidential** matters confidential.
9. We know that a **good working relationship** between Councilmembers and with staff fosters good goal setting, policy making and service delivery.
10. We understand that the **Council acts as a body**, all members are equal, and policy direction is only given by a majority vote of the Council.
11. We understand that **staff is obligated** to implement decisions made by the Council, even if one of us doesn't agree with the Council's decision.
12. We are **prepared for Council** meetings and ask our questions of staff in advance so we can avoid surprising staff at the meetings. We know this is good teamwork.
13. We act with **high integrity** in all matters and follow our code of ethics.



# Multi-Year Goals



## Seven Multi-Year Goals

For each goal, a number of strategies have been identified.

Those are shown on subsequent pages.

### Goal A. Financial Sustainability

*Foster fiscal health through disciplined long-term planning, cost control, increased revenues, and cost recovery.*

### Goal B. Public Safety

*Implement public safety strategies to support a thriving and growing community.*

### Goal C. Community and Economic Development

*Support the economic vitality and preservation of the community for all its members.*

### Goal D. Reduce Homelessness

*Implement effective solutions to reduce homelessness.*

### Goal E. Invest in Infrastructure

*Create a healthy and livable community by maintaining the city's assets through investment in infrastructure and innovations.*

### Goal F. Communication and Outreach

*Build strong connections with community partners, residents, and employees.*

### Goal G. Organizational Effectiveness and Sustainability

*Provide high-quality services through a commitment to local government best practices and employee development, support, and retention.*



# Council's Priorities for FY 2020-21



Each year,  
the Council and  
staff will update  
the Strategic Plan.  
The City Council  
will identify its  
top priorities  
for the next year.

At its July 2020 strategic planning workshop, the City Council identified its priorities for FY 2020-21.

## Nine Priorities

Goal A, Strategy 2. Maintain adequate reserves in the general fund in order to protect against fluctuations in the economy, unexpected expenses and to meet or exceed the Government Finance Officers Association recommended standard.

Goal A, Strategy 3: Identify new revenue opportunities and cost control measures.

Goal B, Strategy 1. Propose a tax measure (general purpose transactions and use tax) on the November 2020 ballot to support public safety and other community needs.

Goal D, Strategy 2. Provide leadership and support through the Homelessness Solutions Task Force.

Goal D, Strategy 5. Strengthen collaborations with the County and other entities to identify new funding opportunities and expand partnerships for homelessness services.

Goal E, Strategy 3. Complete the Library Master Plan and develop implementation strategies to improve and enhance Library services in the community.

Goal E, Strategy 8. Complete the Parks and Recreation Master Plan and determine priorities for implementation.

Goal F, Strategy 4. Launch "Victorville 101" to educate employees and residents about their City government and work towards customer service enhancements.

Goal F, Strategy 5. Increase and expand community events and activities (such as movies and concerts in the park and pop-up activities), public health orders and guidelines permitting.



# Goal A. Financial Sustainability



***Foster fiscal health through disciplined long-term planning, cost control, increased revenues, and cost recovery.***

## Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Maintain a long-term financial model for the General Fund which includes anticipated consequences of the pandemic on City revenues and expenditures. (Year 1)
2. Maintain adequate reserves in the general fund in order to protect against fluctuations in the economy, unexpected expenses and to meet or exceed the Government Finance Officers Association recommended standard. (Year 1)
3. Identify new revenue opportunities and cost control measures. (Year 1)
  - a. Develop a multi-year plan and specific strategies to address pension obligations in light of increasing pension costs and resulting pressures on the general fund. (Year 2)
  - b. Develop and implement a storm drain rate plan to support operating and capital needs. (Year 2)
  - c. Update all development impact fees. (Year 2)
  - d. Conduct a citywide fee study to determine if fees are covering costs or require a subsidy. (Year 1)
  - e. Implement proactive business licensing activities in order to increase revenue opportunities. (Year 3)



## Goal B. Public Safety



***Implement public safety strategies to support a thriving and growing community.***

### Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Propose a tax measure (general purpose transactions and use tax) on the November 2020 ballot to support public safety and other community needs. (Year 1)
  - a. Prepare a Fire Department Master Plan, including a Community Risk Assessment, to set a strong foundation for the future, which includes service levels, resources needed, funding options, and a communication plan. (Year 1)
  - b. Transition the operating focus of code enforcement to proactive enforcement with the addition of human resources to allow the additional work. (Year 2)
  - c. Transition the focus of animal services to include active public information and outreach, and increase services to reflect higher needs in the community. (Year 2)
  - d. Increase police resources to reduce response times, engage in proactive policing and enhance the level of traffic enforcement within the community. (Year 2)
2. Assess the feasibility and cost of achieving accreditation for the Victorville Fire Department, and if determined to be feasible, initiate the process. (Future Years)



# Goal C. Community and Economic Development



***Support the economic vitality and preservation of the community for all its members.***

## Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Develop and implement strategies to assist businesses in re-opening following State guidelines related to COVID-19. (Year 1)
2. Implement the Community Revitalization and Investment Authority (CRIIA) for Old Town. (Year 1)
3. Implement an Old Town façade improvement program. (Year 3)
4. Complete the 7th Street – Old Town streetscape to provide an upgraded appearance for the area. (Year 2)
5. Complete next phase of airport runway reconstruction projects, and complete the design and construction of substation to support the growth at the airport. (Year 1)
6. Utilize incentive of Opportunity Zones to bring investment in the city. (Year 1)
7. Implement the vacant property registration system. (Year 1)
8. Attract new businesses to the community. (Year 1)



# Goal D. Reduce Homelessness



***Implement effective solutions to reduce homelessness.***

## Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Establish a wellness and recuperative care center as a navigation, resource and shelter for homeless and at-risk population. (Year 1)
2. Provide leadership and support through the Homelessness Solutions Task Force. (Year 1)
3. Expand on the existing homelessness outreach network in order to effectively engage the homeless community in services. (Year 1)
4. Evaluate the effectiveness of coordination of homelessness services. (Year 1)
5. Strengthen collaborations with the County and other entities to identify new funding opportunities and expand partnerships for homelessness services. (Year 1)
6. Pursue a balance between enforcement and services. (Year 3)



# Goal E. Invest in Infrastructure



*Create a healthy and livable community by maintaining the city's assets through investment in infrastructure and innovations.*

## Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Implement the city's Capital Improvement Program to meet the community needs. (Year 1)
2. Develop a comprehensive facilities and maintenance master plan and include the technology necessary to implement and track progress. (Year 1)
3. Complete the Library Master Plan and develop implementation strategies to improve and enhance Library services in the community. (Year 2)
4. Implement advanced metering infrastructure (AMI) to improve water efficiency and reduce costs over the long term. (Year 3)
5. Continue progress on the citywide bikeway network as planned/modified, enhancing the livability of the city. (Year 3)
6. Design and construct the new recycled water reservoir to enhance water resources. (Future Years)
7. Site, design and construct a consolidated recycling center to ensure compliance with State requirements. (Future Years)
8. Complete the Parks and Recreation Master Plan and determine priorities for implementation. (Year 2)





# Goal F. Communication and Outreach



***Build strong connections with community partners, residents, and employees.***

## Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Implement engagement efforts (including GovDelivery) to increase information about City services, receive input from the public, and build relationships. (Year 1)
2. Develop and implement a plan for branding and communicating, including the progress and outcomes from the City's Strategic Plan to the community at large and to the organization. (Year 1)
3. Implement a city app using Tyler 311 to better respond to resident requests regarding code enforcement, public works and other items. (Year 1)
4. Launch "Victorville 101" to educate employees and residents about their City government and work towards customer service enhancements. (Year 1)
5. Increase and expand community events and activities (such as movies in the park and pop-up activities), public health orders and guidelines permitting. (Year 3)



# Goal G. Organizational Effectiveness and Sustainability



***Provide high-quality services through a commitment to local government best practices and employee development, support, and retention.***

## Strategies

*This strategic plan is a three year plan.*

*A year has been assigned for each strategy, shown in parenthesis.*

1. Develop comprehensive workplace safety standards (physical, environmental, other) for employees in light of changing conditions. (Year 1)
2. Utilize the formal exit interview process to learn reasons employees are leaving as feedback for organizational improvement. (Year 1)
3. Establish an ongoing training program that is standardized across the organization. (Year 2)
4. Establish meaningful ways to recognize outstanding employee performance. (Year 2)
5. Establish a City of Victorville intern program to provide learning and skill building opportunities for local students and be part of a “grow our own talent” initiative for City positions. (Year 3)
6. Establish professional development plans for each employee to support their growth and demonstrate commitment to employees’ careers. (Year 3)



# Conclusion



This three-year strategic plan provides a clear path forward for the City of Victorville.

Successful implementation will require a collective effort of all City departments. It will also require good communication with members of our Victorville community about what City government is doing, we are going about our work, and how people can connect with us.

## Strategic Planning Direction Provided by the City Council and City Manager in Collaboration with City Staff

**Gloria Garcia**  
Mayor

**Rita Ramirez**  
Mayor Pro Tem

**Jim Cox**  
Council Member

**Blanca Gomez**  
Council Member

**Debra Jones**  
Council Member

**Keith C. Metzler**  
City Manager



# Attachment A: Strategic Plan Approach



Developing this Strategic Plan was a collaborative effort involving the City Council and staff leadership team with input from the community and City of Victorville employees.

**City Council Interviews.** The process began with individual interviews with members of the Council to hear their priorities for the future.

**Community and Employee Surveys.** An online survey was conducted of community members, and 203 individuals responded. An online survey was conducted of City employees, and 256 individuals responded.

**SWOT/Gap Analysis.** Each City department completed a strengths, weaknesses/limitations, opportunities and threats (SWOT) and gap analysis to provide insights about current plans, needs for the future, and possible goals.

**Strategic Planning Workshops.** Two City Council workshops and one staff leadership team session were held as part of the overall strategic planning process. The first Council workshop focused on effective governance and was held on February 25, 2020. The outcome was a set of 13 norms as shown in Attachment B. The second Council workshop was held on July 28, 2020, which focused on establishing mission, vision, values, goals and strategies. A session with the staff leadership team was held on June 3, 2020 to discuss components of the strategic plan. All workshops were facilitated by Management Partners.

**Environmental Scan.** City staff prepared several slides highlighting trends and factors relevant to planning for the future of the City. Attachment B contains highlights.

**Implementation Action Plan.** An implementation action plan is a companion document that includes a timeline for the strategies contained in the Strategic Plan. City staff will provide regular progress reports to City Manager, City Council and community.

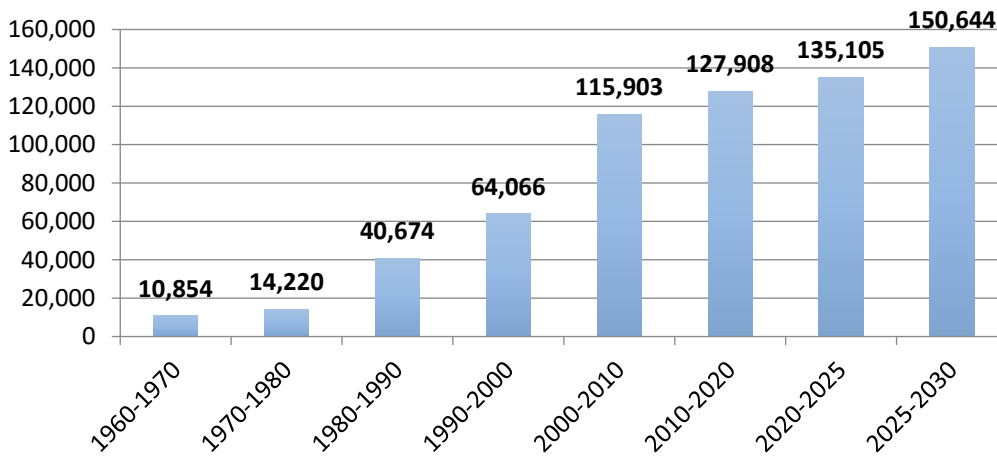


# Attachment B: Environmental Scan Highlights

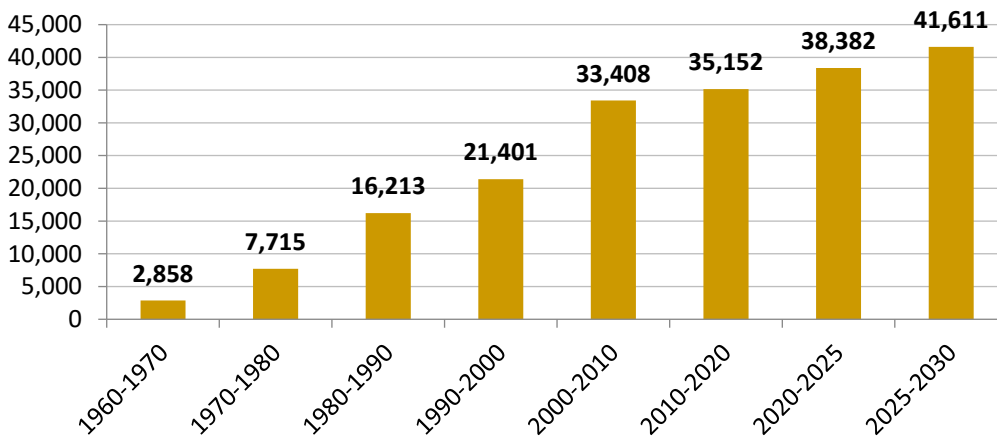


*Multiple factors will affect Victorville over the next few years*

**Population History and Projections**



**Number of Dwellings by Decade**



**Purpose of Environmental Scan**

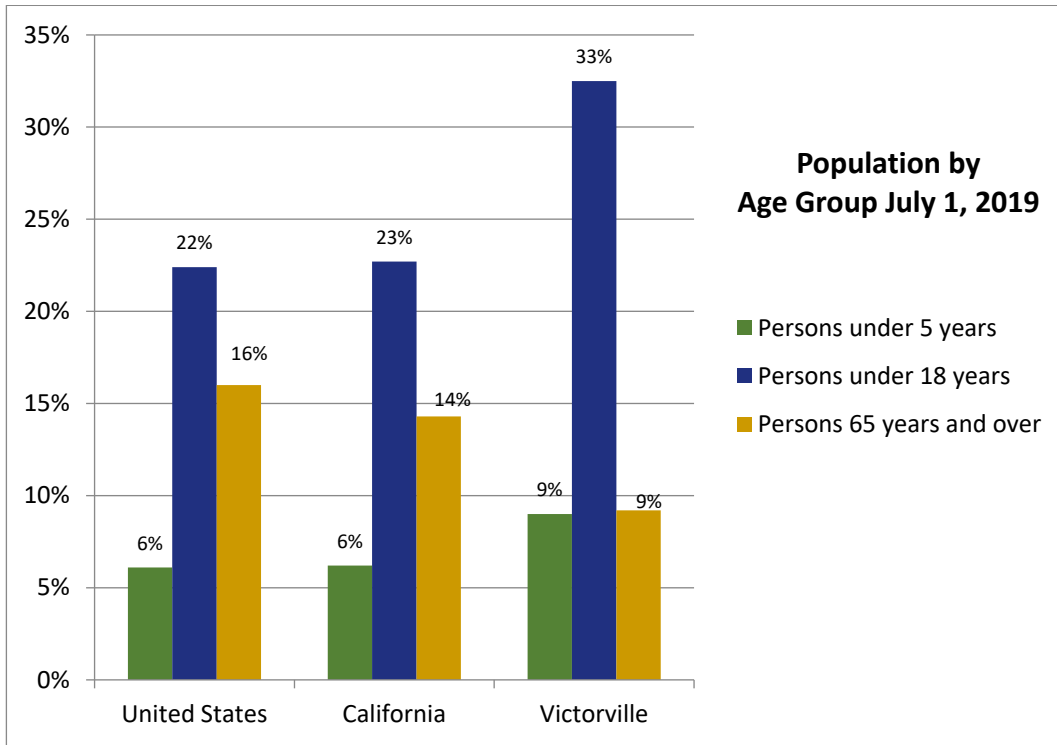
- To provide an overview of current and anticipated factors that impact the community and the organization
- Provide critical data for the creation of goals and strategies

**Many Factors to Consider, such as:**

- Demographics
- Growth and Development
- Public Safety
- Financial Conditions
- Capital and Operational Needs
- Homelessness
- Cyber Security
- Retiring Workforce
- Regulatory Changes

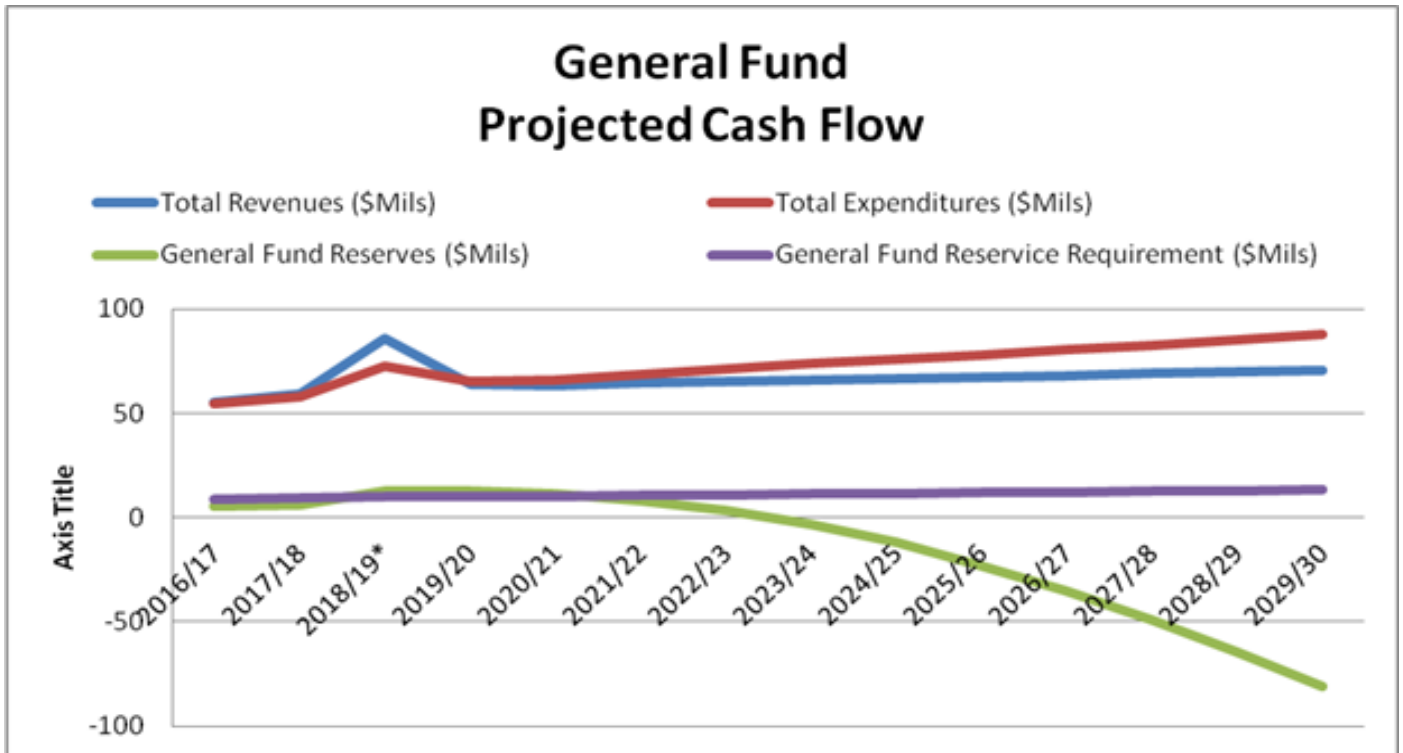
*Source: U.S. Census Bureau with Victorville Staff Projections*

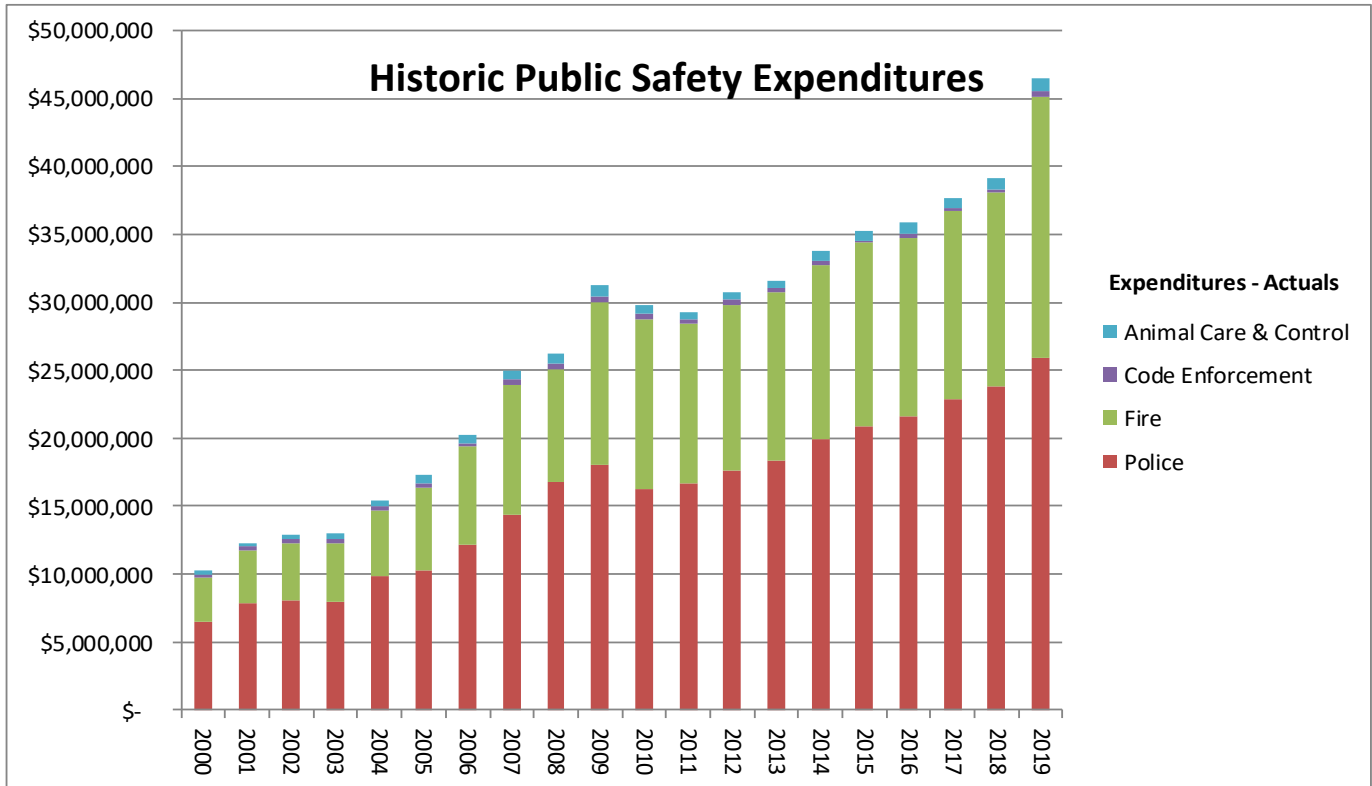




*Population Source: U.S. Census Bureau Quick Facts*

*Financial Information Source: City of Victorville*



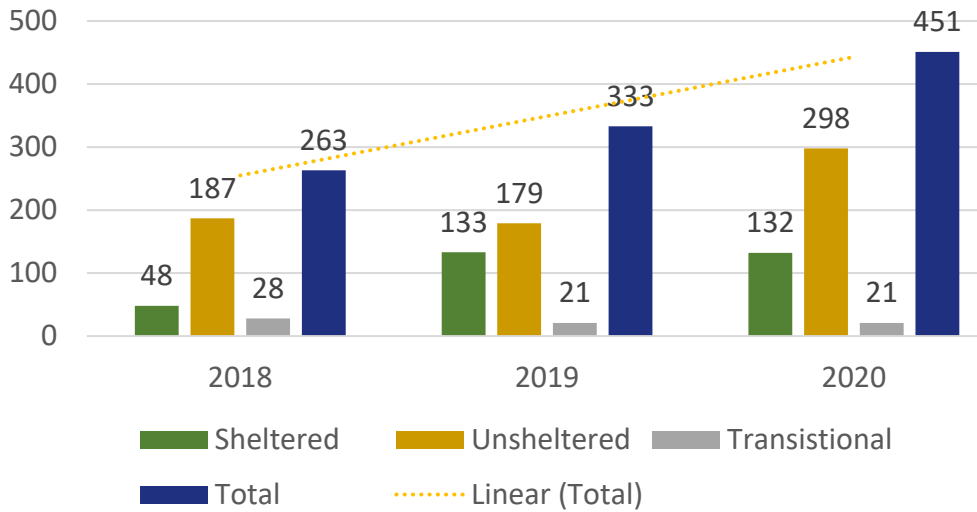


### Capital and Operational Needs

- Road Infrastructure, Traffic signals, Signage, Street Lights
- Water System, Sewer System, Storm Drain System
- Deferred Maintenance on Parks and Facilities (Unfunded)
  - More than \$1 Million in roof repairs across multiple facilities
  - Nearly \$5.8 Million in Americans with Disabilities Act (ADA) renovations across parks/facilities
  - Energy efficiency upgrades needed across parks/facilities
- New or Expanded Facilities Needed for Police, Library (Study Underway), and Parks and Recreation (Study Underway)



### Victorville's Homelessness Data Comparison 2018 to 2020



Victorville has the second highest concentration of homeless persons in the County for a third year in a row. Compared to 2019, the City has experienced a 35.4% increase in homelessness.

- Response Teams Include:**
- Sheriff’s H.O.P.E. Team
  - City Code Enforcement
  - Victorville Police MET Team
  - Homelessness Solutions Task Force

### Homelessness Response

Victorville has several outreach teams trained to engage with homeless persons. These teams continually coordinate with Victorville City Police and use proactive methods to address “hot spots” and chronic issues related to homeless encampments, trespassing and vandalism.

### Retiring Workforce

Almost a third of City employees have reached the minimum retirement age of 50. It is not necessarily an indication that we will lose 32% of our workforce in the next year or two, but it is likely that it will happen in the next 5-10 years. This will bring a variety of challenges, including:

- Attraction of qualified candidates
- Retention of qualified employees
- Escalation of recruitment costs
- Rising cost of benefits to remain competitive
- Loss of institutional knowledge

