

MOMENTUM 
MoVal



Adopted on August 16, 2016



STRATEGIC PLANNING - INTRODUCTION

Momentum MoVal outlines the City Council's strategic vision for Moreno Valley's evolution as a premier community where residents and businesses will continue to thrive. This Strategic Plan will align the City's resources and creative energy toward meeting objectives identified by community stakeholders and approved by its elected leaders. As a dynamic and forward leaning endeavor, Momentum MoVal identifies the City's top priorities for the next five years while allowing the Council to adjust priorities as needed to address emerging issues. It's a living document with a laser focus on achieving the aspirations of our diverse community.

A cornerstone to the Strategic Plan process has been active participation by residents and community stakeholders. Their valuable input has been incorporated throughout this document and is showcased in Appendix A.

Momentum MoVal is built around six top priorities toward which our collective efforts will be focused. The Plan features detailed objectives and specific initiatives to achieve the Council's priorities. These components will serve as the primary Work Plan for efforts by all City employees to fulfill the direction given by the Council. Customer Care standards (Appendix B), which have been incorporated into all aspects of daily service delivery to residents and businesses, will continue to guide staff's approach and manner in fulfilling the Council's strategic vision.

This Plan is visionary, while remaining mindful that our community expects its City government to function at peak efficiency. In developing priorities, objectives and initiatives, the City's financial capabilities have been fully considered. Priorities outlined herein can be aligned and achieved within existing staff levels and resources, unless otherwise noted. Staff's recommendations for annual operating and capital improvements budgets will reflect the City Council's policy direction as outlined in this strategic document.

Momentum MoVal is an ambitious plan, as the City Council has a bold vision for Moreno Valley's future. Success in achieving these objectives won't be easy, and it shouldn't be. There is much to be done and community expectations are high. Because strategic vision and accountability go hand in hand, progress in accomplishing the initiatives will be reported regularly and publicly.

Momentum MoVal will take Moreno Valley to new heights...Where Dreams Soar.



Consultant's Comments

Momentum MoVal represents the results of active engagement by Moreno Valley residents and the City Council in charting the community's course into the future. This process was unique in the extensive degree to which resident input was sought by the Council and provided by community stakeholders. The community's buy-in to the Momentum MoVal program will ensure that it continues to reflect changing local needs.

The Council hosted 2 community meetings to receive input from residents. An online survey garnered over 350 responses as stakeholders embraced the opportunity to share their community priorities. The Council's day-long Planning Session, held as a public meeting, was a critical juncture in this process. In this discussion, the Council reached consensus on several key principles to guide development of the Strategic Plan as well as its implementation in the years ahead. These principles included:

- Maintain a unified front. Successful Councils work together, moving in the same strategic direction. Providing clear, unified direction will lead to results at the staff level. Celebrate success in terms of "We" rather than "I".
- Focus on Policy. As effective policy makers, the Council will focus on issues from the policy level (referred to as a "30,000 ft. level" for illustrative purposes). Doing so requires staff to communicate effectively with the Council, to earn the Council's collective confidence that staff is fulfilling Council's goals and policy direction.
- Keep communication open, don't be secretive. Sharing information equally with the Council Members is vital to keeping them all informed as policy makers.
- Maintain a respectful environment. Display courtesy toward one another and toward staff. Respect one another's roles and use of time.
- Focus on Customer Care. Council Members view constituent issues from a Citywide perspective. District Boundaries should not be barriers to assisting constituents; in working with residents, Council Members will keep the District Council Member informed.
- Maintain Perspective. Don't allow a few people to influence perspectives of, and behavior toward, one another. Take a broader perspective.
- Equip new Council Members for success. A comprehensive orientation to acquaint newly elected Council Members on the principles stated above will be very helpful to them in understanding organizational norms and their roles as policy makers.

Momentum MoVal marks a pivotal point in the City's development as a premiere community in Inland Southern California. It has been a distinct pleasure to work with the City Council and residents in identifying the objectives outlined in this visionary document.

Wayne McAfee Ph.D.

Nels Klyver Ph.D.



STRATEGIC PLAN PRIORITIES

ECONOMIC DEVELOPMENT

Meet the current and emerging needs of Moreno Valley by expanding the local economy through:

- new business opportunities;
- job creation;
- strategic partnerships; and
- workforce development.

Provide proactive business attraction, small business development, and business support services that grow the City's economic base to enhance the quality of life for Moreno Valley residents.

PUBLIC SAFETY

Provide effective public safety services to enhance the Quality of Life for Moreno Valley families and to attract businesses to our community. Public safety priorities focus on:

- reducing crime through traditional & innovative policing methods,
- preparing our community for emergencies;
- protecting life and property; and
- exploring cost effective solutions.

LIBRARY

Deliver library services that empower our residents through open access to knowledge, employing both traditional and contemporary methods at a level that is appropriate for a diverse community of over 200,000 citizens.

INFRASTRUCTURE

Manage and maximize Moreno Valley's public infrastructure to ensure an excellent quality of life, develop and implement innovative, cost effective infrastructure maintenance programs, public facilities management strategies, and capital improvement programming and project delivery.

BEAUTIFICATION, COMMUNITY ENGAGEMENT, AND QUALITY OF LIFE

Promote an active and engaged community where we work together to beautify our shared environment, care for each other, and enjoy access to cultural and recreational amenities that support a high quality of life for all of our residents as envisioned and articulated throughout the City's adopted General Plan.

YOUTH PROGRAMS

Improve the lives and futures of our City's youth by expanding healthy lifestyle choices and learning opportunities. Build systems that continually and effectively assess the conditions affecting families in Moreno Valley, and develop context appropriate strategies responsive to those needs that build on community strengths.



VISION

To transform our young city into a mature community that offers its residents and businesses an unsurpassed quality of life featuring abundant recreation, desirable private and public services, varied residential living choices, and well-paying employment opportunities.

MISSION

Maintain a safe and secure environment for the people who live, work, and play in the city.

Promote democracy, inviting citizen involvement while encouraging community self-determination and local control.

Enhance and sustain the economic prosperity of the community and the financial well-being of the city government.

Bring together our community and its resources to address local needs and issues and enhance the quality of life.

Build quality public and private facilities, emphasizing recreational and cultural activities for all ages and interests.

Foster harmony among diverse community groups by providing opportunities for improvement, respecting cultural differences, and treating people equally and fairly.

Respect and conserve our environmental resources for the health and enjoyment of our citizens and future generations.

Advocate for and effectively represent the city's interests with other governmental and private institutions, and establish cooperative partnerships to improve the quality of life in the region.

Exemplify good government by operating a city business that is open and ethical, customer-friendly, cost-conscious, innovative, technologically advanced, and forward-thinking.

Cultivate a challenging and rewarding work environment— as a “model employer”—that supports our employees and their families, develops people, promotes teamwork, and celebrates humanity.

GOALS

1. Advocacy
2. Revenue Diversification and Preservation
3. Public Safety
4. Public Facilities and Capital Projects
5. Positive Environment
6. Community Image, Neighborhood Pride and Cleanliness



1. ECONOMIC DEVELOPMENT

Meet the current and emerging needs of Moreno Valley by expanding the local economy through:

- *new business opportunities;*
- *strategic partnerships; and*
- *job creation;*
- *workforce development.*

Provide proactive business attraction, small business development, and business support services that grow the City's economic base to enhance the quality of life for Moreno Valley residents.

Objective 1.1: Proactively attract high-quality businesses.

Initiative 1.1.1: Update the Council-adopted Economic Development Action Plan to focus business attraction efforts on key growth industries conducive to the Moreno Valley market such as logistics, green and clean technology, defense, aerospace, e-commerce, healthcare, medical device manufacturing, auto manufacturing (and related fields), robotics, and global trade. (1 year)

Initiative 1.1.2: In the next City budget cycle, allocate additional dollars to expand marketing efforts by increasing advertising placements and sponsorships. (6 months)

Initiative 1.1.3: Affirm competitive development impact fees. (1 year)

Initiative 1.1.4: Advance the Development Services Team as a "Center of Excellence" in serving all customers by use of technology services and tools and streamlining development processes via Accela's ACP project tracking software. Guarantee specific time frames for plan reviews, expedite permitting issuance processes, improve inspection functionality (6 months), and facilitate online applications and services. (9 months)

Initiative 1.1.5: Rebuild the Community Development Department's website presence by making pertinent and useful information easily accessible for review and to provide additional assistance throughout all aspects of the development review process. (9 months)

Initiative 1.1.6: Expand Economic Development digital and online marketing tools including the expansion of proactive marketing with monthly emails, the placement of ten (10) print and digital ads, and development of a dedicated Economic Development website to promote Moreno Valley as the best place to do business. (1 year)

Initiative 1.1.7: Actively participate in and sponsor commercial, medical, office, and industrial brokerage and development-related organizational events and conferences to promote and market Moreno Valley. (2 years)



Initiative 1.1.8: Promote investment in beautification improvements (landscaping, public art, etc.) along strategic business development corridors. (5 years)

Initiative 1.1.9: Conduct 12 business visits per year with major employers and key businesses in Moreno Valley to build relationships; determine business needs, developing new support industries; promote incentive programs such as Hire MoVal; and to identify industry and employer specific educational and training. (1 year)

Initiative 1.1.10: Pursue award opportunities to showcase the City's innovative Economic Development initiatives. (1 year)

Initiative 1.1.11: Complete the re-brand of the Economic Development Department attraction efforts and launch a dedicated Economic Development website. (6 months)

Partners: Economic Development, City Manager's Office, Media Section, Community Development (Planning, Building & Safety), Public Works, Finance, Fire Prevention, Moreno Valley Utility, Riverside County Workforce Development, Searle Creative Marketing, Riverside University Health System, Kaiser Permanente, Moreno Valley Chamber of Commerce, Moreno Valley Black Chamber of Commerce, Moreno Valley Hispanic Chamber of Commerce, Inland Empire Economic Partnership, Inland Empire Small Business Development Center (IESBDC), SCORE, Small Business Administration (SBA), AmPac Tri-State, and other business support partners, development and brokerage community, trade organizations

Resources: Economic consultant(s) for the Economic Development Action Plan, outside marketing agency, marketing budget, one (1) additional, full-time Economic Development staff member for business attraction

Obstacles: Potential downturn in economy, delayed implementation of ACP project tracking software, identifying adequate funding, available staffing resources

Objective 1.2: Market all the opportunities for quality industrial development in Moreno Valley by promoting all high-profile industrial and business projects that set the City apart from others.

Initiative 1.2.1: Showcase excellent industrial projects on all appropriate marketing collateral, online, and via email outreach. Work with each unique developer to educate the brokerage community on the status and availability of future projects. (years 1-5)

Partners: Economic Development, Community Development (Planning), City Manager's Office, Media Section, developers



Resources: Economic consultant(s) for the Economic Development Action Plan, outside marketing agency, marketing budget, WLC Development Agreement provisions

Obstacles: Potential downturn in economy, identifying adequate funding, available staffing resources

Objective 1.3: Promote local hiring through the expansion of local, quality, high paying jobs, and workforce development efforts.

Initiative 1.3.1: Set a target of 1,000 new jobs through business attraction and expansion per year. (years 1-5)

Initiative 1.3.2: Set a target of having an unemployment rate that is lower than the Riverside County unemployment rate. (5 years)

Initiative 1.3.3: Attract a supply chain/logistics and/or medical related trade school. Explore the potential use of City facilities for this purpose. (3 years)

Initiative 1.3.4: Continue to partner with the Riverside County Workforce Development Center to promote job readiness and basic skills training of the local workforce through the hosting of at least six (6) job preparedness and readiness workshops per year at the Moreno Valley Employment Resources Center (ERC) and/or other City facilities. Continue to expand upon existing recruitment service offerings. (1 year)

Initiative 1.3.5: Explore strategic partnerships with business organizations and nonprofits to identify industry specific workforce development training curriculum needs. (2 years)

Initiative 1.3.6: Encourage local partnerships to promote entrepreneurship, basic skills training, and financial literacy initiatives among Moreno Valley adults. (2 years)

Initiative 1.3.7: Promote the development of health care careers by establishing a “hot careers in health care” board at the ERC, giving first priority to health care job providers for recruitments, and hosting two (2) workshops focused on jobs in health care with local partners at the ERC. (1 year)

Initiative 1.3.8: Develop a strategy to utilize World Logistics Center Development Agreement funds dedicated to workforce training in the logistics industry. A total of \$6,993,000 is anticipated for the City’s use to provide and enhance educational and workforce development training in the supply chain and logistics industries. Funds will be received on an annual basis, and in conjunction with construction on the WLC site. Annual payments of \$100,000 will be provided during the first six years under the Development Agreement, with the amount increasing to \$125,000 from the 7th year through the end of the Agreement. A contribution of



\$1 million will be provided upon issuance of the first building permit for a logistics building on the WLC property, and additional payments of 11¢ per square foot upon issuance of building permits for each succeeding building. (1 year)

Initiative 1.3.9: Incorporate Moreno Valley Utility (MVU) as part of the Business Visitation Program and enroll five (5) new companies into Hire MoVal. (1 year)

Initiative 1.3.10: Develop a Hire MoVal recognition program. Companies that adopt the “Hire MoVal First” criteria will be recognized at a City Council Special Presentation meeting to receive a City Proclamation. (1 year)

Initiative 1.3.11: Evaluate hiring City staff members to conduct job readiness/job training programs under direct supervision by the Economic Development Department.

Partners: Economic Development, Community Services and Library for provision of job readiness workshops, City Manager’s Office, Media Section, Community Development (Planning), Finance, Riverside County Workforce Development, Moreno Valley College, Riverside Community College District, University of California Riverside, prospective trade/professional/non-profit training institutions, Moreno Valley Chamber of Commerce, Moreno Valley Black Chamber of Commerce, Moreno Valley Hispanic Chamber of Commerce

Resources: Two (2) additional full-time Economic Development staff members to implement job creation/ workforce development initiatives

Obstacles: Potential downturn in economy, limited market demand, identifying adequate funding, available staffing resources

Objective 1.4: Promote the development of the Medical Corridor along Nason Street to meet health care demands for residents of Moreno Valley and the region, bring quality jobs, and create business opportunities for ancillary support businesses in the health care industry.

Initiative 1.4.1: Strengthen partnerships with existing medical providers such as Riverside University Health System and Kaiser Permanente to support and encourage expansion efforts. (6 months)

Initiative 1.4.2: Create focused medical/office and elderly care facility marketing collateral to highlight Moreno Valley’s unique assets and development opportunities. (6 months)

Initiative 1.4.3: Identify strategic partners to encourage the development of job readiness in high demand health care industries. (6 months)

Initiative 1.4.4: Determine the highest/best use of the City’s parcel at Nason Street and Alessandro Boulevard and the exploration of an urban village concept including opportunity



to integrate enhanced transit connections between this area and the new Perris Valley Line Metrolink Station west of I-215. Complete land use analysis component of the Nason Street Corridor Study. (1 year)

Partners: Economic Development, City Manager’s Office, Media Section, Community Development (Planning, Building & Safety), Public Works, Fire Prevention, Riverside County Workforce Development, Moreno Valley College, University of California Riverside (School of Medicine), Riverside University Health System, Kaiser Permanente, Land Use consultant

Resources: A Land-Use consultant

Obstacles: Limited market demand, potential downturn in economy, identifying funding source, available staffing resources

Objective 1.5: Showcase Moreno Valley’s unique assets.

Initiative 1.5.1: Promote and market Moreno Valley’s advantages: second largest City in Riverside County with a growing population, strategic location, easy access to transportation corridors, proximity to ports and markets in Los Angeles, Orange, and San Diego counties, home of March Inland Port – Airport, availability of developable land, committed City leadership and staff, business friendly philosophy, Foreign Trade Zone designation, competitive incentives such as the award winning Hire MoVal program, and the Economic Development Rate Incentive discount from the Moreno Valley Utility. (3 years)

Initiative 1.5.2: Evaluate the current General Plan Community Development Element Land Use Map to identify three potential distinct “town centers” for the City. (1 year)

Partners: Economic Development, City Manager’s Office, Media Section, Community Development (Planning, Building & Safety), Public Works, Moreno Valley Utility, Riverside County EDA, Inland Empire Economic Partnership, March Inland Port Airport - March Joint Power’s Authority

Resources: Funding for land use, architecture/ landscape architecture, engineering consultants to implement a City Gateway and Streetscapes plan would be required for 1.5.2 above

Obstacles: Identifying funding source, available staffing resources for 1.5.2 above



Objective 1.6: Establish Moreno Valley as the worldwide model in logistics development.

Initiative 1.6.1: Expand the State of the City to add an Economic Development Summit component that includes a keynote speaker to discuss annual economic trends and their impact on the City, and offer breakout sessions that would allow participants to provide feedback on issues relevant to business and the local economy. (1 year)

Initiative 1.6.2: Develop a Logistic and Industrial Developer Business Council comprised of logistic and industrial developers to meet and discuss issues impacting development. (1 year)

Initiative 1.6.3: Establish a webpage discussing the priorities and activities of the Logistic and Industrial Developer Business Council with a section that allows businesses to submit feedback and suggestions. (2 years)

Initiative 1.6.4: Pursue speaking and demonstration opportunities at the national and international levels to elevate Moreno Valley’s reputation for smart logistics development. (1 year)

Partners: City Manager’s Office, Media Section, City Clerk’s Office, Economic Development, Community Development (Planning), Community Service, Moreno Valley logistics-related companies, industrial developers

Resources: Additional funding for the State of the City event

Obstacles: Identifying funding source, potential downturn in economy, available staffing resources

Objective 1.7: Promote small business development and entrepreneurship.

Initiative 1.7.1: Continue to provide high quality business support programs such as five (5) Business Roundtables per year, twenty (20) Business Spotlight commercials, Hire MoVal, monthly Shop MoVal print and digital ads, and fifty (50) small business site visits per year.

Initiative 1.7.2: Leverage resources and city facilities to provide quality educational and small business support programs such as workshops, technical and financial assistance, networking, mentoring, and one-on-one counseling through the Inland Empire Small Business Development Center (IESBDC), SCORE, Small Business Administration (SBA), AmPac Tri-State, and other business support partners. (1 year)

Initiative 1.7.3: Research the feasibility and funding of a one-stop incubator that would include the ERC and a new BRC (Business Resources Center) to encourage the evolution of home-based and small businesses and the expansion of start-ups. (5 years)



Partners: Economic Development, City Manager’s Office, Media Section, Community Development, Parks & Community Services, Finance, Moreno Valley Utility, Riverside County Workforce Development, Moreno Valley College, Moreno Valley Chamber of Commerce, Moreno Valley Black Chamber of Commerce, Moreno Valley Hispanic Chamber of Commerce, Inland Empire Small Business Development Center (IESBDC), SCORE, Small Business Administration (SBA), AmPac Tri-State

Resources: One (1) full-time Economic Development staff member for business support services/small business development

Obstacles: Identifying funding source, available staffing resources

Objective 1.8: Evaluate staff resources and dedicate City funding to invest in aggressive Economic Development activities that will result in increased revenues to the City, additional employment opportunities, and enhanced quality of life for our residents.

Initiative 1.8.1: Evaluate hiring one (1) full time staff member, or equivalent outsourced support, to business attraction such as proactive print and digital marketing, branding, website management, content and email marketing, trade show and industry events planning and attendance, lease mining, site selection assistance, demographics and market analysis, brochure development, database collection, real estate industry liaison, and new business relationship building efforts. (6 months)

Initiative 1.8.2: Evaluate hiring two (2) full time staff members, or equivalent outsourced support, for workforce development, including oversight of the Hire MoVal program, operations at the Moreno Valley Employment Resource Center, job readiness workshops, partnership and relationship building, and new job training initiatives. (6 months for first hire, 18 months for second hire)

Initiative 1.8.3: Evaluate hiring one (1) full time staff member, or equivalent outsourced support, for Business Support Services and Small Business Development, such as Business Visitations, Business Roundtable, Business Spotlight, Chamber of Commerce relations, grants and loan programs, energy efficiency programs outreach, small business visits, business training programs with the Small Business Development Center, SCORE, AmPac Tri-State, and the Small Business Administration, event sponsorships within Moreno Valley, Shop MoVal, Start-up MoVal, and the Business Ombudsman activities. (18 months)

Partners: Economic Development, City Manager’s Office, Administrative Services

Resources: Up to four (4) additional full-time Economic Development staff positions

Obstacles: Potential downturn in economy, identifying funding sources



Objective 1.9: Ensure the City’s General Plan articulates the vision for how Moreno Valley wants to evolve over time, and provides an orderly and predictable process through which this vision is developed and implemented, including new attention to economic development, sustainability, public health, and innovation.

Initiative 1.9.1: Prepare a General Plan Annual Report per Government Code Section 65400 for presentation to the City Council before April 1, 2017, that explains how current land use decisions relate to adopted goals, policies and implementation measures, and as appropriate, identify necessary course adjustments consistent with the Strategic Plan. (1 year)

Initiative 1.9.2: Form a working group of key City staff to research and evaluate the current General Plan as a prerequisite to initiating a comprehensive update of the General Plan. Develop recommendations for a scope of work, inclusive of completing the General Plan Economic Development Element (Chapter 3) envisioned with the last comprehensive General Plan Update completed in 2006, and prepare recommendations on budget and schedule. (1 year)

Initiative 1.9.3: Include consideration of incremental set-aside of funding in annual budget development in anticipation of future General Plan update. (1 year)

Initiative 1.9.4: Conduct a comprehensive update of the City General Plan and supporting environmental document, including all mandatory Elements (except Housing), an Economic Development Element, and other desired optional Elements authorized by the City Council. (3 years)

Partners: City Manager’s Office, Media Section, Community Development (Planning, Building & Safety), Public Works, Finance (Housing), Economic Development, Community Service, Police and Fire

Resources: General plan consultant/firm

Obstacles: Identify funding source, available staffing resources



2. PUBLIC SAFETY

Provide effective public safety services to enhance the Quality of Life for Moreno Valley families and to attract businesses to our community. Public safety priorities focus on:

- *reducing crime through traditional & innovative policing methods;*
- *preparing our community for emergencies;*
- *protecting life and property; and*
- *exploring cost effective solutions.*

Objective 2.1.: Reduce crime, the fear of crime, and the perception of crime in the community.

Initiative 2.1.1: Form a working group, with existing staff, to research, evaluate and test progressive law enforcement programs for use in the City. (6 months)

Initiative 2.1.2: Conduct at least one community survey each year using social media to correctly determine, address, and reduce fear of crime. (1 year)

Initiative 2.1.3: Enhance the use of social media sites to better provide a forum for reporting quality of life issues to include tips, complaints, and crime updates. (6 months)

Initiative 2.1.4: Expand the citywide camera system to include more parks, public gathering areas and sport complexes. (2 years)

Initiative 2.1.5: Add large signage to city entry points alerting the public to the existence of the camera system. (1 year)

Initiative 2.1.6: Provide Crime Prevention Through Environmental Design (CPTED) plan review training to key city staff engaged in plan reviews for new development projects. (1 year)

Partners: Police Department, Community Development, Parks & Community Services Department, Technology Services, Local Business Owners/Groups, Neighborhood Associations, Faith-Based Organizations, Riverside County Department of Public Social Services (DPSS), Neighborhood Watch Program, Homeowners Associations, Center for Problem-Oriented Policing, social networking and media outlets

Resources: Grants and city approved funding sources

Obstacles: Identifying key leadership personnel to establish a crime prevention committee and the management of employees to develop and maintain social media sites



Objective 2.2: Engage the community in joint problem solving and crime prevention activities.

Initiative 2.2.1: Target 10% increased public participation at community outreach and education events, such as Coffee with a Cop, Zone Meetings, and Cops and Clergy. (1 year)

Initiative 2.2.2: Provide information regarding Neighborhood Watch programs to all Homeowners Associations in the City. (1 year)

Initiative 2.2.3: Host a CPTED community workshop, and post CPTED information on the city website for public information. (1 year)

Partners: Police Department, Local Businesses, Neighborhood Associations, Faith-Based Organizations, Neighborhood Watch Program, Center for Problem-Oriented Policing, social networking and media outlets

Resources: Byrne Criminal Justice Innovation grant

Obstacles: Identifying key leaders from various community groups to develop and maintain a crime prevention committee, difficulty locating additional crime prevention grants and funding sources

Objective 2.3: Promote the concept of community policing with residents and Department members.

Initiative 2.3.1: Increase public trust by building our community oriented policing programs like the Officer Friendly Program and Crime-Free Multi-housing. (1 year)

Initiative 2.3.2: Work with new and existing affordable housing providers to help them solve problems and promote a Crime-Free Multi-housing Program. (6 months)

Initiative 2.3.3: Enhance volunteer programs by actively recruiting and sending five new city residents to the Citizen's Police Academy each year. (1 year)

Initiative 2.3.4: Raise public trust by increasing law enforcement's presence at community events. (6 months)

Partners: Police Department, Housing and Urban Development, Community Development, Finance (Housing), local business owners/groups, Neighborhood Associations, Faith-Based Organizations, Parks & Community Services Department, Neighborhood Watch Program, Crime Stoppers, Center for Problem-Oriented Policing, social networking and media outlets

Resources: Byrne Criminal Justice Innovation grant, develop a career development program for High School/College Students for future entry in law enforcement

Obstacles: Identifying key leaders from various community groups to develop and maintain a crime prevention committee

Objective 2.4: Work with government and non-government agencies to reduce homelessness in the City.

Initiative 2.4.1: Develop and maintain relationships with Housing and Urban Development, Veterans Affairs, Riverside County Department of Public Social Services (DPSS) and other non-governmental organizations to house our homeless. (1 year)

Partners: Police Department, Community Development, Housing and Urban Development, local business owners/groups, Riverside Community College Students, Neighborhood Associations, Faith-Based Organizations, DPSS, Department of Public Works, Parks and Recreation, Center for Problem-Oriented Policing, non-governmental organizations (i.e. Path of Life Ministries, University Women Homeless Center, Jubilee House Sober Living, D & R Turning Point), Family Assistance Program, Place, and the Riverside County 211 Program

Resources: City approved funding sources and grants

Obstacles: Identifying key leaders from various community groups to develop and execute a comprehensive homeless protocol, difficulty identifying funding sources, available staffing resources

Objective 2.5: Develop partnerships with local businesses and warehouse operators to reduce traffic related issues.

Initiative 2.5.1: Develop and implement a Commercial Vehicle Enforcement Team. (1 year)

Initiative 2.5.2: Work with local businesses to develop commercial traffic plans, routes and parking solutions. (1 year)

Partners: Caltrans, California Highway Patrol, Police Department Traffic Unit, local business owners/groups, neighborhood associations, Public Works, Community Development (including existing vendor support)

Resources: City approved funds and applicable grants, professional consultants

Obstacles: Identifying key leaders from various community and business groups to develop a committee/think tank to develop and implement traffic related solutions, available staffing resources, adequate funding



Objective 2.6: Enhance operational excellence and efficiency in delivery of Police services.

Initiative 2.6.1: Begin the important process of building the police department's sworn staffing levels. Success and timing will reflect availability of resources and status of law enforcement costs. The Riverside Sheriff's Department often refers to a ratio of 1 officer to each 1,000 residents as an important target for sworn staffing levels. (1 year)

Initiative 2.6.2: Rebuild special teams by adding sworn officers. These teams proactively target violent criminals, street gangs, street-level narcotics sales, and quality of life issues. (2 years)

Partners: Police Department, City Manager's Office, Financial & Management Services

Resources: Allocate funds and identify grants for the increase in police personnel

Obstacles: Allocating ongoing funds to sustain an increase in police personnel in light of rising costs

Objective 2.7: Fully integrate Fire Prevention activities into the City's Development Services processes to provide swift, seamless service.

Initiative 2.7.1: Team with Technology Services and all other development services department to adopt the Accela Civic Platform (ACP). (2016)

Partners: Fire Department, Technology Services, Economic Development, Community Development (Planning, Building and Safety), Land Development, TruePoint Solutions

Resources: ACP project team

Obstacles: Potential delays for incorporating annual business inspection programs due to additional enhancements required within ACP, available staffing resources

Objective 2.8: Enhance communication and coordination with City departments to provide accountability in emergency preparedness activities and minimize redundancy of efforts citywide.

Initiative 2.8.1: Assess and assist other City department efforts to identify, prioritize, and mitigate facility and infrastructure hazards that would advance emergency preparedness. (1 year)

Initiative 2.8.2: Conduct a full-scale Emergency Operations Center Exercise. (2016)

Initiative 2.8.3: Conduct no less than 1 full-scale Emergency Operations Center Exercise in each calendar year. (2016)



Partners: City Manager's Office, Community Development Department, Office of Emergency Management, Fire Department, Police Department, Public Works, Parks and Community Services, Moreno Valley Utility, Media Section, Riverside County Emergency Management Department (EMD), Riverside County Fire, Riverside University Health System, Moreno Valley Kaiser, American Red Cross

Resources: Office of Emergency Management, Fire Department, Riverside County EMD staff, Alert MoVal

Obstacles: Priority projects may impact development and facilitation of meetings and exercises

Objective 2.9: Building upon momentum established with the El Niño Preparedness initiative, maintain and expand partnerships with community organizations throughout the City.

Initiative 2.9.1: Develop and establish formal agreements or memorandums of understanding (MOU's) with private/non-profit organizations to enhance the City's preparedness and response efforts. (1 Year)

Partners: Office of Emergency Management, City Manager's Office, Fire Department, Police Department, faith-based organizations, community-based organizations, non-profit organizations, Economic Development, Public Works, and key community disaster response agencies

Resources: Existing City staff from City departments, Moreno Valley (MVUSD) and Val Verde (VVUSD) Unified School Districts, various meetings and committees (i.e. Operational Area Planning Committee, NorthWest Comm, Volunteer Organizations Active in Disaster, etc.)

Obstacles: Potential for varying levels of participation among community organizations. Some partners may not have adequate resources to engage in an MOU or assist the City in an emergency or disaster

Objective 2.10: Ensure that the City's emergency management program (including mitigation, preparedness, response and recovery) addresses needs of persons with disabilities and people with access and functional needs.

Initiative 2.10.1: Revise the City's Emergency Operations Plans to ensure each City department includes consideration of accommodations, services, and strategies for serving the City's population of persons with disabilities and people with access and functional needs and is compliant with state and federal regulations. (1 Year)



Initiative 2.10.2: Enhance the current system for identifying and locating persons with disabilities and people with access and functional needs during an emergency, document suitable shelter infrastructure, and ensure specialized equipment and other support is available during emergencies. (3 years)

Initiative 2.10.3: Enhance the level of emergency preparedness to meet the needs of People with Access and Functional Needs (PAFN) during major emergencies or disasters by: (2 years)

- strengthening existing and initiating 5 new relationships with civic stakeholders including schools, care and medical organizations who know of and provide services to PAFN;
- increasing resident registration of PAFN during an emergency with the City's alert and notification system, Alert MoVal, by 10% per year;
- identifying and building relationships with 5 vendors who provide specialized equipment and resources specifically designed to assist PAFN and that can be made available during disasters;
- coordinating and conducting an annual emergency preparedness seminar tailored to PAFN; and
- offering a PAFN Community Emergency Response Training class to members of the community and surrounding jurisdictions.

Partners: Office of Emergency Management, Riverside County Department of Public Social Services (DPSS), Moreno Valley (MVUSD) and Val Verde (VVUSD) Unified School Districts, Fire Department, Police Department, Parks and Community Services, Media Section, Technology Services, community-based organizations, faith-based organizations, non-profit organizations, and local medical providers

Resources: Office of Emergency Management staff, Alert MoVal (emergency alert and early warning notification system), various meetings and committees, civic stakeholders

Obstacles: Engagement in preparing People with Access and Functional Needs (PAFN) is voluntary and based on interest and time. Another obstacle is identifying how many PAFN reside in Moreno Valley and where to focus our outreach, measuring progress/success towards targeted goals with unknown variables is difficult

Objective 2.11: Protect people and property against animal related injury and nuisance through enforcement of local and state animal welfare laws and ordinances.

Initiative 2.11.1: Provide effective training and public education programs regarding the importance of responsible pet ownership, rabies awareness, mandatory spay/neuter and micro-chip ordinances, leash law, control of the feral cat population and re-homing options in an effort to reduce the intake of animals by 3% annually over the next three years. (1 year)

Initiative 2.11.2: Respond to citizen calls for service the day they are received or within 24 hours for low priority calls received near or after the end of a work shift. (6 months)



Initiative 2.11.3: Conduct weekly proactive patrols in close proximity to schools, parks and areas identified as having the greatest number of stray animals reported in an effort to reduce dog bites by 5%. (6 months)

Partners: Local school district, civic groups, Animal Services, Police Department, Park Rangers

Resources: Current staffing levels in Animal Services allow the division to meet a minimal level of services

Obstacles: Challenges in establishing public/private partnerships

Objective 2.12: Evaluate results of Feasibility Study regarding the concept of forming a multi-agency Joint Powers Authority for provision of police services.

Initiative 2.12.1: Present results of Feasibility Study to the Public Safety Sub-Committee. (6 months)

Initiative 2.12.2: Present Public Safety Sub-Committee findings to the City Council via Study Session. (2017)

Partners: Finance, City Manager's Office, local cities contracted with Matrix Consulting to complete the initial feasibility analysis

Resources: The initial funding for the contract has been approved by the City Council and Matrix Consulting is currently engaged on the project

Obstacles: Timing and responses from other cities and the County Sheriff to allow for the completion of the study

Objective 2.13: Update the City's Local Hazard Mitigation Plan to identify risks and vulnerabilities associated with disasters, including developing long-term strategies for protecting the health, safety and welfare of people and reduce harm to existing and future property from hazard events.

Initiative 2.13.1: Establish a planning committee to identify and assess potential hazards in the community. (6 months)

Initiative 2.13.2: Establish mitigation strategies for the recognized hazards including goals, objectives and associated costs. (6 months)

Initiative 2.13.3: Provide community outreach to encourage stakeholder and public participation in the monitoring and evaluation of the plan. (1 year)



Partners: Fire Department, Community Development, Economic Development, Public Works, City Manager's Office, Parks and Community Services, Moreno Valley Utility, Financial & Management Services, Riverside County Emergency Management Department

Resources: Southern California Edison, Eastern Municipal Water District, Moreno Valley Unified School District, Val Verde Unified School District, Moreno Valley Community College, Riverside University Health System, Kaiser Permanente Moreno Valley and community members

Obstacles: Planning processes can be extended depending on the workload of various departments and priority projects



3. LIBRARY

Deliver library services that empower our residents through open access to knowledge, employing both traditional and contemporary methods at a level that is appropriate for a diverse community of over 200,000 citizens.

Objective 3.1: Open a satellite branch library by December, 2017.

Initiative 3.1.1: Identify funding sources, including but not limited to, Development Impact Fees, grant opportunities, etc. (9 months)

Initiative 3.1.2: Identify appropriate location for a satellite branch library by conducting public outreach sessions and/or a community needs assessment to determine areas in greatest need and with greatest interest of neighborhood library services. Consider public transportation access to potential new locations. (1 year)

Initiative 3.1.3: Seek out public and private partnerships to expand Library services including joint use space with schools and private businesses. Investigate store-front or mall locations, as well as self-serve library options. (1 year)

Initiative 3.1.4: To reduce overall costs associated with opening a satellite branch, automate services to decrease additional staffing needs including self-check-out for books, DVD & CD kiosks and laptop kiosk. (9 months) To minimize the need for additional overall staffing to operate a satellite branch, maximize automation at Main Library and explore completely self-serve library options for other locations. (At satellite opening, by December 2017)

Initiative 3.1.5: Consider sale of surplus City properties for one-time revenue generation to be used to fund Library equipment and materials. (1 year)

Partners: Administrative Services, Finance, City Manager's Office, Community Development

Resources: Approved expenditures for facilities as well as approved ongoing operating expenses for satellite location, professional consultants

Obstacles: Funding for additional ongoing operating expenses, available staffing resources

Objective 3.2: Expand the library's technology program to enhance job readiness in our community.

Initiative 3.2.1: Develop a robust training program to include basic computer classes and basic MS Office software training. (4 months)



Initiative 3.2.2: Investigate the feasibility of a Lend-and-Learn program enabling patrons to receive training on the use of new technology as well as the ability to check out devices from the library. (9 months)

Partners: Library, Amazon (tablet/e-reader donation), training partners

Resources: Approved funding for additional computer training courses and tablet/e-reader lend and learn program if unable to secure volunteer trainers and donated technology

Obstacles: Lack of volunteers and/or donations

Objective 3.3: Partner with outside organizations to expand the range of workshops and programs provided to the community.

Initiative 3.3.1: Expand reading and language (ESL, Spanish) classes. (years 1-5)

Initiative 3.3.2: Promote job readiness by providing workshops on resume writing, job interviewing, career readiness and life skills four times per year. (6 months)

Initiative 3.3.3: Conduct public information workshops on topics such as tax filing assistance, social security, signing up for Covered California. (6 months)

Initiative 3.3.4: Conduct health and wellness workshops to address areas of interest to various age groups six times per year. (1 year)

Initiative 3.3.5: Organize workshops and presentations on arts, entertainment and recreation subjects including gardening, painting, writing, history, music and other popular subjects on a monthly basis. (1 year)

Initiative 3.3.6: Introduce a Community Lending Library program by providing 6 library boxes to neighborhoods (as demonstration projects) and defining standards for private construction/installation of library boxes. (1 year)

Partners: Administrative Services (Library), Economic Development, Community Services, Community Development, individuals or organizations to sponsor "Little Libraries," volunteer/training/workshop partners, Moreno Valley Unified School District, Val Verde Unified School District

Resources: Funding for Little Libraries if unable to secure grant or donations

Obstacles: Lack of volunteers for increased training and workshop sessions, available staffing resources, adequate funding, community participation



4. INFRASTRUCTURE

Manage and maximize Moreno Valley's public infrastructure to ensure an excellent quality of life, develop and implement innovative, cost effective infrastructure maintenance programs, public facilities management strategies, and capital improvement programming and project delivery

Objective 4.1: Develop a Moreno Valley Utility Strategic Plan to prepare for the 2020 expiration of the ENCO Utility Systems agreement.

Initiative 4.1.1: Contract with a consultant to assist the City in identifying and analyzing options regarding the organizational structure of the utility. (1 year)

Initiative 4.1.2: Prepare a comprehensive Strategic Plan that includes the following tasks. (2 years)

- 1) Update the Distribution System Plan to identify and prioritize infrastructure needed to meet customer demand for electricity; analyze the impacts of the proliferation of customer-owned solar systems on the distribution system.
- 2) Update the Integrated Resource Plan to identify future power supply needs for the utility and recommend the optimal mix of resources (such as purchase vs. utility-owned generation, renewable energy, etc.).
- 3) Update the utility rates model and review/explore the existing policy of maintaining parity with SCE rates.
- 4) Analyze financial reserve recommendations to fund a portion of the infrastructure identified in the Distribution System Plan, provide funding for the replacement of equipment and/or infrastructure in the event of an emergency, and provide operating and rate stabilization reserves.

Partners: Public Works, Finance, City Council and industry experts to evaluate items and complete a plan

Resources: Staffing and financial resources will be provided through the Utility

Obstacles: Completing comprehensive public education and feedback to assure a comprehensive plan can be developed to provide for the long term viability of the Utility

Objective 4.2: Develop and maintain a comprehensive Infrastructure Plan to invest in and deliver City infrastructure.

Initiative 4.2.1: Present initial infrastructure needs assessment information to the City Council at a study session. (6 months)



Initiative 4.2.2: In partnership with the Riverside County Flood Control District, review and update Flood Control Master Plans and associated Area Drainage Fees such that plans reflect current stormwater needs. (1 year)

Initiative 4.2.3: Review and update development construction practices with developers to explore the installation of full street improvements along project frontages. (1 year)

Initiative 4.2.4: Develop/update a complete GIS-based inventory of all transportation and stormwater related assets. (2 years)

Initiative 4.2.5: Prepare an updated and fully comprehensive infrastructure needs assessment. (3 years)

Partners: Flood Control District, Building Industry Association (BIA), National Association of Industrial and Office Parks (NAIOP), Technology Services

Resources: Public Works, Community Development, Technology Services, Flood Control District staff, development community

Obstacles: Potential increases in development fees, potential construction cost increases to development projects

Objective 4.3: Address deferred maintenance of City infrastructure assets.

Initiative 4.3.1: Prepare a Deferred Maintenance Plan that assesses safety, adequacy, and liability implications, estimates repair costs and recommends priorities to be programmed in future budgets. (2 years)

Initiative 4.3.2: Aggressively pursue funding strategies and identify sources to fund the Deferred Maintenance Plan activities. (2 years)

Initiative 4.3.3: Use a five-year Deferred Maintenance Plan to strategically finance identified needs such as the annual pavement crack treatment, slurry seal program, and associated ADA improvements at curb ramps and sidewalks. (2 years)

Partners: Public Works, Western Riverside Council Of Governments (WRCOG), Riverside County Transportation Commission (RCTC), City's Traffic Safety Commission, Professional Organizations

Resources: WRCOG staff, RCTC staff, Professional consultants

Obstacles: Adequate funding to implement maintenance activities



Objective 4.4: Control Street Lighting costs.

Initiative 4.4.1: Determine whether or not to move forward with acquisition of Southern California Edison-owned street lights. (Prior to October 27, 2016)

Initiative 4.4.2: If acquisition of SCE street lights is pursued, fully analyze and determine ownership as City-owned or MVU-owned, establish policies and plans on converting from High Pressure Sodium Vapor (HPSV) to Light Emitting Diode (LED), and street light spacing. (2 Years)

Partners: Public Works, Finance, Southern California Edison (SCE), Moreno Valley Utility (MVU), ENCO Utility Services, City staff and Bond Financing Team

Resources: City staff and consultants (e.g. legal, lighting)

Obstacles: California Public Utility Commission (CPUC) approval, ability to obtain favorable financing

Objective 4.5: Explore green/renewable innovations and technologies for new developments such as the World Logistics Center.

Initiative 4.5.1: Develop renewable pavements such as porous asphalt and concrete for streets and sidewalks for drainage self-sufficiency. (3 years)

Initiative 4.5.2: Develop renewable landscape designs for drought tolerance and irrigation self-sufficiency. (4 years)

Partners: Public Works, Community Development, Building Industry Association (BIA), National Association of Industrial and Office Parks (NAIOP), Professional Organizations, development community, Riverside County Flood Control, Eastern Municipal Water District (EMWD)

Resources: Professional consultants, City staff, and all entities listed above under partners

Obstacles: Available staffing resources, change to existing State laws or mandates, potential increase in development costs, long-term maintenance costs could increase

Objective 4.6: Advance the development of a well-connected and balanced citywide transportation network that serves all modes.

Initiative 4.6.1: Complete the Juan Bautista De Anza Regional Trail. (3 years)



Initiative 4.6.2: Secure funding to construct Indian Street across Lateral A channel crossing. (4 years)

Initiative 4.6.3: Secure funding and construct Heacock Street connection to Harley Knox Boulevard. (5 years)

Initiative 4.6.4: Secure funding and construct Graham Street Bridge over SR-60. (6 years)

Partners: Public Works, Community Development, Department of Water Resources (DWR), Riverside County Transportation Commission (RCTC), Western Riverside Council Of Governments (WRCOG), MVUSD, VVUSD, Caltrans, Lake Perris, City of Perris

Resources: Active Transportation Program (ATP), Caltrans Recreational Trails, and Congestion Mitigation and Air Quality (CMAQ) grants, WRCOG, RCTC, professional consultants

Obstacles: Lack of funding source, additional right-of-way, surrounding community acceptance

Objective 4.7: Demonstrate innovative and industry leading transportation systems.

Initiative 4.7.1: Seek a demonstration project for a Protected Intersection / Protected Bicycle Lanes (Cycle tracks) Corridor. (2 years)

Initiative 4.7.2: Develop roundabout corridors similar to Theodore proposed by WLC, to replace stops signs and/or traffic signals. (4 years)

Partners: Public Works, Community Development, Riverside County Transportation Commission (RCTC), Western Riverside Council Of Governments (WRCOG), Caltrans, Active Transportation consultants

Resources: Active Transportation Program (ATP) / CMAQ Grants, WRCOG, RCTC

Obstacles: Available staffing resources, adequate funding, additional right-of-way, surrounding community acceptance

Objective 4.8: Promote transit as an essential mode of transportation.

Initiative 4.8.1: Collaborate with Riverside Transit Agency (RTA) to explore Transit Signal Priority Corridors. (2 years)

Initiative 4.8.2: Collaborate with RTA to explore Bus Rapid Transit Routes. (4 years)



Initiative 4.8.3: Collaborate with Riverside Transit Agency to consider a partnership with the City to build an Intermodal Transit Center at Alessandro/Nason. (3 years)

Initiative 4.8.4: Encourage Riverside Transit Agency to establish routes between Metrolink Station and major employers in the City. (3 years)

Partners: Public Works, Community Development, Riverside County Transportation Commission (RCTC), Western Riverside Council Of Governments (WRCOG), Riverside Transit Agency (RTA)

Resources: RTA, WRCOG, RCTC

Obstacles: Adequate funding, additional right-of-way

Objective 4.9: Expand upon existing Intelligent Transportation Systems.

Initiative 4.9.1: Approach research and development companies to develop Moreno Valley as a test-bed for connected vehicle technologies. (1 year)

Initiative 4.9.2: In partnership with local and regional agencies, host a Regional Transportation Summit. (1 year)

Partners: Public Works, Riverside County Transportation Commission (RCTC), Western Riverside Council Of Governments (WRCOG), Caltrans, Fisker/Karma and other local manufacturers, Intelligent Transportation System (ITS) Consultants

Resources: WRCOG, RCTC, US Department of Transportation

Obstacles: Adequate funding, buy-in from local manufacturers, available staffing

Objective 4.10: Enhance Moreno Valley’s way-finding throughout the City for residents and visitors.

Initiative 4.10.1: Expand the installation of updated welcome and directional signs at all gateways into the City and other key destinations. (1 year)

Initiative 4.10.2: Identify opportunities and develop strategies to use technology, social media, communication applications, etc. to assist and enhance resident and visitor way-finding needs throughout the City. (2 years)

Initiative 4.10.3: Install solar powered lighting to all updated welcome and directional signs to enable night visibility. (2 years)

Partners: Public Works, Community Development, local businesses and HOAs

Resources: City budgets, City staff

Obstacles: Available staffing resources, funding source, maintenance, vandalism



5. BEAUTIFICATION, COMMUNITY ENGAGEMENT, AND QUALITY OF LIFE

Promote an active and engaged community where we work together to beautify our shared environment, care for each other, and enjoy access to cultural and recreational amenities that support a high quality of life for all of our residents as envisioned and articulated throughout the City's adopted General Plan.

Objective 5.1: Establish partnerships and volunteer programs with residents, business groups and service clubs to beautify our community.

Initiative 5.1.1: Fully implement the Volunteer Community Clean Up Program in which Code Compliance staff identifies distressed properties and partners with volunteers to provide labor to address compliance issues. Refocus outreach efforts from students to service clubs, commencing with Moreno Valley Noon Rotary. (6 months)

Initiative 5.1.2: Establish an annual Day of Volunteerism. (6 months)

Initiative 5.1.3: Identify funding and fully implement the Keep Moreno Valley Beautiful Adopt-a-Street Program. (1 year)

Initiative 5.1.4: Enhance branding program for Keep Moreno Valley Beautiful by partnering with other government agencies. (2 years)

Initiative 5.1.5: Expand existing weekend weed and litter abatement program performed by community service workers to include a weekday program. (2 years)

Initiative 5.1.6: Explore the development of a volunteer patrol to combat illegal dumping. (2 years)

Partners: Public Works, Community Development, Fire Department - Office of Emergency Management & Volunteer Services, School Districts, Service organizations/clubs, Keep Moreno Valley Beautiful Board, Keep America Beautiful National Organization, Chambers of Commerce, community service organizations, neighborhood groups/HOAs, business community, Riverside Transit Agency (RTA), school/college districts, contractors, Riverside County Sheriff's Department (community service workers)

Resources: City staff, consultant services, and contractors

Obstacles: Available staffing resources, financial resources, levels of volunteer participation and/or community service worker availability, advertising limitations of partner agencies (Riverside Transit Agency)



Objective 5.2: Promote the installation and maintenance of cost effective, low maintenance landscape, hardscape and other improvements which create a clean, inviting community.

Initiative 5.2.1: Assertively reach out and seek partnerships with property owners in existing landscape maintenance districts to stabilize funding to maintain or enhance residential tract landscaped areas (reverse landscaping). Conduct at least 3 mail ballot initiatives per year. (1 year)

Initiative 5.2.2: Develop comprehensive City Gateway and Streetscape plans establishing a framework guiding future landscape, tree planting, lighting, walls/fences, monuments, banners and identification signage within public right-of-way and freeway corridors. (3 years)

Initiative 5.2.3: Consider an ordinance requiring that vacant parcels near businesses and homes be enclosed by fences with privacy slats. (1 year)

Initiative 5.2.4: Develop a program to assist neighborhoods in installing landscaping in reverse frontages and annexation into special district to finance cost of improvements and ongoing maintenance. (1 year)

Initiative 5.2.5: Use the City's media tools to educate the community on the benefits of well-maintained landscaping on property values, the positive impact on economic development, xeriscaping, and water conservation techniques. (1 year)

Initiative 5.2.6: Modify the Municipal Code to clarify property owner responsibility for parkway landscape maintenance, within City right of way, immediately fronting private property. (2 years)

Initiative 5.2.7: Implement a program to install decorative hardscape in reverse frontages. (5 years)

Initiative 5.2.8: Implement a fence program in applicable areas within the special districts. (3 years)

Partners: Community Development (Planning, Code Enforcement), Media Section, property owners, residents and businesses, Special Districts, Maintenance and Operations, City Attorney's Office, Capital Projects, Land Development, Transportation Engineering, Moreno Valley Utility, utility companies

Resources: Funding/budgets, City staff, consultant services, and contractors

Obstacles: Available staffing resources, adequate funding, property owner participation, support from property owners/registered voters (if balloting necessary), public support for property owner tree maintenance responsibility/liability, non-removal of trees for nuisance issues (e.g. leaf litter), utility companies



Objective 5.3: Achieve Tree City USA Community recognition through the Arbor Day Foundation.

Initiative 5.3.1: Adopt a Tree Care Ordinance. (1 year)

Initiative 5.3.2: Establish a Tree Board or Department. (1 year)

Initiative 5.3.3: Establish a Community Forestry Program with an annual budget of at least \$2 per capita. (1 year)

Initiative 5.3.4: Conduct an Arbor Day observance and proclamation. (1 year)

Partners: City staff, Arbor Day Foundation, property owners, utility companies

Resources: Public Works, Community Development

Obstacles: Public support for property owner tree maintenance responsibility/liability, potential for public concerns over related nuisance issues (e.g. leaf litter)

Objective 5.4: Actively and aggressively address homelessness in Moreno Valley.

Initiative 5.4.1: Compile updated, accurate resource information into one document/brochure and share with public safety, code enforcement, and nonprofit staff members. (6 months)

Initiative 5.4.2: Provide/expand training to public safety and code enforcement staff on effective strategies for interaction with homeless individuals. (6 months)

Initiative 5.4.3: Increase local nonprofit agency participation in the City-hosted quarterly roundtable meetings to assist the coordination of services throughout the City and region. Increase nonprofit agency participation by 10% each year. (1 year)

Initiative 5.4.4: Seek new or supplemental funding sources to provide ongoing programs (to include job training and emphasis upon homeless veterans) throughout the City and the region. Continually research best practices in addressing the issue. (years 1-5)

Initiative 5.4.5: Continue to monitor legislation for any changes that may impact the funding for services or the rights of homeless individuals. (years 1-5)

Partners: Finance, City Manager's Office, Housing and Urban Development, Veterans Affairs, Riverside County Department of Public Social Services (DPSS), Riverside County Continuum of Care and local non-profit agencies, Community Development, Media Section



Resources: Financial, personnel, and technical resources may be provided from various partners, professional consultants

Obstacles: Addressing homelessness is a national and regional issue, which will require continual participation at all levels from all of the partners, available staffing resources, adequate funding, lack of training opportunities

Objective 5.5: Promote a healthy community and lifestyle.

Initiative 5.5.1: Develop a “Healthy Moreno Valley” Campaign. Seek funding from local business partners, school districts, and service clubs, as well as pursue grant opportunities, for this purpose. (1 year)

Initiative 5.5.2: Consider incorporation of a Health Element in the General Plan. (3 years)

Initiative 5.5.3: Explore a partnership with the County to enhance the use of Box Springs area as a major hiking, walking, and mountain biking recreational destination. (3 years)

Initiative 5.5.4: Explore and promote the San Jacinto wildlife area adjacent to the World Logistics Center as a major hiking and mountain biking destination. (5 years)

Initiative 5.5.5: Engage the community and cities in the region by hosting and/or participating in Mayor’s Cup sports competitions. (1 year)

Partners: Public Works, Community Services, Economic Development, Community Development, Media Section, County of Riverside, Western Riverside Council Of Governments (WRCOG), local health organizations, Inland Empire Biking Alliance, sporting goods stores, Office on Aging, Community Action Partnership, local churches, private health clubs and gyms, Moreno Valley Unified School District, Val Verde Unified School District, Recreational Trails Board, Inland Empire Health Plan, Riverside University Health System, Family Service Association

Resources: Funding for plan development and support for professional consultants

Obstacles: Adequate funding, available staffing resources, community support

Objective 5.6: Enhance community outreach, partnership opportunities, and stakeholder ownership of the City’s parks and recreation services, programs and events.

Initiative 5.6.1: Implement a new and improved Parks and Community Services Department website providing interactive and user friendly applications for residents to reserve amenities and register for programs. (1 year)



Initiative 5.6.2: Reinvent and market the City’s Adopt-A-Park and Adopt-A-Trail programs to obtain at least two business, non-profit and/or service clubs to actively participate in these programs. (1 year)

Initiative 5.6.3: Enhance community awareness of the many ways that “Parks Make Life Better” by promoting a related poster and/or photography contest. (1 year)

Initiative 5.6.4: Collaborate with two service clubs and/or non-profits and a local radio station for in-kind and/or financial sponsorships of the City’s first Christmas Tree Lighting Ceremony. (1 year)

Initiative 5.6.5: Establish a collaborative, strategic partnership with a different community organization or stakeholder for each community “signature” special event. (1 year)

Partners: Community Services, City Council Office, local radio stations, service clubs, churches, private corporations

Resources: Media Section, new recreation management software, social media, Moreno Valley Chamber of Commerce, Hispanic Chamber of Commerce, Moreno Valley Black Chamber of Commerce

Obstacles: Adequate funding, available staffing resources

6. YOUTH PROGRAMS

Improve the lives and futures of our City's youth by expanding healthy lifestyle choices and learning opportunities. Build systems that continually and effectively assess the conditions affecting families in Moreno Valley, and develop context appropriate strategies responsive to those needs that build on community strengths.

Objective 6.1: Provide employment training and support for Moreno Valley youth between the ages of 16 – 21 years.

Initiative 6.1.1: Implement the Summer at City Hall program with the Val Verde Unified School District and analyze the effectiveness of the program with the intent to grow this initiative in future years. (6 months)

Initiative 6.1.2: Collaborate with the Youth Opportunity Center to strengthen interview and job skills for employment opportunities in utilizing the Expanded Subsidized Employment program. (6 months)

Initiative 6.1.3: Offer courses through contractors and in-house City staff such as computer training, technology skills, and resumé assistance for youth ages 16-21 years. (6 months)

Initiative 6.1.4: Partner with the Youth Opportunity Center to promote courses targeting at-risk, homeless, dropouts and foster children. (1 year)

Initiative 6.1.5: Implement a Parks and Community Services Department youth volunteer program to add at least 15 youth volunteers. (1 year)

Partners: Economic Development, Community Services, Library for provision of job readiness workshops, Youth Opportunity Center, Riverside County, Inland Coalition

Resources: Contract instructors, Moreno Valley College, Moreno Valley Unified School District, Val Verde Unified School District, University of California Riverside, social media, funding from school districts

Obstacles: Adequate funding, training, available work space

Objective 6.2: Improve health, wellness and fitness for Moreno Valley youth through recreation and sports programs.

Initiative 6.2.1: Identify new trends and best practices of health and fitness recreation and athletic programs youth between the ages of 7-12 years. (1 year)



Initiative 6.2.2: Establish a collaborative partnership with local non-profit, school district and/or service club(s) in implementing a health and wellness program for Moreno Valley, including a youth-focused element. (1 year)

Initiative 6.2.3: Implement a collaborative partnership with University of California, Riverside's Food Program at City camps and Time for Tots programs. (6 months)

Initiative 6.2.4: Promote nutrition education to improve students' health and reduce childhood obesity through family information sharing and after-school recreation health/wellness programs. (6 months)

Initiative 6.2.5: Develop a public/private partnership between the City and Boys & Girls Club to identify a facility for the Moreno Valley Boys and Girls Club. (1 year)

Initiative 6.2.6: Identify and develop a pilot program between the City and Boys & Girls Club to provide youth recreation and/or sports programming. (1 year)

Initiative 6.2.7: Actively engage community groups regarding opportunities to participate in and sponsor programs to serve Moreno Valley's youth. (3 years)

Partners: Community Services, Boys and Girls Club, Moreno Valley Unified School District, Val Verde Unified School District, hospitals, nutrition shops, Community Development Department

Resources: California Parks and Recreation Society, health and fitness clubs, Media Section, social media, fitness magazines, Peach Jar, National Recreation and Parks Association, University of California, Riverside

Obstacles: (None)



APPENDIX A-RESULTS OF THE PUBLIC SURVEY

City of Moreno Valley Council Priorities Survey

1. Please check up to 6 items that are most important to you.

Answer Options	Response Percent	Response Count
9. Attract more technology jobs and jobs that require high education levels; market MV College; add a 4 year college; livability & sustainability - increase per capita income	42.3%	151
27. Increase Public Safety to build a safer city	34.5%	123
3. Create a distinct plaza, downtown area for arts & music	33.6%	120
8. Attract more businesses to provide quality job creation; develop Edgemont area to create jobs; increase marketing efforts to businesses; advertise our successes	26.3%	94
31. Beautify residential sections of the city; remove trash from around the city; plant more trees	25.8%	92
1. Increase size of the library and/or add satellite library locations; grant more authority to the Library Commission; consider more private-public partnerships related to library services	23.5%	84
36. Attract more sit-down restaurants	21.0%	75
11. Strengthen the Hire MoVal program to keep residents working locally	20.2%	72
4. Attract a major sports complex/center that will have regional significance	19.9%	71
17. Unite behind World Logistics Center to make it successful; market success of World Logistics Center	18.8%	67
5. Place a Library in a building at the mall; host an under 21 club in evenings; have weekend hours; offer free Wi-Fi; significantly increase the size of the Library or open multiple branches; modernize the Library facility; recognize that the Library serves a Community Services program facility	18.5%	66
15. Make it easier to start businesses; be more business friendly; give assistance completing city forms	14.8%	53
38. Create more recreation activities for the youth; increase promotion of sports organizations	14.8%	53
22. Lower business taxes and utility fees	14.0%	50
44. Traffic signal coordination	14.0%	50
29. MV Ranch Golf Course rehabilitation plan; do not allow development but keep it as a golf course	13.4%	48
21. Attract grocery stores in areas where they are needed	13.2%	47
14. Market our successes attracting larger businesses; Moreno Valley as the place to be	12.9%	46
13. Attract more locally owned, small businesses	12.3%	44
40. Infrastructure improvements to handle flooding, earthquakes, streets	11.5%	41
26. Decrease delinquency	10.9%	39
20. Need first-time home buyer incentive program to raise everyone's home values	10.6%	38
12. A Technology Trade School is needed; regulate Trade schools	10.4%	37
7. Develop an Arts friendly environment; create an Arts district with businesses	10.1%	36
18. Develop a program to match residents to jobs; make it easier for new businesses to find local workers; train local workers on basic job etiquette	9.0%	32
32. Create a distinct plaza and gathering place	9.0%	32
39. Improve public transportation routes & frequencies; expand & connect transportation corridors outside MV; transit to be friendly to the disabled	9.0%	32

producing organic, local grown products)		
10. Create one strong Chamber of Commerce	8.4%	30
42. Add multi-purpose lanes thru Reche Canyon; add bicycle lanes throughout city; Healthy Community Strategy	8.1%	29
34. Restore a positive identity and perceptions; emphasize unique items, views, landmarks, etc.	7.6%	27
6. Emphasize the unique views and landscapes in MV	7.0%	25
2. Add landmarks to demark where the city starts	5.9%	21
30. More active code enforcement, south MV is center of distribution	5.6%	20
33. Hold additional forums and Town Halls to improve communications between the city and citizens	5.6%	20
35. Add parks and playgrounds on the north side of town near Palm Middle School	5.3%	19
37. Improve city ordinances concerning barking dogs so that the complaining neighbor is not pitted against the dog owner but the city has the power to proscribe training for the dog	5.0%	18
41. Improve water quality in Edgemont	5.0%	18
25. Limit vehicles w/ more than 2 axles near schools	4.5%	16
16. Stable revenues to fund services and offer our children jobs; wealth creation	4.2%	15
43. Design streets to keep traffic local; safe travel; round-about; not to facilitate highways	4.2%	15
23. Attract modern office buildings for small business owners that live in the city	3.1%	11
28. Define architectural standards for new construction; home developments require vinyl fences	2.8%	10
19. Need business incubator to help start local businesses	2.5%	9
45. Install barriers at Theodore south of Alessandro and near the east end of Cactus to stop illegal dumping	2.5%	9
46. Attract development of a skyscraper (15 stories) or an iconic bridge	2.2%	8
47. Add sidewalks at Heacock Street & Gregory	2.2%	8
<i>answered question</i>	357	2,052

MORENO VALLEY

SERVICE THAT SOARS

Customer Care Standards



In Moreno Valley, we provide exceptional customer care by...

Providing same day response Resolving an issue or completing a request is seldom accomplished in just a day, but striving to acknowledge the request the day it is received provides “same day response” and exemplary service.

Knowing first impressions matter Our professionalism is judged based on appearance, attitude, manners, knowledge, and abilities. It is a package; we risk making a bad impression if we fail on even one count.

Ensuring a positive experience A negative attitude affects service quality and morale. We resolve to stay positive because we know our approach dramatically affects our customers’ and coworkers’ experience.

Asking and listening We never assume to know what our customers need. Good questions evoke good answers, but only if we listen. Resolving to not interrupt, we exercise patience and we pay attention.

Connecting We make eye contact, smile, and acknowledge every customer. When speaking to a customer, we address them by name using formal address (e.g. Mr. or Ms.), and let them decide if we’re on a first name basis.

Respecting our customers’ concerns To some, government can seem like a complex bureaucracy. We put a human face on the customer’s dealings with our City. We work to put our customers at ease and to earn their trust.

Treating customers like they have a choice Customers of government agencies often do not choose to do business with us, they have to. We meet this challenge by providing exceptional service.

Remembering who we work for It may not always be possible to say “yes” but our customers and co-workers must know that we have done our best to help them accomplish their goal.

Knowing our business To provide accurate information, we must know our jobs and have a thorough understanding of agency processes. Providing accurate information is critical; to do so, we work with staff, consult supervisors, conduct research, and keep up-to-date with industry best practices.

Understanding the difference between fast and efficient service We use knowledge, skills, and resources to respect our customers’ time, but we never rush – it is impolite and it dramatically impacts the relationship and the outcome.

Questioning the status quo We do not do things the same old way just because that is “how we’ve always done it.” We were hired to use our experience and skills to improve public service – and we take the process improvement challenge to heart.

Keeping our word We manage expectations by setting reasonable goals. Giving careful thought to timelines, we always remember that our word is our bond as we promote honesty, responsibility, and accountability.

Treating customers like people, not footballs Customers notice how many interactions are required to get the answers they need. If we need to hand off a customer, it should be to the right person, and that person should be provided with the pertinent facts to ensure a seamless transition.

Seeing the big picture Identifying improvement opportunities throughout the organization requires a field of vision that expands beyond one’s workstation. “That’s not my job” is not part of our vocabulary. We engage, participate, and contribute.

Encouraging feedback Comments, suggestions, and criticism help us measure our success and promote improvement. We demonstrate commitment to our customers by asking how we can do better.

Saying “Thank you” Technical knowledge simply isn’t enough; our careers and livelihood depend on our success in providing exceptional customer care. At every opportunity, we show sincere care, compassion, gratitude and appreciation. We go above and beyond to provide “service that soars.”

APPENDIX C



Southern California Association of Governments (SCAG) Profile of the City of Moreno Valley



Profile of the City of Moreno Valley

Southern California Association of Governments' (SCAG) Regional Council includes 69 districts which represent 191 cities in the SCAG region.

SCAG Regional Council District 69 includes Moreno Valley and Perris
Represented by: Hon. Jeffrey Giba



LOCAL PROFILES REPORT 2015

This profile report was prepared by the Southern California Association of Governments and shared with the City of Moreno Valley. SCAG provides local governments with a variety of benefits and services including, for example, data and information, GIS training, planning and technical assistance, and sustainability planning grants.

Table of Contents

I. INTRODUCTION	1
II. POPULATION	4
III. HOUSEHOLDS.....	9
IV. HOUSING	12
V. TRANSPORTATION	18
VI. EMPLOYMENT.....	19
VII. RETAIL SALES.....	27
VIII. EDUCATION.....	28
IX. SCAG REGIONAL HIGHLIGHTS	31
X. DATA SOURCES.....	32
XI. METHODOLOGY	33
XII. ACKNOWLEDGMENTS.....	38

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I. Introduction

The purpose of this report is to provide current information and data for the City of Moreno Valley for planning and outreach efforts. Information on population, housing, transportation, employment, retail sales, and education can be utilized by the city to make informed planning decisions. The profile provides a portrait of the city and its changes since 2000, using average figures for Riverside County as a comparative baseline. In addition, the most current data available for the region is also included in the Statistical Summary (page 3). This profile demonstrates the current trends occurring in the City of Moreno Valley.

The Southern California Association of Governments (SCAG) is the largest Metropolitan Planning Organization (MPO) in the nation. The SCAG region includes six counties (Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura) and 191 cities. As the designated MPO, SCAG is mandated by federal law to research and develop a Regional Transportation Plan (RTP), which incorporates a Sustainable Communities Strategy (SCS) per California state law. SCAG is currently undertaking a variety of planning and policy initiatives to foster a more sustainable Southern California.

In 2008, SCAG initiated the Local Profiles Project as a part of a larger initiative to provide a variety of services to its member cities and counties. Through extensive input from member jurisdictions, the inaugural Local Profiles Reports were released at the General Assembly in May 2009. The Profiles have been updated every two years.

Local Profiles provide basic information about each member jurisdiction including, but not limited to, the following:

- How much growth in population has taken place since 2000?
- Has the local jurisdiction been growing faster or slower than the county or regional average?
- Have there been more or fewer school-age children?
- Have homeownership rates been increasing or decreasing?
- How and where do residents travel to work?
- How has the local economy been changing in terms of employment share by sectors?
- Have the local retail sales revenues recovered to pre-recession levels?

Answers to questions such as these provide a snapshot of the dynamic changes affecting each local jurisdiction.

Factors Affecting Local Changes Reflected in the 2015 Report

Overall, member jurisdictions since 2000 were impacted by a variety of factors at the national, regional, and local levels. For example, the vast majority of member jurisdictions included in the 2015 Local Profiles reflect the national demographic trends toward an older and a more diverse population. Evidence of the slow process towards economic recovery is also apparent through gradual increases in employment, retail sales, building permits, and home prices. Work destinations and commute times correlate with regional development patterns and the geographical location of local jurisdictions, particularly in relation to the regional transportation system.

Uses of the Local Profiles

Following release at the SCAG General Assembly, the Local Profiles are posted on the SCAG website and are used for a variety of purposes including, but not limited to, the following:

- Data and communication resources for elected officials, businesses, and residents
- Community planning and outreach
- Economic development
- Visioning initiatives
- Grant application support
- Performance monitoring

The primary user groups of the Profiles include member jurisdictions and state and federal legislative delegates of Southern California. This profile report is a SCAG member benefit and the use of the data contained within this report is voluntary.

Report Organization

This profile report has three sections. The first section presents a Statistical Summary for the City of Moreno Valley. The second section provides detailed information organized by subject areas and includes brief highlights on the impacts of the recent economic recession and recovery at the regional level. The third section, Methodology, describes technical considerations related to data definitions, measurement, and data sources.

2014 STATISTICAL SUMMARY

<i>Category</i>	<i>Moreno Valley</i>	<i>Riverside County</i>	<i>Moreno Valley relative to Riverside County*</i>	<i>SCAG Region</i>
2014 Total Population	199,258	2,279,967	[8.7%]	18,645,437
2014 Median Age (Years)	29.9	34.2	-4.3	35.5
2014 Hispanic	58.7%	47.4%	11.3%	46.8%
2014 Non-Hispanic White	16.2%	37.3%	-21.1%	31.8%
2014 Non-Hispanic Asian	6.0%	6.3%	-.3%	12.4%
2014 Non-Hispanic Black	15.9%	5.9%	10.0%	6.3%
2014 Non-Hispanic American Indian	.3%	.5%	-.2%	.3%
2014 All Other Non-Hispanic	2.9%	2.6%	.3%	2.5%
2014 Number of Households	51,864	700,413	[7.4%]	6,029,326
2014 Average Household Size	3.8	3.2	0.6	3.1
2014 Median Household Income (\$)	51,217	52,648	-1,431	56,737
2014 Number of Housing Units	55,852	817,008	[6.8%]	6,524,730
2014 Homeownership Rate	64.5%	54.5%	10%	54.5%
2014 Median Existing Home Sales Price (\$)	235,000	290,000	-55,000	426,000
2013 - 2014 Median Home Sales Price Change	19.9%	12%	7.9%	10.1%
2014 Drive Alone to Work	82.0%	81.9%	.1%	78.2%
2014 Mean Travel Time to Work (minutes)	37.4	34.5	2.9	31.7
2013 Number of Jobs	33,375	654,436	[5.1%]	7,660,489
2012 - 2013 Total Jobs Change	2,025	37,749	[5.4%]	231,953
2013 Average Salary per Job (\$)	33,075	37,827	-4,752	48,213
2014 K-12 Public School Student Enrollment	42,279	425,442	9.9%	3,058,957

Sources: U.S. Census Bureau American Community Survey, 2014; Nielsen Co.; California Department of Finance E-5, May 2014; MDA Data Quick; California Department of Education; and SCAG

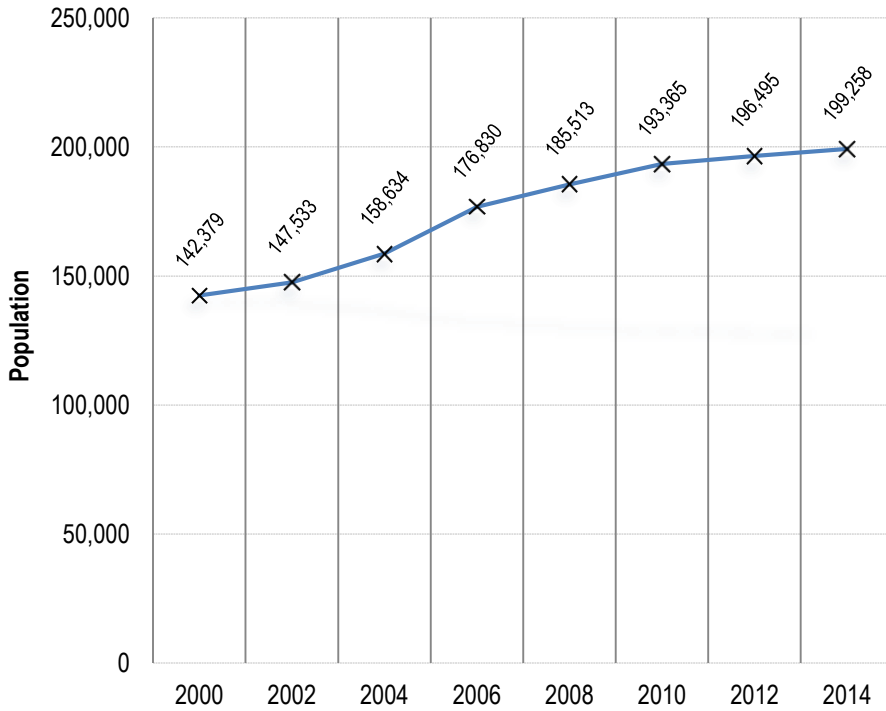
* Numbers with [] represent Moreno Valley's share of Riverside County. The other numbers represent the difference between Moreno Valley and Riverside County.

Mapped jurisdictional boundaries are as of July 1, 2012 and are for visual purposes only. Report data, however, are updated according to their respective sources.

II. Population

Population Growth

Population: 2000 - 2014

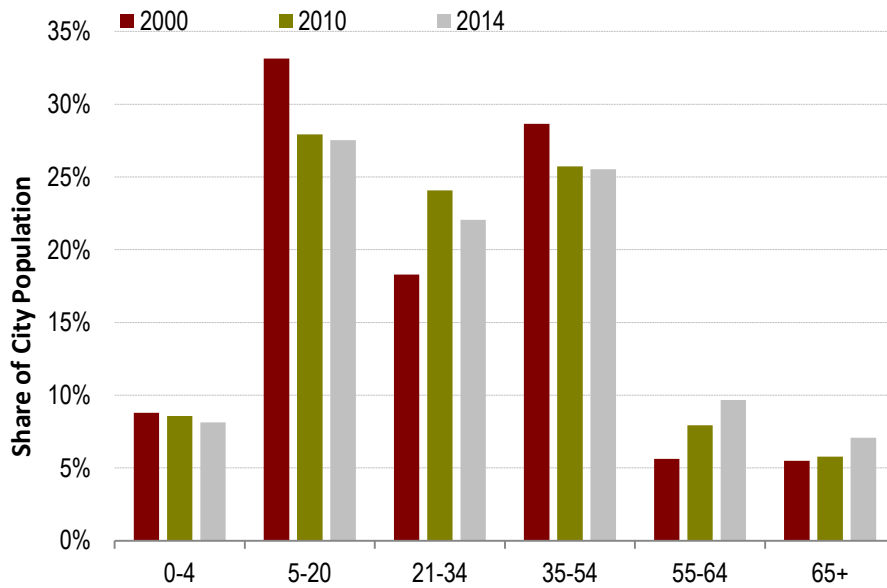


Source: California Department of Finance, E-5, 2014

- Between 2000 and 2014, the total population of the City of Moreno Valley increased by 56,879 to 199,238 in 2014.
- During this 14-year period, the city's population growth rate of 39.9 percent was lower than the Riverside County rate of 47.5 percent.
- 8.7% of the total population of Riverside County is in the City of Moreno Valley.

Population by Age

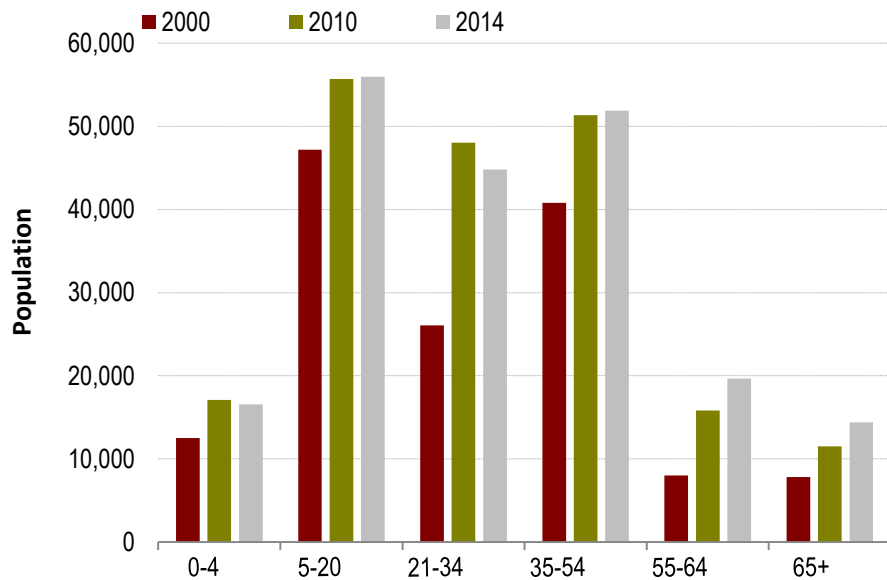
Population Share by Age: 2000, 2010, and 2014



Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the age group 55-64 experienced the largest increase in share, growing from 5.6 to 9.7 percent.
- The age group that experienced the greatest decline, by share, was age group 5-20, decreasing from 33.1 to 27.5 percent.

Population by Age: 2000, 2010, and 2014

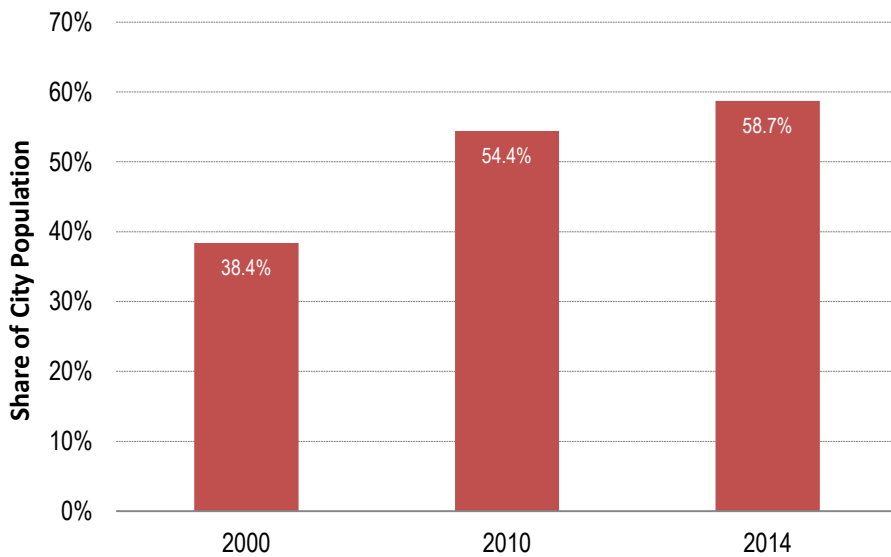


Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- The age group 21-34 added the most population, with an increase of 18,776 people between 2000 and 2014.

Population by Race/Ethnicity

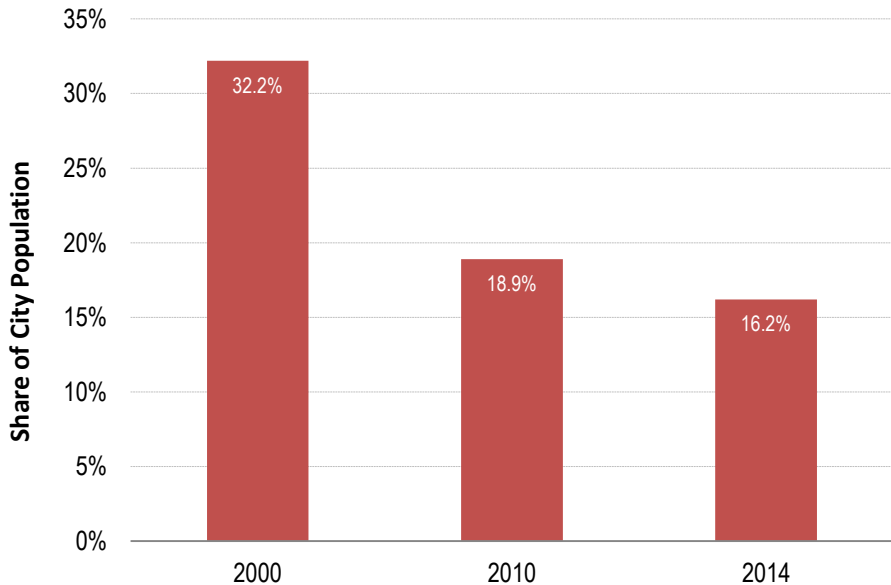
Hispanic or Latino of Any Race: 2000, 2010, and 2014



Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the share of Hispanic population in the city increased from 38.4 percent to 58.7 percent.

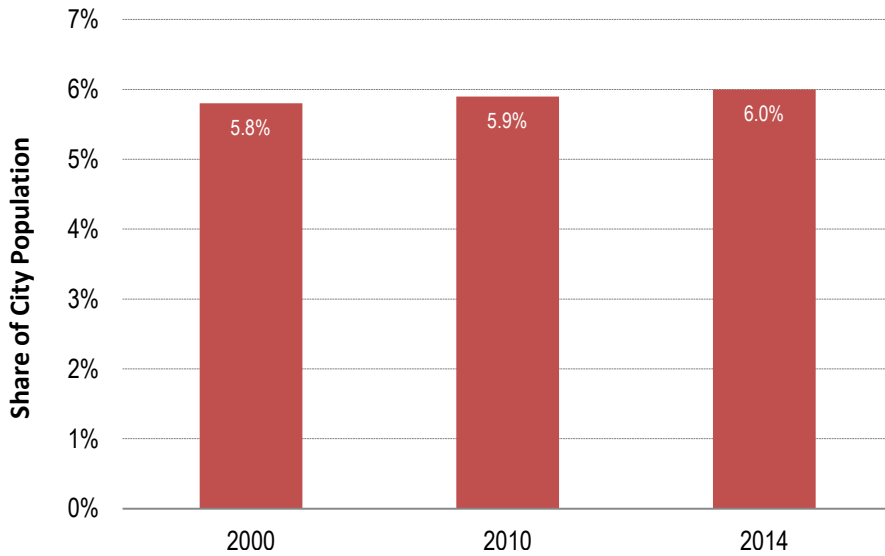
Non-Hispanic White: 2000, 2010, and 2014



Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the share of Non-Hispanic White population in the city decreased from 32.2 percent to 16.2 percent.
- Please refer to the Methodology section for definitions of the racial/ethnic categories.

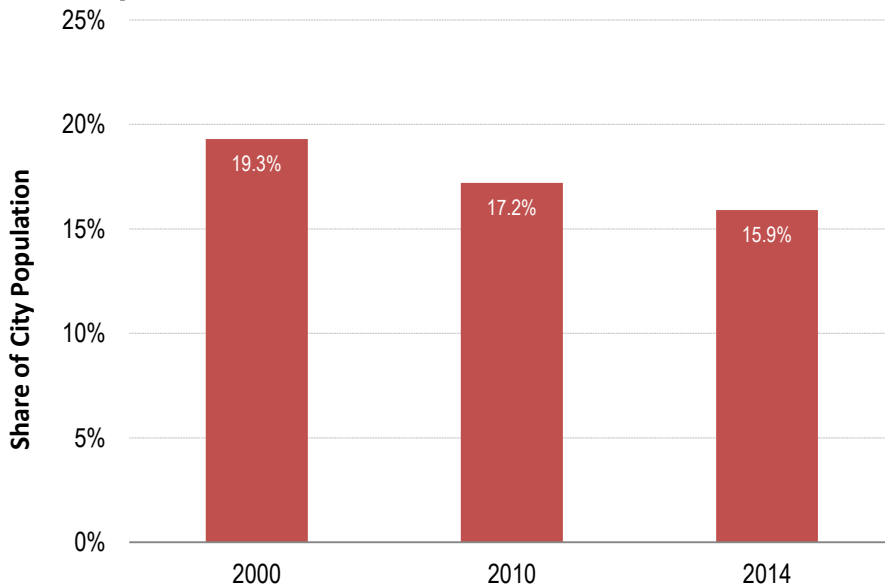
Non-Hispanic Asian: 2000, 2010, and 2014



Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the share of Non-Hispanic Asian population in the city increased from 5.8 percent to 6.0 percent.

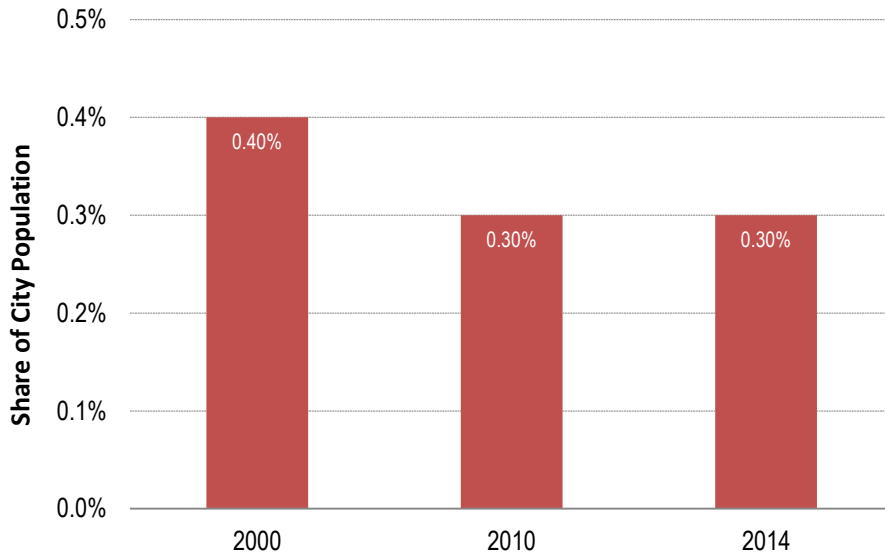
Non-Hispanic Black: 2000, 2010, and 2014



Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the share of Non-Hispanic Black population in the city decreased from 19.3 percent to 15.9 percent.

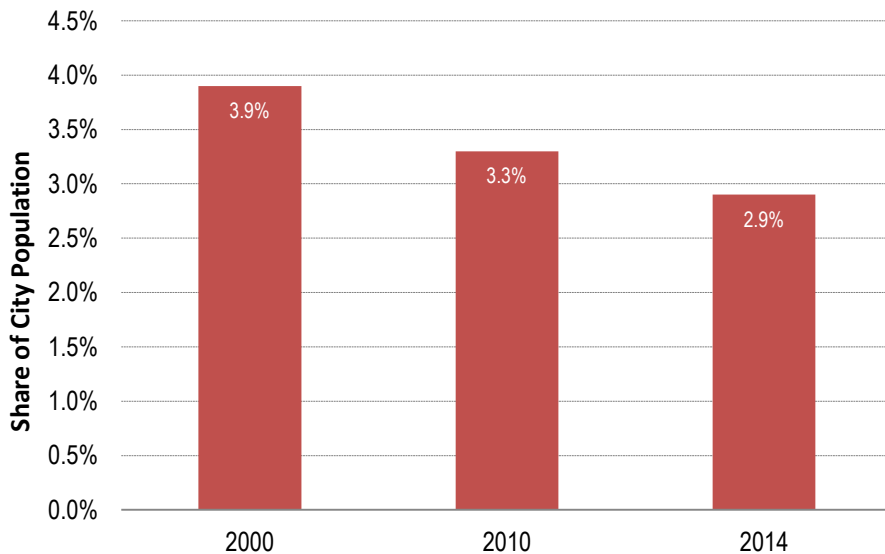
Non-Hispanic American Indian: 2000, 2010, and 2014



Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the share of Non-Hispanic American Indian population in the city decreased from 0.4 percent to 0.3 percent.

All Other Non-Hispanic: 2000, 2010, and 2014



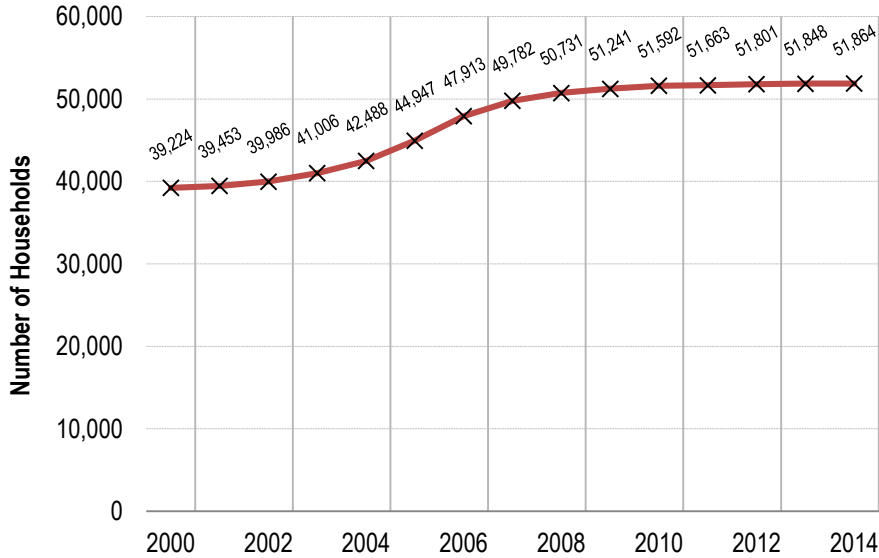
Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

- Between 2000 and 2014, the share of All Other Non-Hispanic population group in the city decreased from 3.9 percent to 2.9 percent.

III. Households

Number of Households (Occupied Housing Units)

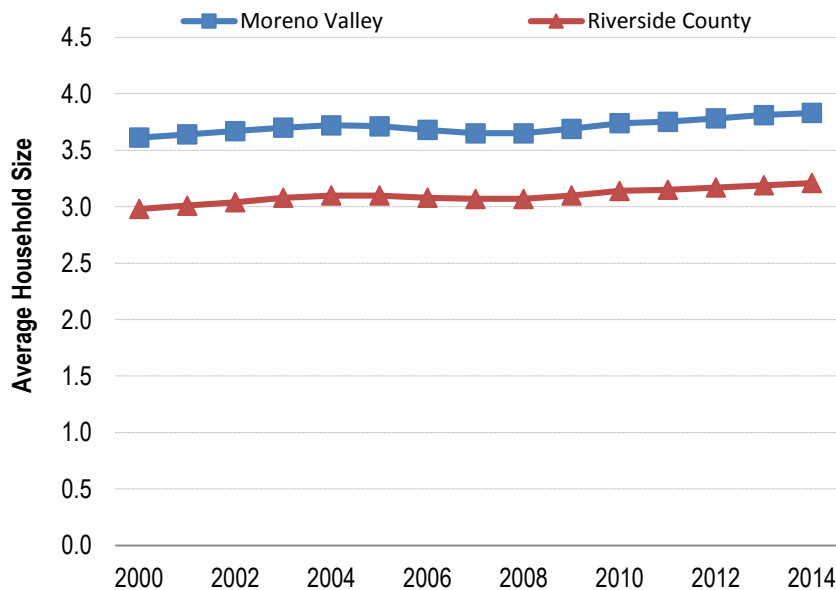
Number of Households: 2000 - 2014



Sources: 2000 and 2010 U.S. Decennial Census; California Department of Finance, E-5, 2014

- Between 2000 and 2014, the total number of households in the City of Moreno Valley increased by 12,640 units, or 32.2 percent.
- During this 14-year period, the city's household growth rate of 32.2 percent was lower than the county growth rate of 38.4 percent.
- 7.4 percent of Riverside County's total number of households are in the City of Moreno Valley.
- In 2014, the city's average household size was 3.8, higher than the county average of 3.2.

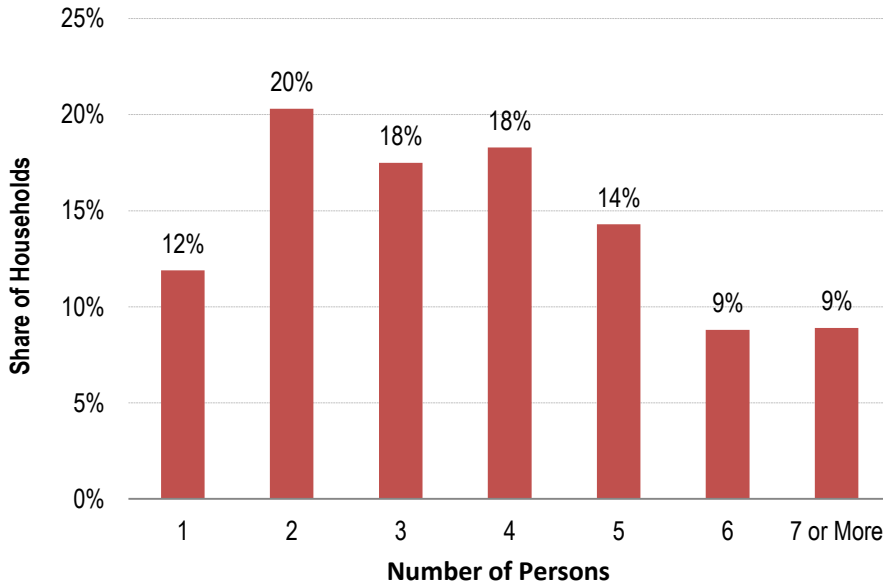
Average Household Size: 2000 - 2014



Source: California Department of Finance, E-5, 2014

Households by Size

Percent of Households by Household Size: 2014

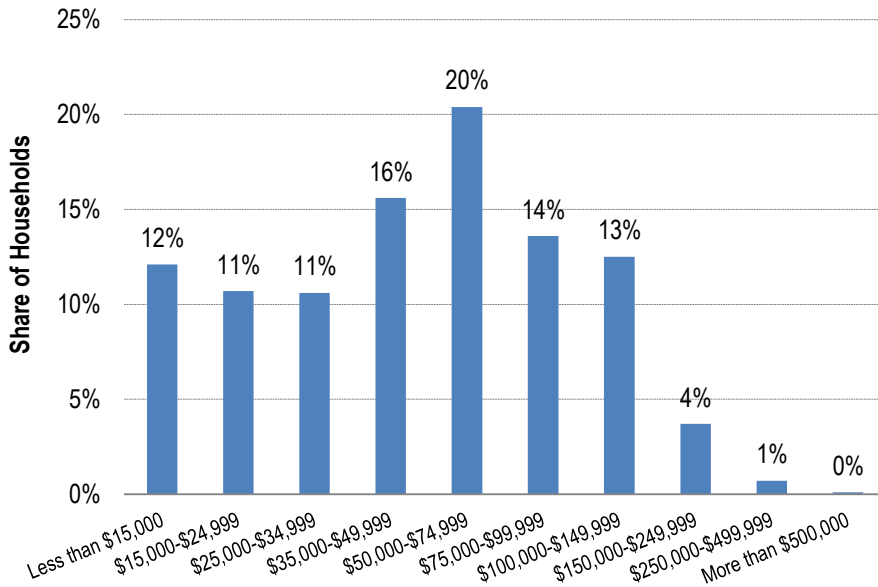


Source: Nielsen Co., 2014

- In 2014, 49.7 percent of all city households had 3 people or fewer.
- About 12 percent of the households were single-person households.
- Approximately 32 percent of all households in the city had 5 people or more.

Households by Income

Percent of Households by Household Income: 2014

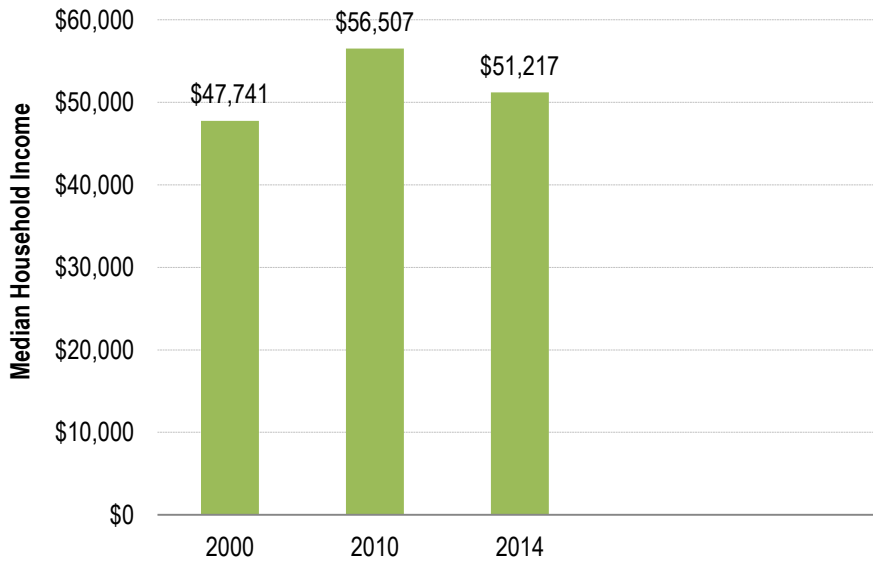


Source: Nielsen Co., 2014

- In 2014, about 50 percent of households earned less than \$50,000 annually.
- Approximately 18 percent of households earned \$100,000 or more.

Household Income

Median Household Income: 2000, 2010, & 2014

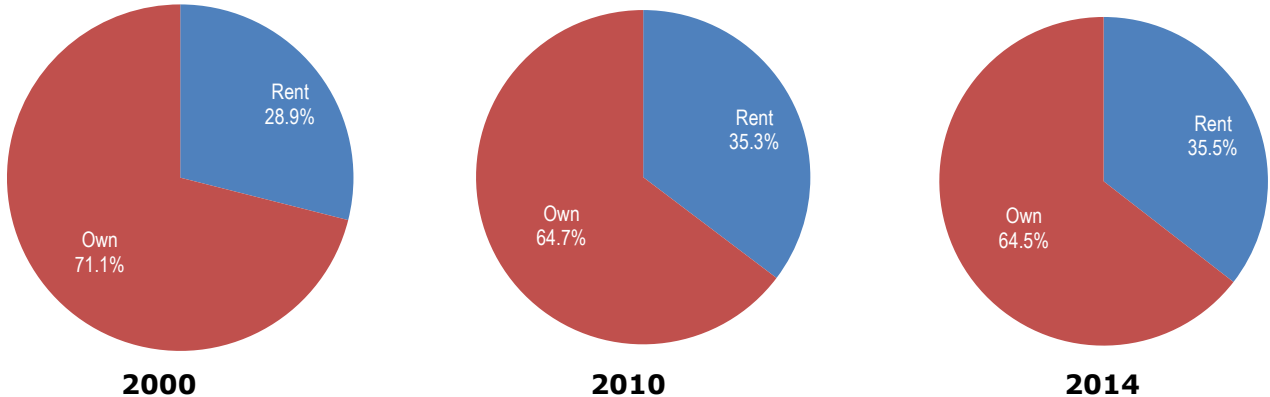


- From 2000 to 2014, median household income increased by \$3,476.
- Note: Dollars are not adjusted for annual inflation.

Source: Nielsen Co., 2014

Renters and Homeowners

Percentage of Renters and Homeowners: 2000, 2010, & 2014



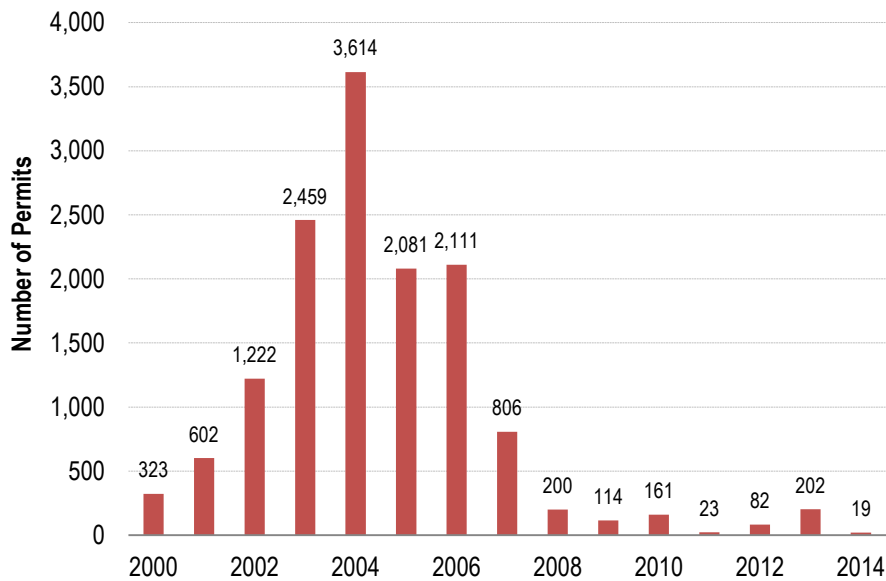
Sources: 2000 and 2010 U.S. Decennial Census; Nielsen Co., 2014

Between 2000 and 2014, homeownership rates decreased and the share of renters increased.

IV. Housing

Total Housing Production

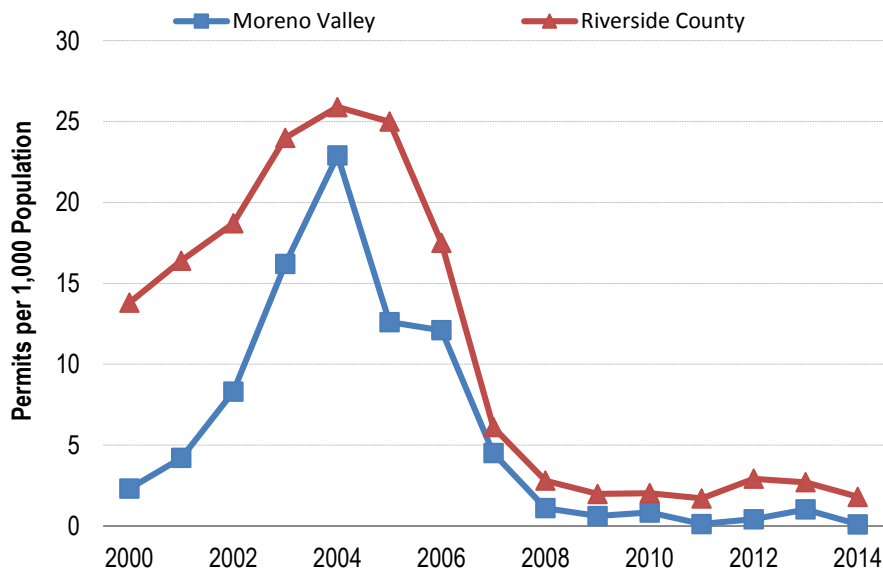
Total Permits Issued for all Residential Units: 2000 - 2014



Source: Construction Industry Research Board, 2000 - 2014

- Between 2000 and 2014, permits were issued for 14,019 residential units.

Permits Issued for all Residential Units per 1,000 Residents: 2000 - 2014

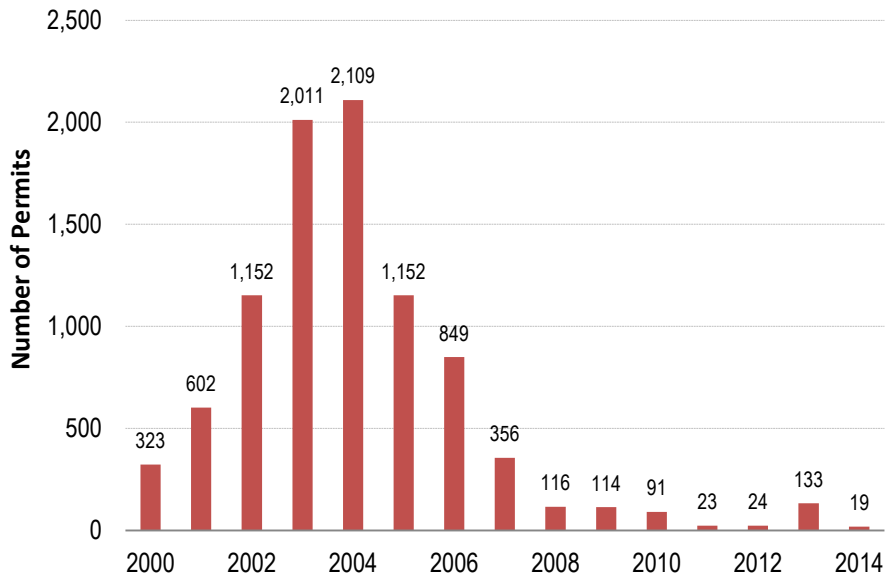


Source: Construction Industry Research Board, 2000 - 2014

- In 2000, the City of Moreno Valley had 2.3 permits per 1,000 residents compared to the overall county figure of 13.8 permits per 1,000 residents.
- For the city in 2014, the number of permits per 1,000 residents decreased to 0.1 permits. For the county overall, it decreased to 1.8 permits per 1,000 residents.

Single-Family Housing Production

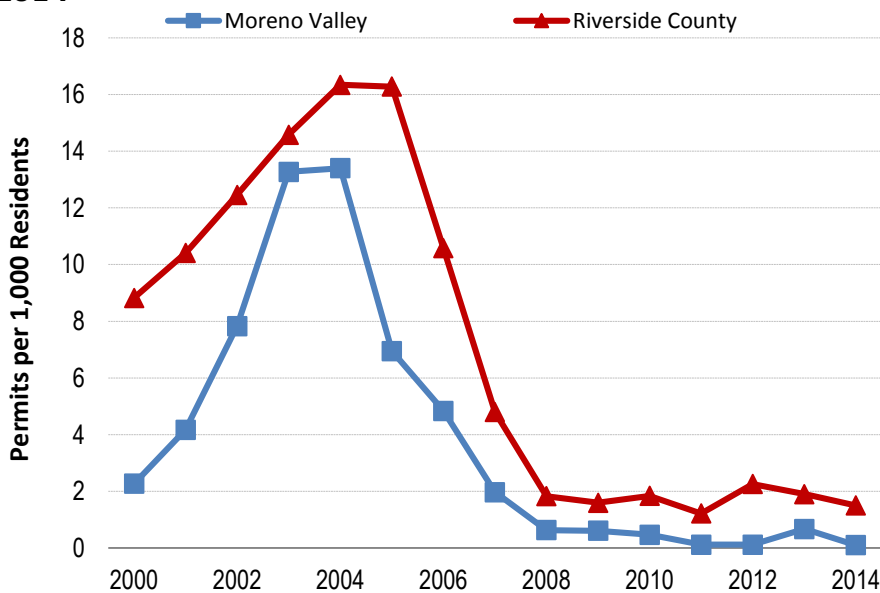
Permits Issued for Single-Family Units: 2000 - 2014



Source: Construction Industry Research Board, 2000 - 2014

- Between 2000 and 2014, permits were issued for 9,074 single family homes.
- 1.9 percent of these were issued in the last 3 years.

Single-Family Permits Issued per 1,000 Residents: 2000 - 2014

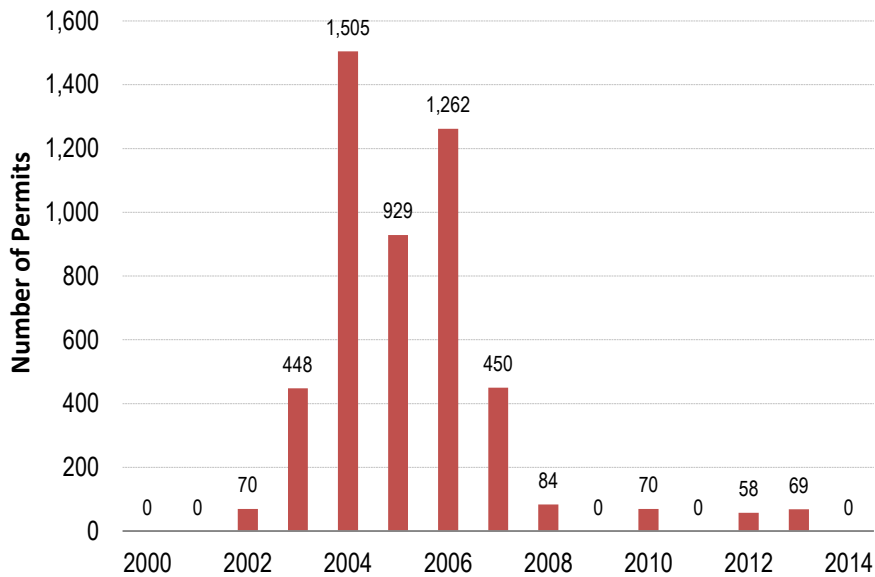


Source: Construction Industry Research Board, 2000 - 2014

- In 2000, the City of Moreno Valley issued 2.3 permits per 1,000 residents compared to the overall county figure of 8.8 permits per 1,000 residents.
- For the city in 2014, the number of permits issued per 1,000 residents decreased to 0.1 permits. For the county overall, it decreased to 1.5 permits per 1,000 residents.

Multi-Family Housing Production

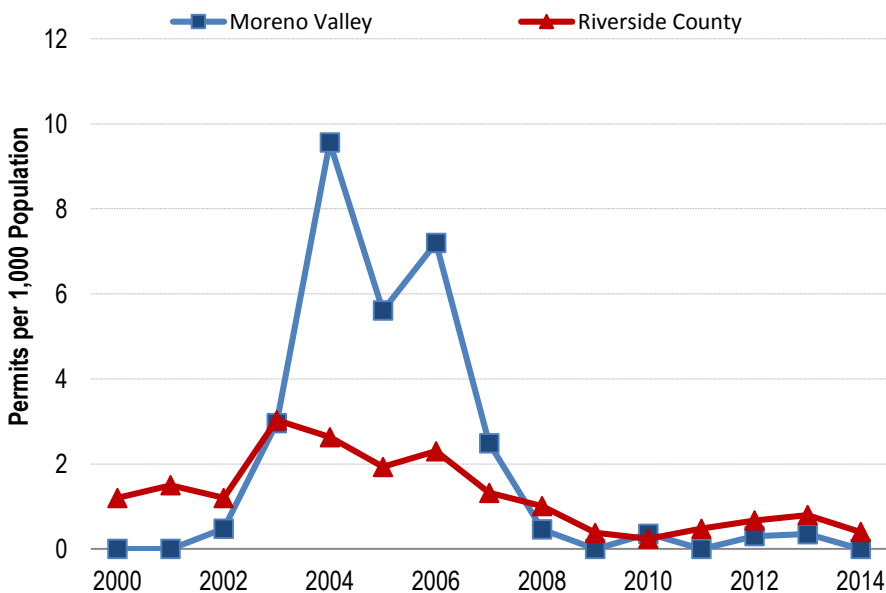
Permits Issued for Multi-Family Units: 2000 - 2014



Source: Construction Industry Research Board, 2000-2014

- Between 2000 and 2014, there were permits issued for 4,945 multi-family residential units.

Multi-Family Permits Issued per 1,000 Residents: 2000 - 2014

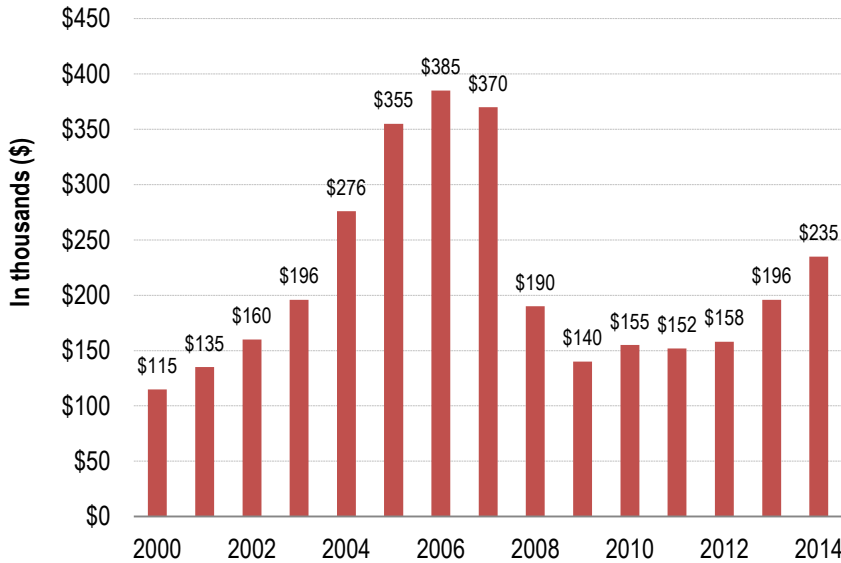


Source: Construction Industry Research Board, 2000-2014

- For the city in 2014, the number of permits per 1,000 residents remained at 0 permits. For the county overall, it decreased to 0.4 permits per 1,000 residents.

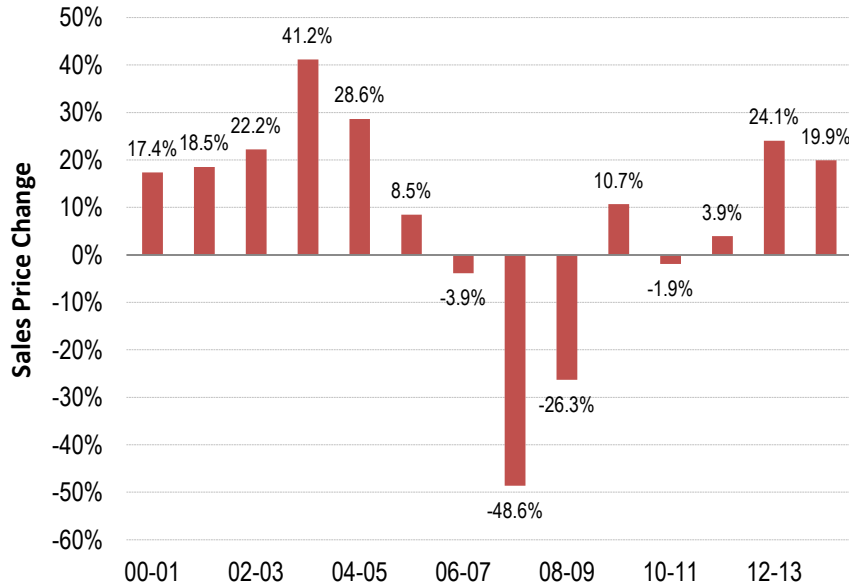
Home Sales Prices

Median Home Sales Price for Existing Homes: 2000 - 2014 (in \$ thousands)



Source: MDA Data Quick, 2014

Annual Median Home Sales Price Change for Existing Homes: 2000 - 2014



Source: MDA Data Quick, 2014

- Between 2000 and 2014, the median home sales price increased 104 percent from \$115,000 to \$235,000.
- Median home sales price increased by 51.6 percent between 2010 and 2014.
- In 2014, the median home sales price in the city was \$235,000, \$55,000 lower than that in the county overall.
- Note: Median home sales price reflects resale of existing homes and provides guidance on the market values of homes sold.
- Between 2000 and 2014, the largest single year increase was 41.2 percent.

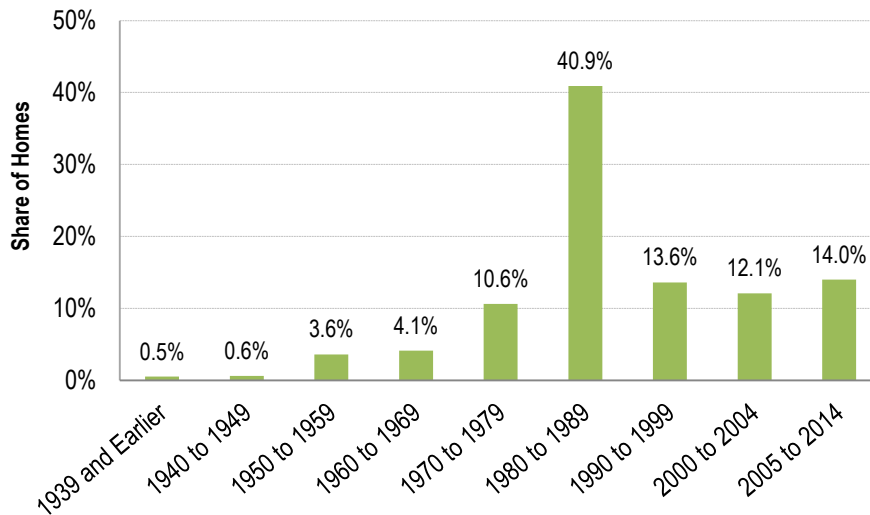
Housing Units by Housing Type: 2014

Housing Type	Number of Units	Percent of Total Units
Single Family Detached	45,039	80.6 %
Single Family Attached	1,127	2 %
Multi-family: 2 to 4 units	1,505	2.7 %
Multi-family: 5 units plus	6,817	12.2 %
Mobile Home	1,364	2.4 %
Total	55,852	100 %

- The most common housing type is Single Family Detached.
- Approximately 82.7 percent were single family homes and 14.9 percent were multi-family homes.

Source: California Department of Finance, E-5, 2014

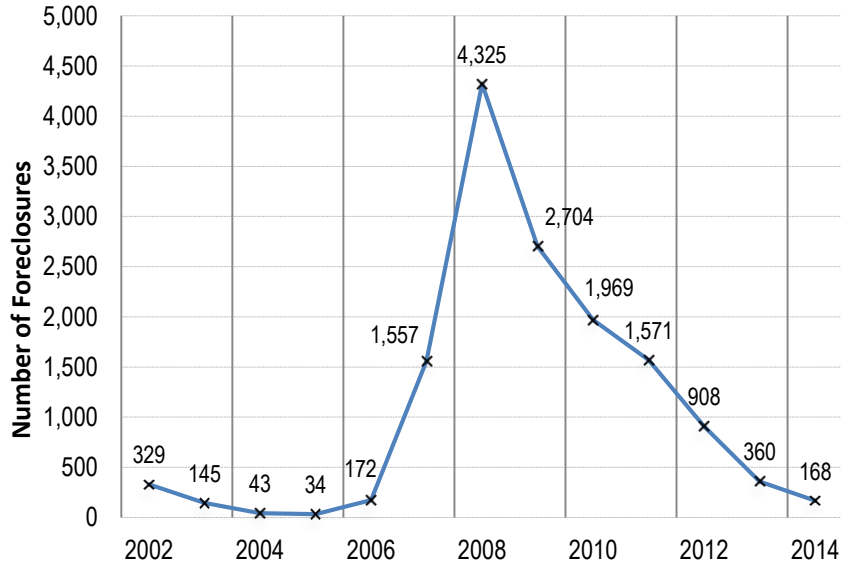
Age of Housing Stock



- About 9 percent of the housing stock was built before 1970.
- Approximately 91 percent of the housing stock was built after 1970.

Source: Nielsen Co., 2014

Foreclosures



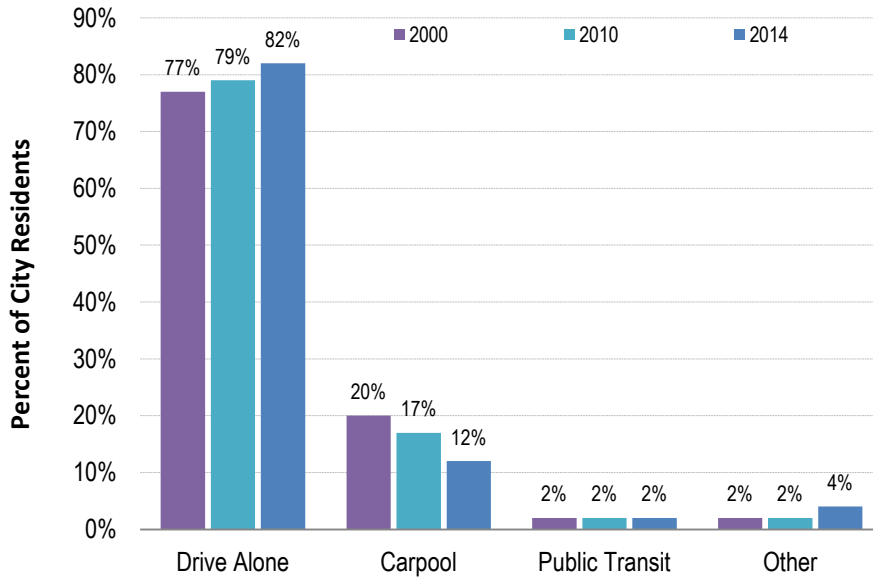
Source: MDA Data Quick, 2014

- There were a total of 168 foreclosures in 2014.
- Between 2007 and 2014, there were a total of 13,562 foreclosures.

V. Transportation

Journey to Work for Residents

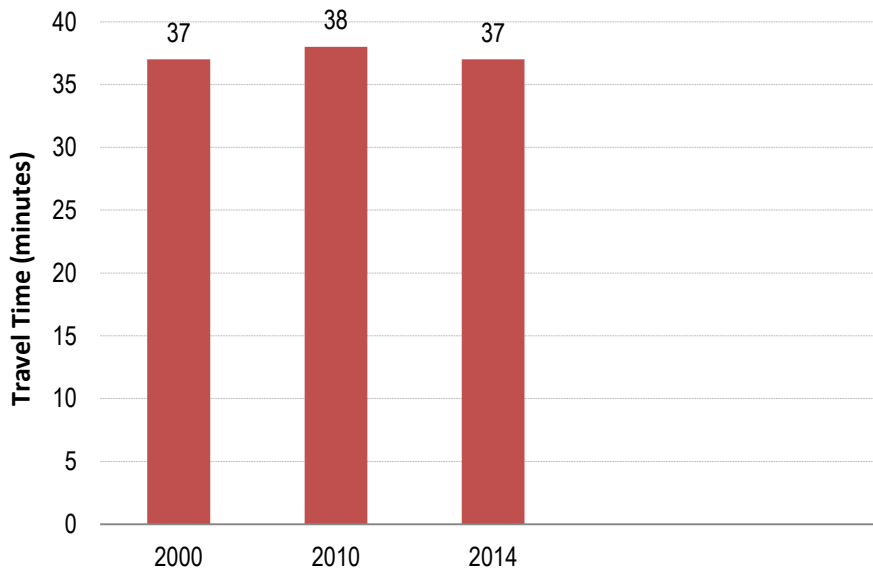
Transportation Mode Choice: 2000, 2010, & 2014



Sources: 2000 U.S. Decennial Census; 2010 U.S. Census American Community Survey; and Nielsen Co., 2014

- Between 2000 and 2014, the greatest change occurred in the percentage of individuals who traveled to work by carpool; this share decreased by 7.3 percentage points.
- 'Other' refers to bicycle, pedestrian, and home-based employment.

Average Travel Time (minutes): 2000, 2010, & 2014



Sources: 2000 U.S. Decennial Census; 2010 U.S. Census American Community Survey; and Nielsen Co., 2014

- Between 2000 and 2014, the average travel time to work remained the same.

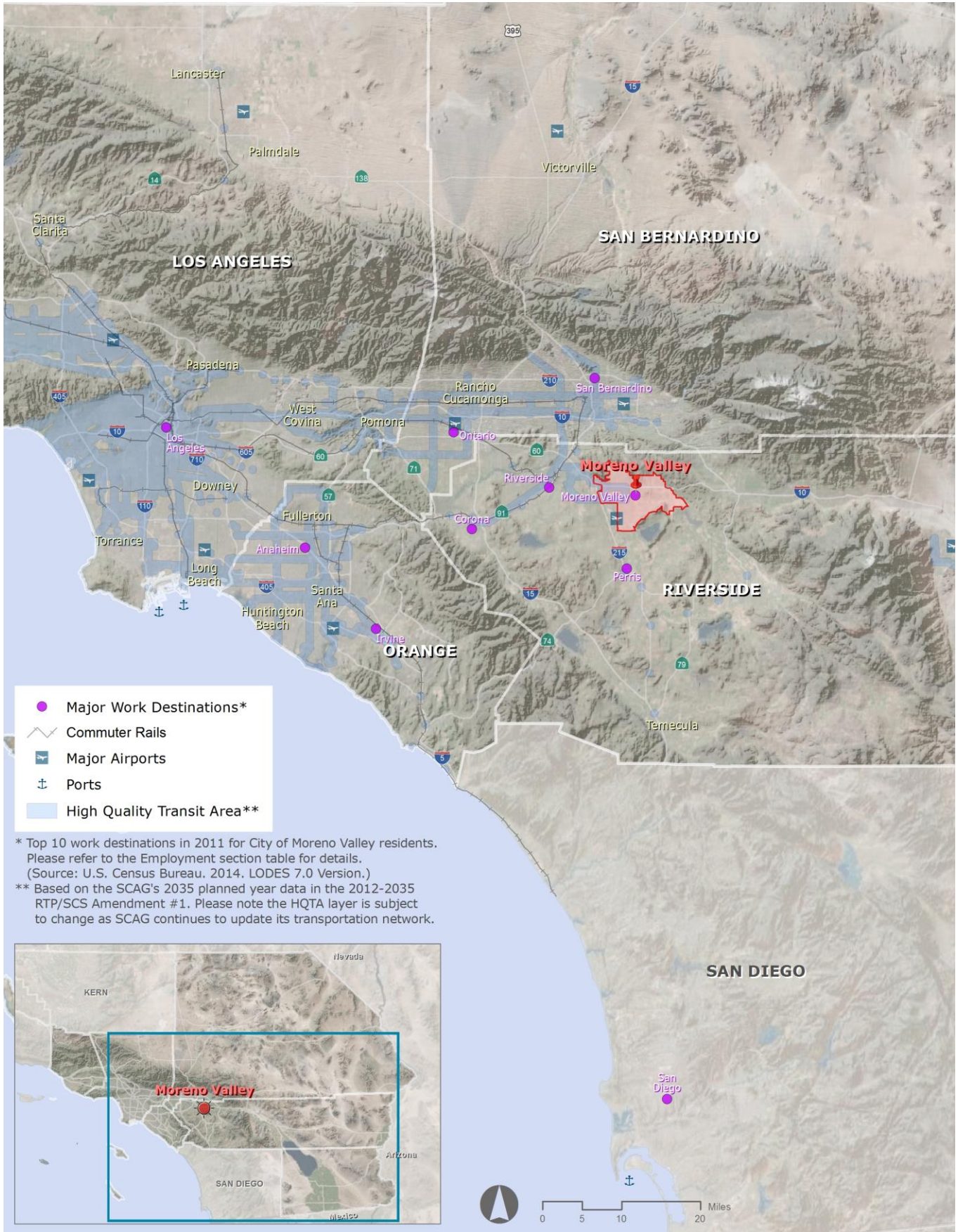
VI. Employment

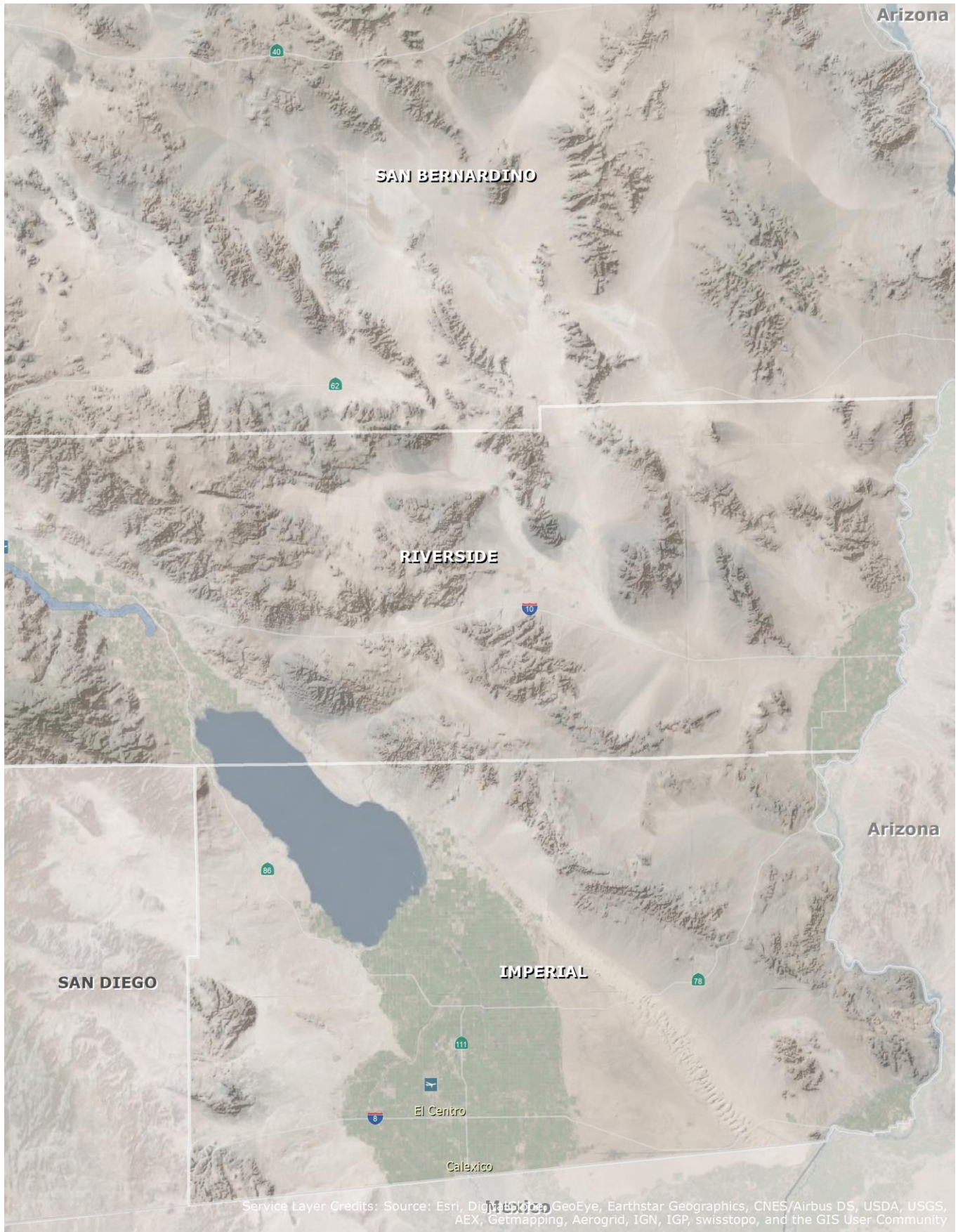
Top 10 Places Where Residents Commute to Work

	Local Jurisdiction	Number of Commuters	Percent of Total Commuters
1.	Riverside	10,106	19.4 %
2.	Moreno Valley	6,518	12.5 %
3.	San Bernardino	2,979	5.8 %
4.	Los Angeles	2,669	5.1 %
5.	Ontario	1,492	2.8 %
6.	Corona	1,386	2.6 %
7.	Perris	1,339	2.5 %
8.	San Diego	1,070	2.1 %
9.	Anaheim	1,059	2.0 %
10.	Irvine	968	1.8 %
	All Other Destinations	22,588	43.4 %

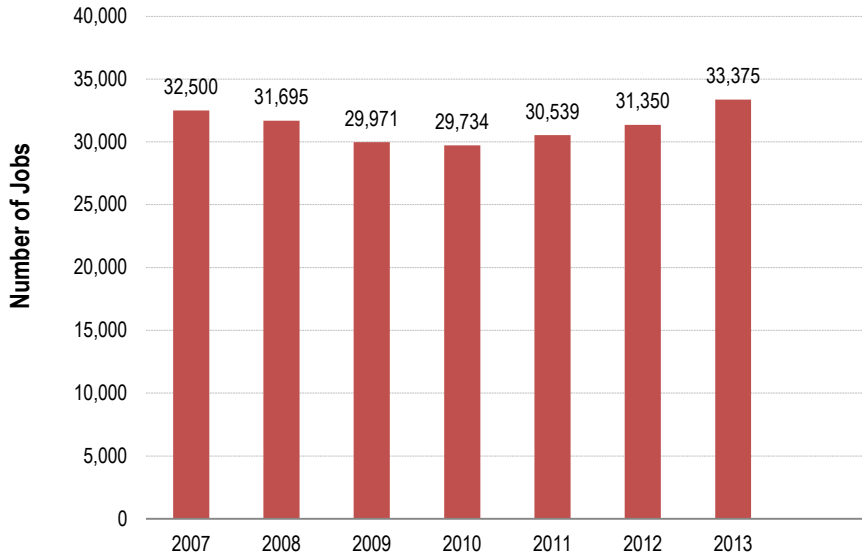
Source: U.S. Census Bureau, 2014, LODES Data; Longitudinal-Employer Household Dynamics Program, 2011

- This table identifies the top 10 locations where residents from the City of Moreno Valley commute to work.
- 12.5% work in the city where they live, while 87.5% commute to other places.





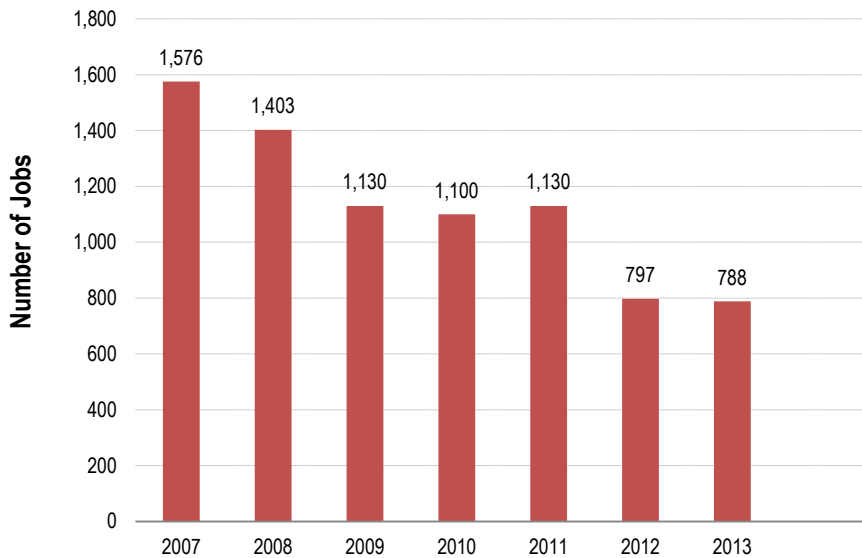
Total Jobs: 2007 - 2013



Sources: California Employment Development Department, 2007 - 2013; InfoGroup; and SCAG

- Total jobs include wage and salary jobs and jobs held by business owners and self-employed persons. The total job count does not include unpaid volunteers or family workers, and private household workers.
- In 2013, total jobs in the City of Moreno Valley numbered 33,375, an increase of 2.7 percent from 2007.

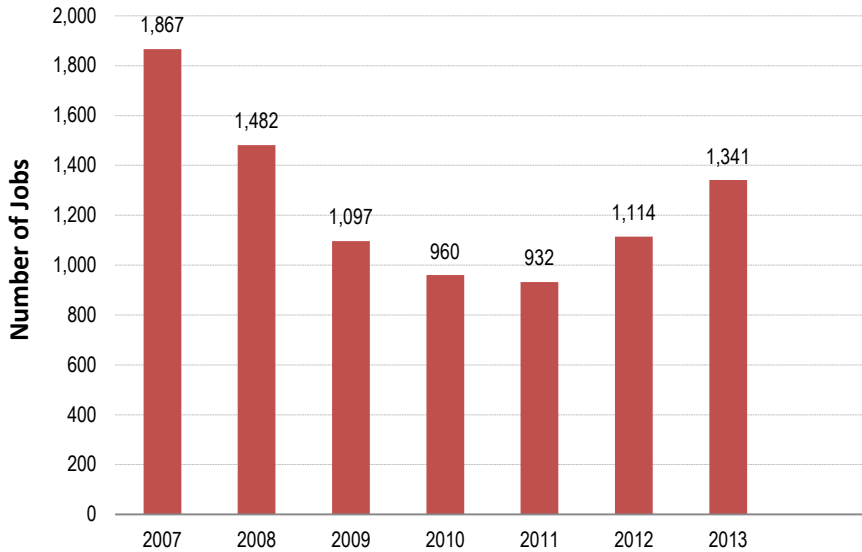
Jobs in Manufacturing: 2007 - 2013



Sources: California Employment Development Department, 2007 - 2013; InfoGroup; and SCAG

- Manufacturing jobs include those employed in various sectors including food; apparel; metal; petroleum and coal; machinery; computer and electronic products; and transportation equipment.
- Between 2007 and 2013, the number of manufacturing jobs in the city decreased by 49.9 percent.

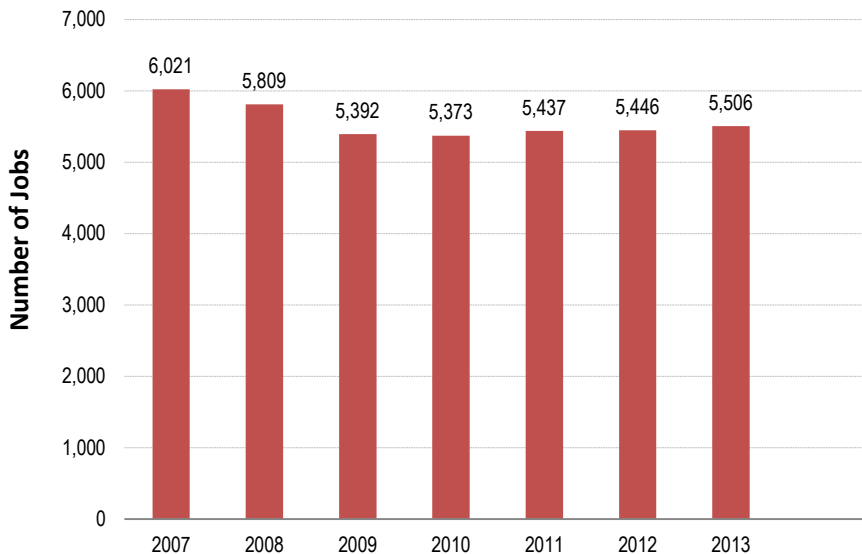
Jobs in Construction: 2007 - 2013



Sources: California Employment Development Department, 2007 - 2013; InfoGroup; and SCAG

- Construction jobs include those engaged in both residential and non-residential construction.
- Between 2007 and 2013, construction jobs in the city decreased by 28.1 percent.

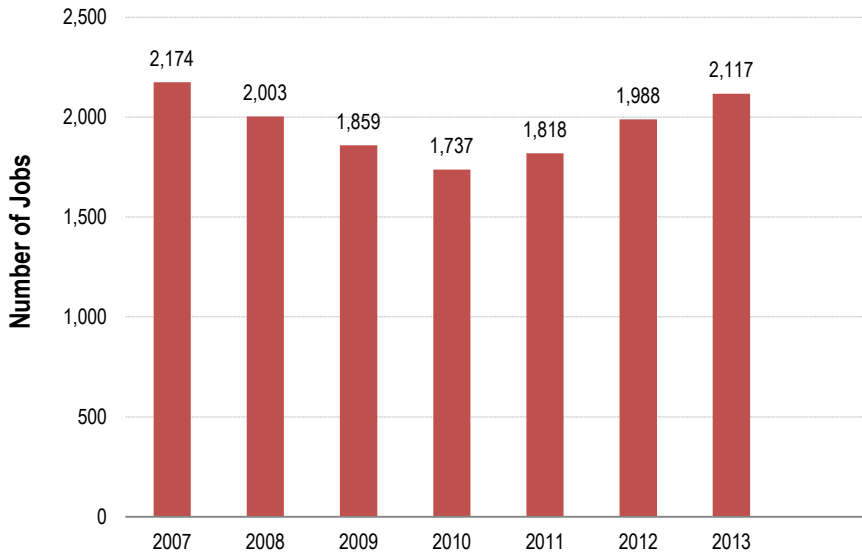
Jobs in Retail Trade: 2007 - 2013



Sources: California Employment Development Department, 2007 - 2013; InfoGroup; and SCAG

- Retail trade jobs include those at various retailers including motor vehicle and parts dealers, furniture, electronics and appliances, building materials, food and beverage, clothing, sporting goods, books, and office supplies.
- Between 2007 and 2013, the number of retail trade jobs in the city decreased by 8.5 percent.

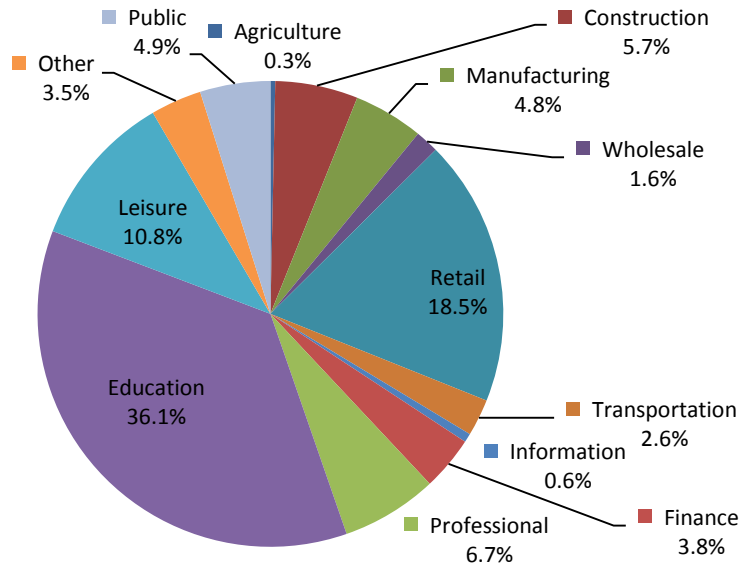
Jobs in Professional and Management: 2007 - 2013



Sources: California Employment Development Department, 2007 - 2013; InfoGroup; and SCAG

- Jobs in the professional and management sector include those employed in professional and technical services, management of companies, and administration and support.
- Between 2007 and 2013, the number of professional and management jobs in the city decreased by 2.6 percent.

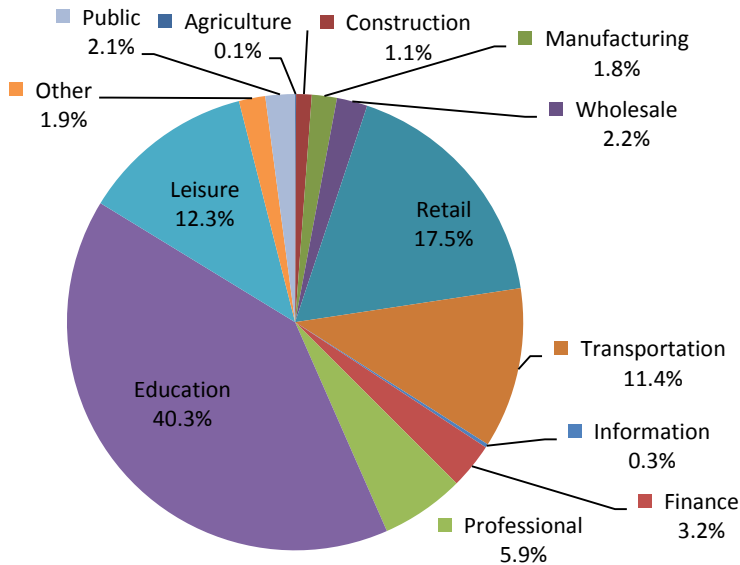
Jobs by Sector: 2007



Sources: California Employment Development Department, 2007; InfoGroup; and SCAG.

- From 2007 to 2013, the share of Transportation jobs increased from 2.6 percent to 11.4 percent.
- See Methodology Section for industry sector definitions.

Jobs by Sector: 2013

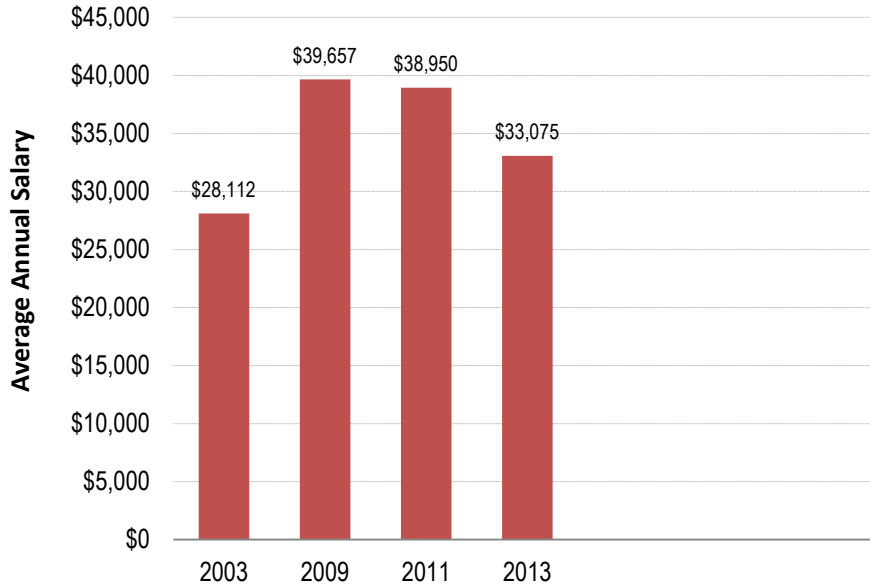


Sources: California Employment Development Department, 2014; InfoGroup; and SCAG.

- In 2013, the Education sector was the largest job sector, accounting for 40.3 percent of total jobs in the city.
- Other large sectors included Retail (17.5 percent), Leisure (12.3 percent), and Transportation (11.4 percent).

Average Salaries

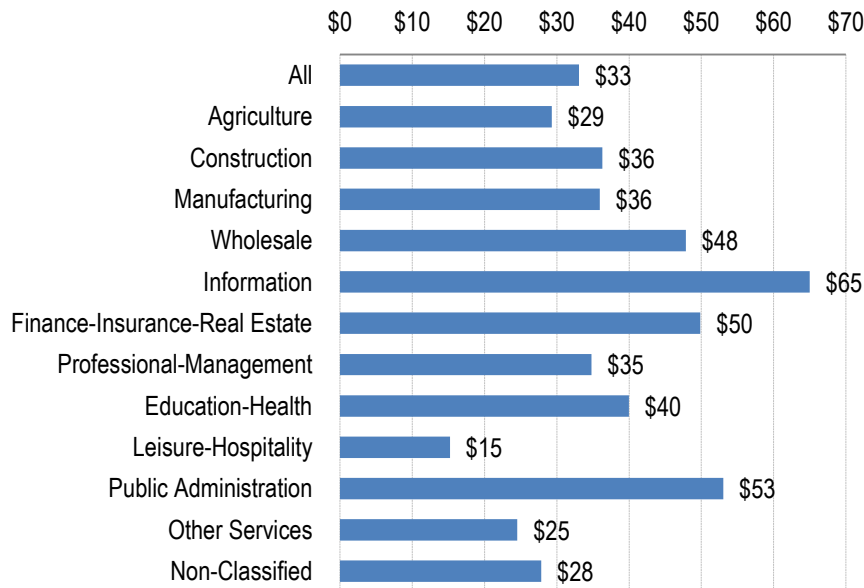
Average Annual Salary: 2003, 2009, 2011, & 2013



Source: California Employment Development Department, 2003, 2009, 2011, 2013

- Average salaries for jobs located in the city increased from \$28,112 in 2003 to \$33,075 in 2013, a 17.7 percent change.
- Note: Dollars are not adjusted for annual inflation.

Average Annual Salary by Sector: 2013 (\$ thousands)



Source: California Employment Development Department, 2013

- In 2013, the employment sector providing the highest salary per job in the city was Information (\$64,997).
- The Leisure-Hospitality sector provided the lowest annual salary per job (\$15,212).

VII. Retail Sales

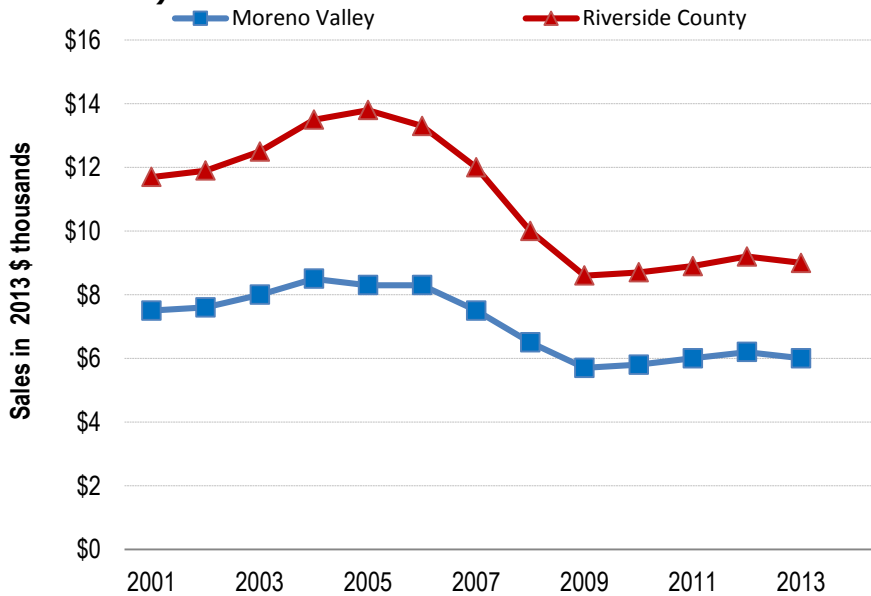
Real Retail Sales: 2001 - 2013 (in 2013 \$ millions)



Source: California Board of Equalization, 2001-2013

- Real (inflation adjusted) retail sales in the City of Moreno Valley increased by 34.1 percent between 2000 and 2005.
- Real retail sales decreased by 11.8 percent between 2005 and 2013.

Real Retail Sales per Person: 2001 - 2013 (in 2013 \$ thousands)

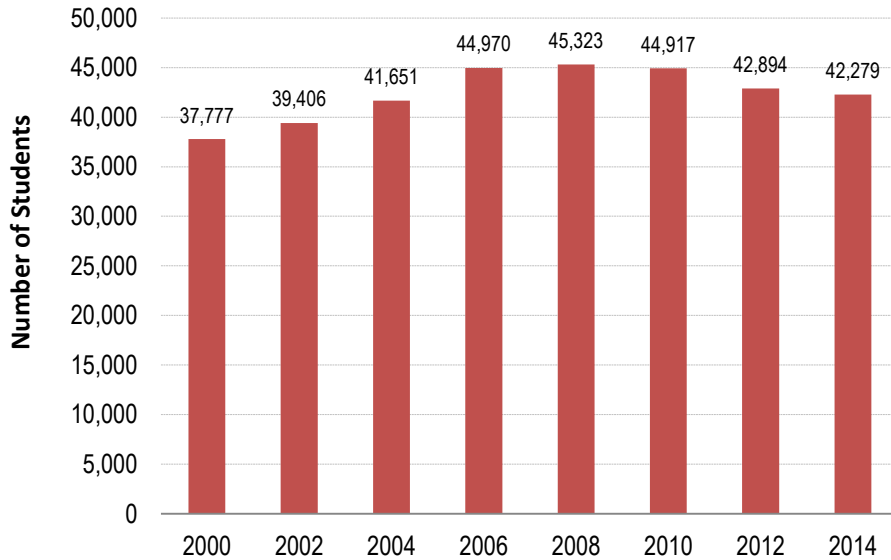


Source: California Board of Equalization, 2001-2013

- Between 2001 and 2013, retail sales per person for the city decreased from \$7,229 to \$6,142.

VIII. Education

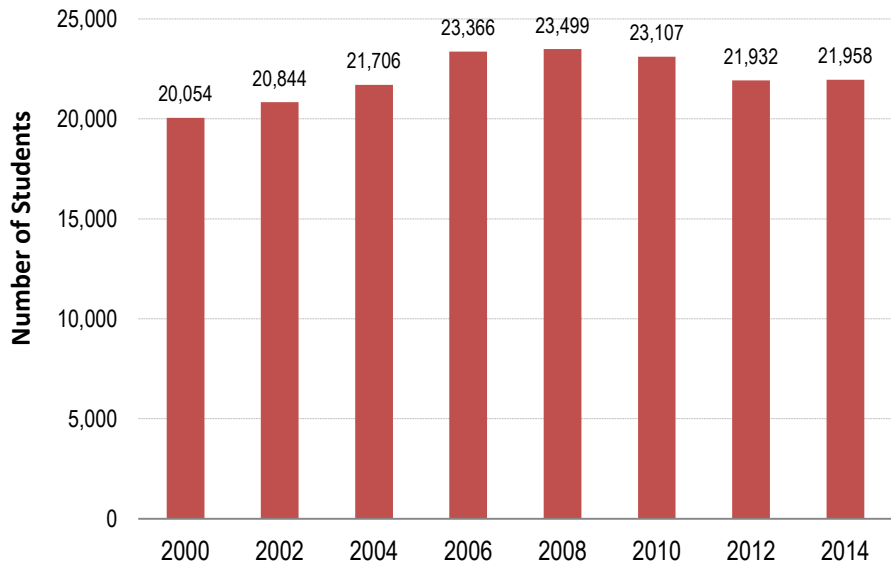
K-12 Public School Student Enrollment: 2000 - 2014



Source: California Department of Education, 2000 - 2014

- Between 2000 and 2014, total K-12 public school enrollment for schools within the City of Moreno Valley increased by 4,502 students, or about 11.9 percent.

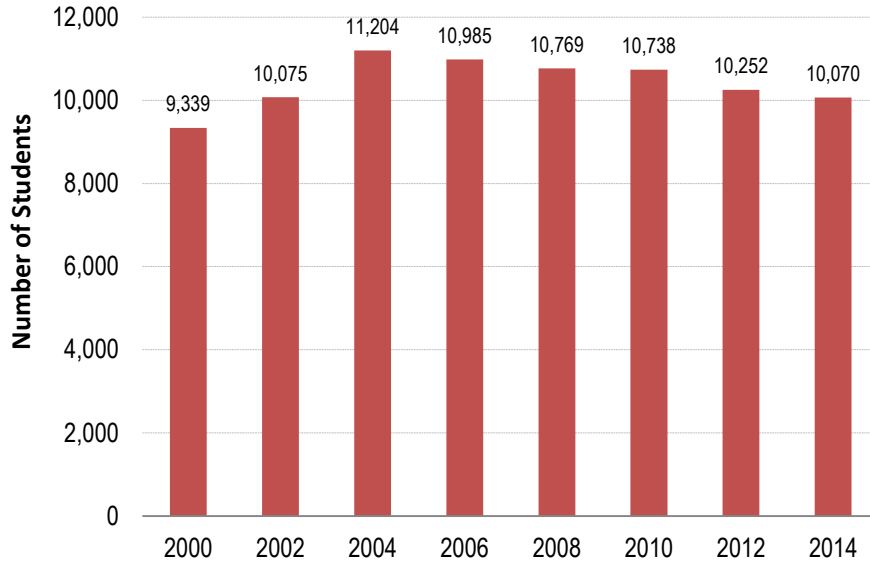
K-6 Public School Student Enrollment: 2000 - 2014



Source: California Department of Education, 2000 - 2014

- Between 2000 and 2014, total public elementary school enrollment increased by 1,904 students or 9.5 percent.

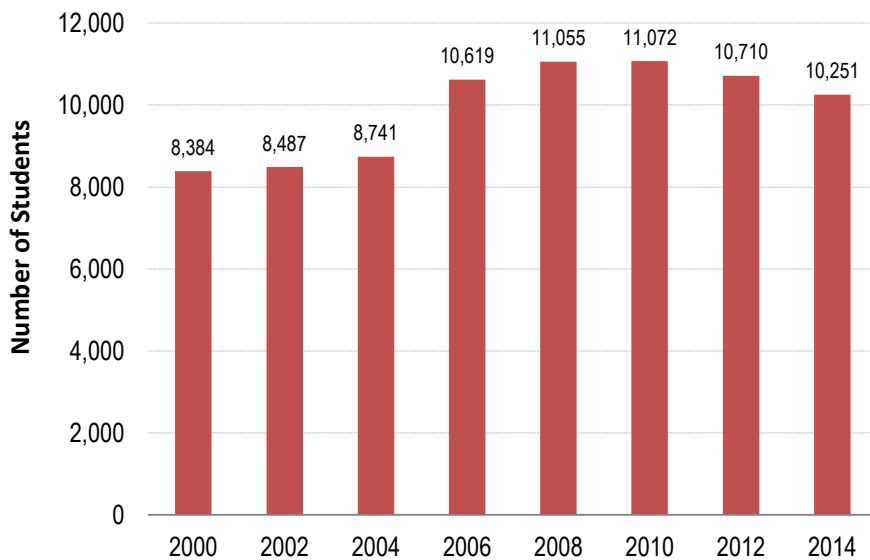
Grades 7-9 Public School Student Enrollment: 2000 - 2014



Source: California Department of Education, 2000 - 2014

- Between 2000 and 2014, total public school enrollment for grades 7-9 increased by 731 students or 7.8 percent.

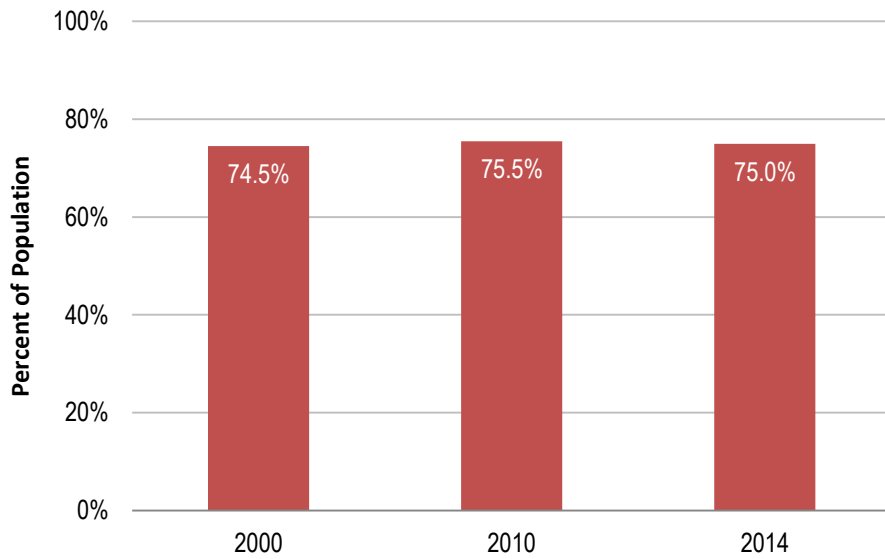
Grades 10-12 Public School Student Enrollment: 2000 - 2014



Source: California Department of Education, 2000 - 2014

- Between 2000 and 2014, total public school enrollment for grades 10-12 increased by 1,867 students, about 22.3 percent.

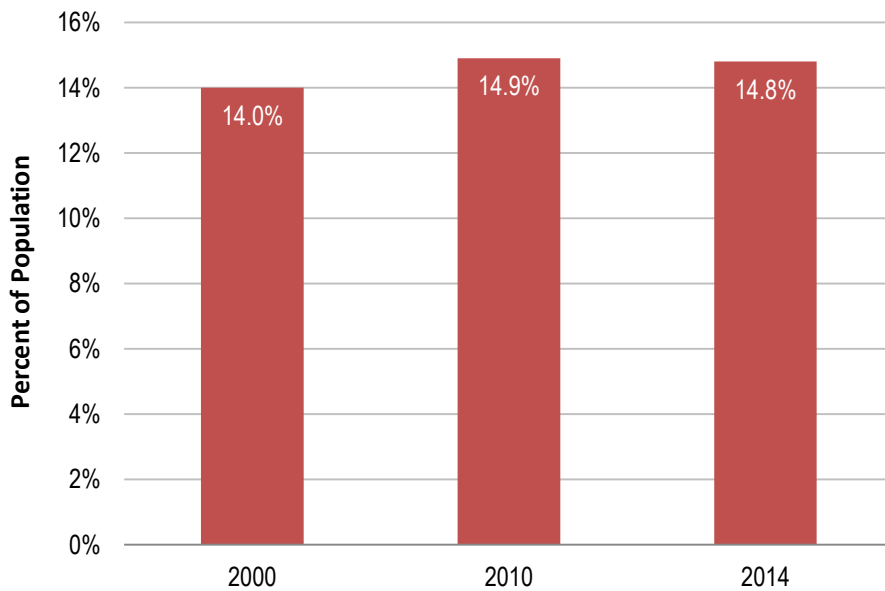
Percent of City Population 25 Years & Over Completing High School or Higher



Sources: 2000 and 2010 Census; Nielsen Co., 2014

- In 2014, 75 percent of the population 25 years and over completed high school or higher, which is higher than the 2000 level.

Percent of City Population 25 Years & Over Completing a Bachelor's Degree or Higher

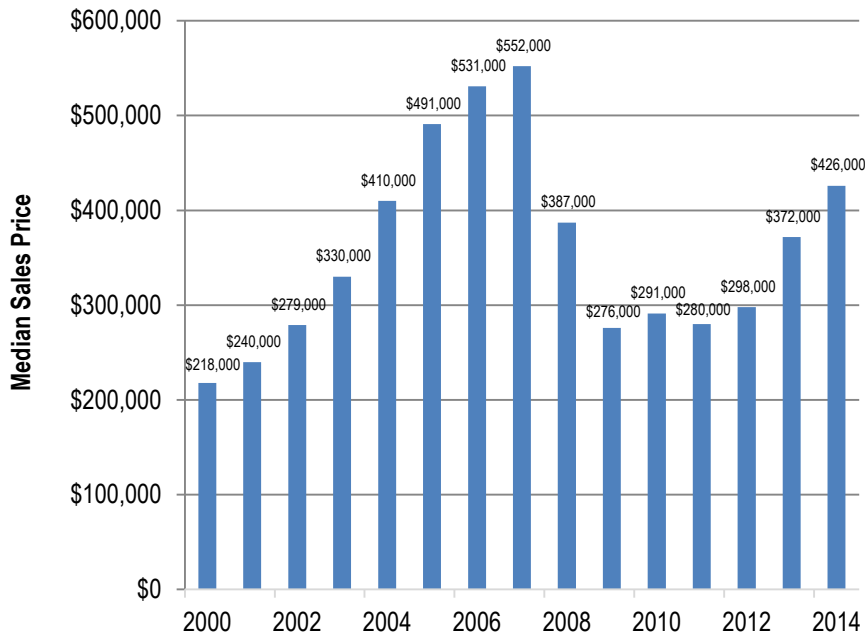


Sources: 2000 and 2010 Census; Nielsen Co., 2014

- In 2014, 14.8 percent of the population 25 years and over completed a Bachelor's degree or higher, which is higher than the 2000 level.

IX. SCAG Regional Highlights

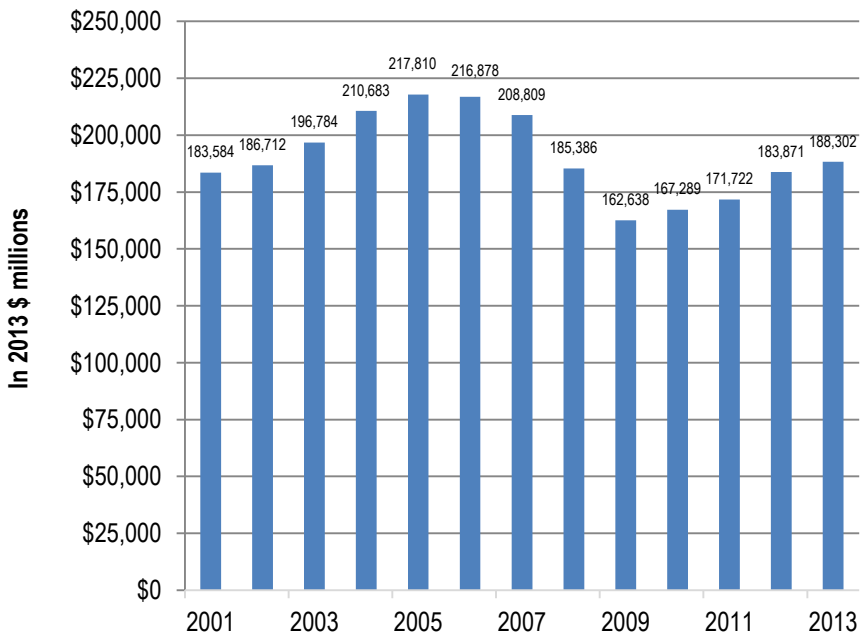
Regional Median Sales Price for Existing Homes: 2000 - 2014



Source: MDA Data Quick, 2014

- After reaching its peak in 2007, the median sales price for existing homes in the SCAG region dropped by almost half by 2011 from its 2007 level and rebounded from 2012 to 2014.
- Median home sales price was calculated based on total existing home sales in the SCAG region.

Regional Real Retail Sales: 2001 - 2013



Source: California Board of Equalization, 2001-2013

- Retail sales tend to follow closely with trends in personal income, employment rates, and consumer confidence.
- Between 2001 and 2005, real (inflation adjusted) retail sales increased steadily by 19 percent but then dropped between 2005 and 2009 by \$52 billion, or 25 percent.
- In 2013, total real retail sales were three percent higher than the 2001 level.

X. Data Sources

California Department of Education

California Department of Finance, Demographic Research Unit

California Employment Development Department, Labor Market Information Division

California State Board of Equalization

Construction Industry Research Board

InfoGroup

MDA Data Quick

Nielsen Company

U.S. Census Bureau

XI. Methodology

SCAG's Local Profiles utilizes the most up-to-date information from a number of publically available sources, including the U.S. Census Bureau, California Department of Finance, and the California Department of Education. In the event that public information is not available or is not the most recent, SCAG contracts with a number of private entities to obtain regional data. The following sections describe how each data source was compiled to produce the information displayed in this report.

Statistical Summary Table

In the Statistical Summary Table (page 3), the values in the field "Jurisdiction Relative to County/Region" represent the difference between the jurisdiction's value and the county/region value, except for the following categories which represent the jurisdiction's value as a share of the county (or in the case of an entire county as a share of the region): Population, Number of Households, Number of Housing Units, Number of Jobs, Total Jobs Change, and K-12 Student Enrollment.

Median Age, Homeownership Rate, and Median Household Income are based on Nielsen Company data. Number of Housing Units is based on the 2010 Census and estimates from the California Department of Finance. Data for all other categories are referenced throughout the report.

Population Section

Where referenced, data from 2000 to 2014 was taken from the California Department of Finance's (DOF) E-5 estimates, which were published in May 2014. This dataset was benchmarked to population figures from the 2000 and 2010 U.S. Decennial Censuses. Data relating to population by age group and by race/ethnicity was derived from the 2000 and 2010 U.S. Decennial Censuses, and Nielsen Co. The 2000 figure was based on U.S. Decennial Census figures for April 1, 2000 and the 2010 figure was based on U.S. Decennial Census figures for April 1, 2010.

Below are definitions for race and ethnicity, taken from the U.S. Census Bureau.

The Hispanic or Latino origin category is:

- A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.

The race categories are:

- American Indian or Alaska Native – A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- Asian – A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Black or African American – A person having origins in any of the black racial groups of Africa, including those who consider themselves to be "Haitian."

- White – A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- Some other race – This category includes Native Hawaiian or Other Pacific Islander (a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands) and all other responses not included in the "American Indian or Alaska Native," "Asian," "Black or African American," and "White" race categories described above.

Charts for population based on age were tabulated using 2000 and 2010 U.S. Decennial Census data and Nielsen Company data for 2014. Charts for race/ethnicity were tabulated using 2000 and 2010 U.S. Decennial Census data and Nielsen Company data for 2014.

Households Section

The 2000 figure was based on U.S. Decennial Census figures for April 1, 2000 and the 2010 figure was based on U.S. Decennial Census figures for April 1, 2010. Information for 2014 was supplied by the Nielsen Company. Average household size was developed using information from the California Department of Finance (DOF). Households by Size was calculated based on Nielsen Company data. Households refer to the number of occupied housing units.

Housing Section

Housing units are the total number of both vacant and occupied units. Housing units by housing type information was developed using data from the California Department of Finance (DOF). Age of housing stock information is from the Nielsen Company.

The number of residential units with permits issued was obtained using Construction Industry Research Board data, which are collected by counties and are self-reported by individual jurisdictions. It represents both new single family and new multifamily housing units that were permitted to be built, along with building permits that were issued for improvements to existing residential structures (e.g., re-roofs, remodels). Please note that SCAG opted to report the annual number of permits issued by each jurisdiction which may be different than the number of housing units completed or constructed annually. This was done using a single data source which provides consistent data for all jurisdictions. The Construction Industry Research Board defines "multi-family housing" to include duplexes, apartments, and condominiums in structures of more than one living unit.

The median home sales price, compiled from MDA Data Quick, was calculated based on total resales of existing homes in the jurisdiction, including single family units and condominiums. The median price does not reflect the entire universe of housing in the jurisdiction, only those that were sold within the calendar year.

Transportation Section

The journey to work data for the year 2000 was obtained by using the 2000 U.S. Decennial Census Summary File 3. Data for 2010 is based on the 2010 U.S. Census American Community Survey. Information for 2014 was provided by the Nielsen Company.

Employment Section

Data sources for estimating jurisdiction employment and wage information include the 2010 U.S. Census Bureau Local Employment Dynamics Survey, and information from the California Employment Development Department, InfoGroup, and SCAG for years 2007-2013. In many instances, employment totals from individual businesses were geocoded and aggregated to the jurisdictional level.

Employment information by industry type is defined by the North American Industry Classification System (NAICS). Although the NAICS provides a great level of detail on industry definitions for all types of businesses in North America, for the purposes of this report, this list of industries has been summarized into the following major areas: agriculture, construction, manufacturing, wholesale, retail, information, finance/insurance/real estate, professional/management, education/health, leisure/hospitality, public administration, other services, and non-classified industries.

A brief description of each major industry area is provided below:

- Agriculture – This industry includes crop production, animal production and aquaculture, forestry and logging, fishing hunting and trapping, and support activities for agriculture and forestry.
- Construction – Industries under this umbrella involve the construction of buildings, heavy and civil engineering construction, and specialty trade contractors.
- Manufacturing – This group includes the processing of raw material into products for trade, such as food manufacturing, apparel manufacturing, wood product manufacturing, petroleum and coal products manufacturing, chemical manufacturing, plastics and rubber products manufacturing, nonmetallic mineral product manufacturing and primary metal manufacturing.
- Wholesale – Wholesale industries do business in the trade of raw materials and durable goods.
- Retail – Retail industries engage in the sale of durable goods directly to consumers.
- Information – Businesses in this industry specialize in the distribution of content through a means of sources, including newspaper, periodicals, books, software, motion pictures, sound recording, radio and television broadcasting, cable or subscription programming, telecommunications, data processing/hosting, and other information mediums.
- Finance/Insurance/Real Estate – This sector includes businesses associated with banking, consumer lending, credit intermediation, securities brokerage, commodities exchanges, health/life/medical/title/property/casualty insurance agencies and brokerages, and real estate rental/leasing/sales.
- Professional Management – This industry involves businesses that specialize in professional/scientific/technical services, management of companies and enterprises, and administrative and support services. Types of establishments that would fall under this category range from law offices, accounting services, architectural/engineering firms, specialized design services, computer systems design and related services, management consulting firms, scientific research and

development services, advertising firms, office administrative services, facilities support services, among many others.

- Education/Health – Organizations include elementary and secondary schools, junior colleges, universities, professional schools, technical and trade schools, medical offices, dental offices, outpatient care centers, medical and diagnostic laboratories, hospitals, nursing and residential care facilities, social assistance services, emergency relief services, vocational rehabilitation services, and child day care services.
- Leisure/Hospitality – These industries include organizations in the performing arts, spectator sports, museums, amusement/recreation industries, traveler accommodations, and food and drink services.
- Public Administration – This classification includes public sector organizations, including legislative bodies, public finance institutions, executive and legislative offices, courts, police protection, parole offices, fire protection, correctional institutions, administration of governmental programs, space research and technology, and national security.
- Other Services – Groups in this group include, for example, automotive repair and maintenance, personal and household goods repair and maintenance, personal laundry services, dry-cleaning and laundry services, religious services, social advocacy organizations, professional organizations, and private households
- Non-Classified – Non-classified organizations involve work activities that are not included in the North American Industry Classification System.

Retail Sales Section

Retail sales data is obtained from the California Board of Equalization, which does not publish individual point-of-sale data. All data is adjusted for inflation.

Education Section

Student enrollment data is based on public school campuses that are located within each jurisdiction's respective boundary. Enrollment numbers by grade within a given jurisdiction are tabulated based upon data obtained from the California Department of Education. Enrollment year is based on the end date of the school year; for example, enrollment data for the year 2000 refers to the 1999-2000 school year. City boundaries used in the dataset for all years is based on data provided by the Local Agency Formation Commission for each county in the region.

Regional Highlights

Information for this section was developed through data from MDA Data Quick and the California Board of Equalization.

Data Sources Section

In choosing the data sources used for this report, the following factors were considered:

- Availability for all jurisdictions in the SCAG region,
- The most recognized source on the subject,
- Data sources within the public domain, and
- Data available on an annual basis.

The same data sources are used for all Local Profiles (except where noted) to maintain overall reporting consistency. The jurisdictions are not constrained from using other data sources for their planning activities.

The preparation of this report has been financed in part through grants from the Federal Highway Administration and Federal Transit Administration, U.S. Department of Transportation, under the Metropolitan Planning Program, Section 104(f) of Title 23, U.S. Code. The contents of this report do not necessarily reflect the official views or policy of the U.S. Department of Transportation. Additional assistance was provided by the California Department of Transportation.

XII. Acknowledgments

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Southern California Association of Governments
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	36. Hon. Gene Daniels	<i>Paramount</i>	District 24
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	39. Hon. Ali Saleh	<i>Bell</i>	District 27
	40. Hon. Dan Medina	<i>Gardena</i>	District 28

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56. Hon. John Sibert	<i>Malibu</i>	District 44
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59. Hon. Gilbert Cedillo	<i>Los Angeles</i>	District 48
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63. Hon. Paul Koretz	<i>Los Angeles</i>	District 52
64. Hon. Nury Martinez	<i>Los Angeles</i>	District 53
65. Hon. Felipe Fuentes	<i>Los Angeles</i>	District 54
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67. Hon. Curren D. Price, Jr.	<i>Los Angeles</i>	District 56
68. Hon. Herb J. Wesson, Jr.	<i>Los Angeles</i>	District 57
69. Hon. Mike Bonin	<i>Los Angeles</i>	District 58
70. Hon. Mitchell Englander	<i>Los Angeles</i>	District 59
71. Hon. Mitch O'Farrell	<i>Los Angeles</i>	District 60
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Southern California Association of Governments
Regional Council Roster
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83. Mr. Randall Lewis	<i>Lewis Group of Companies</i>	(Ex-Officio)
84. Hon. Eric Garcetti	<i>Los Angeles</i>	(At-Large)

Notes: