



WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS STRATEGIC PLAN

2022-2027

DKS

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EXECUTIVE SUMMARY

This document will serve as the Western Riverside Council of Government's 2022-2027 Strategic Plan. Its purpose is to help WRCOG prioritize its efforts, allocating both fiscal and human resources to achieve a shared Vision and Goals that also reflect community priorities and needs. The Plan is the result of a comprehensive review by DKS Associates of the following:

- The WRCOG annual budget;
- Executive Committee meetings (agendas, minutes);
- News articles;
- Demographic data; and
- Incorporation documents.

DKS staff held virtual meetings with members of the Executive Committee during November and December prior to the Strategic Plan Workshop. Participants discussed their views on the opportunities and challenges ahead for the agency. This includes discussions regarding the areas which WRCOG should and should not become involved in terms of local governance and regional planning.

Interviews were also held via conference calls with the management team and key staff members from all WRCOG departments.

In addition, the team held brief interviews with City Managers from member agencies and also received email comments describing their views on the best role for WRCOG to play as it relates to their particular agency.

This information helped guide a Strategic Planning Workshop for the Committee held Friday, December 3, 2021. The meeting, which was open to the public, was used to define the agency's Mission Statement, Vision Statement, Core Values and Goals to guide WRCOG's future operations.



WRCOG GOALS

1

Serve as an advocate at the regional, state, and federal level for the Western Riverside subregion.

2

Identify and help secure grants and other potential funding opportunities for projects and programs that benefit member agencies.

3

Ensure fiscal solvency and stability of the Western Riverside Council of Governments.

4

Communicate proactively about the role and activities of the Council of Governments.

5

Develop projects and programs that improve infrastructure and sustainable development in our subregion.

6

Develop and implement programs that support resilience for our region.

7

Provide a safe, inclusive environment that values employees.

Each Goal is intended to focus the agency's fiscal and human resources on areas of highest priority.



MISSION, VISION AND VALUES

The purpose of establishing WRCOG's Mission, Vision and Core Values is to clearly define why the agency was created; how the Executive Committee envisions its future and what principles members and staff will adhere to as part of conducting its business.

Mission

The Mission of the Western Riverside Council of Governments is to facilitate, plan and identify funding opportunities for critical infrastructure projects and programs that benefit its member agencies and the communities they serve.

Vision

The Western Riverside Council of Governments provides a strong regional voice representing the interests of its member agencies, securing funding, and facilitating investments in transportation and infrastructure to ensure a sustainable, safe and economically strong region.

Core Values

Integrity
Transparency
Collaboration
Innovation

Diversity
Accountability
Sustainability
Inclusion



Goal 1:

Serve as an advocate at the regional, state and federal level for the Western Riverside subregion.



The Executive Committee's strongest support was for a goal to re-establish WRCOG as a vocal and recognized advocate for the Western Riverside subregion. Strategies to support this goal include:

- **1.1 Provide consistent updates regarding legislative actions that impact WRCOG member agencies to Committee members and member agency staff members.**
- **1.2 Update the legislative platform detailing WRCOG's position(s) on issues that affect member agencies and actively promote that platform.**
- **1.3 Explore options for the creation of a legislative action committee.**
- **1.4 Provide opportunities for WRCOG members to actively participate in efforts in Sacramento to shape policy and effectively communicate regional successes.**

Goal 2: Identify and help secure grants and other potential funding opportunities for projects and programs that benefit member agencies.



Many of the WRCOG member agencies lack the capacity to track and apply for grant opportunities to fund projects and programs with both local and regional benefits. The Executive Committee established a goal to prioritize WRCOG's role in tracking funding opportunities and assisting in the application process to secure funds. Strategies include:

- **2.1 Track and provide updates on regional, state and federal grant opportunities of interest to WRCOG and its member agencies.**
- **2.2 Provide staff support and/or access to consultants for grant research and application preparation.**
- **2.3 Consider providing training opportunities for grant writing and management to member agencies.**

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- **3.1 Maintain sound, responsible fiscal policies.**
- **3.2 Develop a process to vet fiscal impact(s) and potential risk(s) for all new programs and projects.**
- **3.3 Provide detailed financial statements for public review online.**

Goal 4: Communicate proactively about the role and activities of the Council of Governments.



The Executive Committee believes communication with local and regional agencies is essential to the long-range viability of WRCOG. Staff has already begun work on several strategies including the following:

- **4.1 Develop a Communications Strategic Plan.**
- **4.2 Use social media to disseminate positive news, milestones and accomplishments throughout the region.**
- **4.3 Promote regional interaction and coordination with surrounding communities and service providers including schools, economic development interests, transportation and non-profit agencies.**

Goal 5:

Develop projects and programs that improve infrastructure and sustainable development in our region.



The Executive Committee remains committed to prioritizing investments in Western Riverside County that contributes to its future economic development and overall quality of life for its residents. By providing a regional forum to address, define and deliver solutions to regional problems, WRCOG can serve a critical role in contributing to the overall health of the region. Strategies include:

- **5.1 Support investment in projects, infrastructure and programs in the region including:**
 - 5.1.1 Transportation infrastructure,
 - 5.1.2 Water and wastewater infrastructure, and
 - 5.1.3 Broadband/Smart Cities infrastructure.
- **5.2 Support the Resilient IE Grants in conjunction with the San Bernardino County Transportation Authority.**
- **5.3 Continue collaboration with regional agencies to address pollution control, stormwater runoff and other environmental concerns.**

Goal 6: Develop and implement programs that support resilience for our region.



WRCOG has delivered several successful programs which have supported resilience throughout the Western Riverside County subregion. The Executive Committee supports these efforts by establishing a specific goal to address efficiency. Strategies include the following:

- **6.1 Incentivize programs for saving electricity, water and other essential resources through the Inland Regional Energy Network.**
- **6.2 Supporting efforts to promote the Clean Cities Coalition.**
- **6.3 Continuing to support the Solid Water & Recycling Program.**

Goal 7:

Provide a safe, inclusive environment that values employees.



WRCOG employees are fundamental to carrying out the Strategic Plan and ensuring that each goal is achieved. The purpose of this goal is to ensure that the COG continues to provide a positive work environment and can retain and attract high quality employees. Strategies include the following:

- **7.1 Develop and implement organization-wide staff succession planning.**
- **7.2 Support employee training, enrichment and recognition, including team building opportunities.**
- **7.3 Establish clear performance standards for the workforce and provide annual employee reviews.**
- **7.4 Promote diversity, equity and inclusion in all hiring practices.**