



# MENIFEE

## STRATEGIC PLAN 2023-2028





# Who we are

## Mission Statement

The City of Menifee provides essential services through teamwork, leadership, and transparency to improve the quality of life of our community.

## Vision Statement

Menifee is a premier, safe, thriving, and inclusive city that offers vibrant neighborhoods and panoramic scenic vistas with a rich history, flourishing arts, cultural amenities, and diverse recreation opportunities that make Menifee a desired place to live, work, play, and stay.

## Guiding Principles

### People-Focused and Connected –

We create a sense of community by serving residents, businesses, employees, and visitors with compassion, kindness, and respect.

### Accountable and Fiscally Responsible –

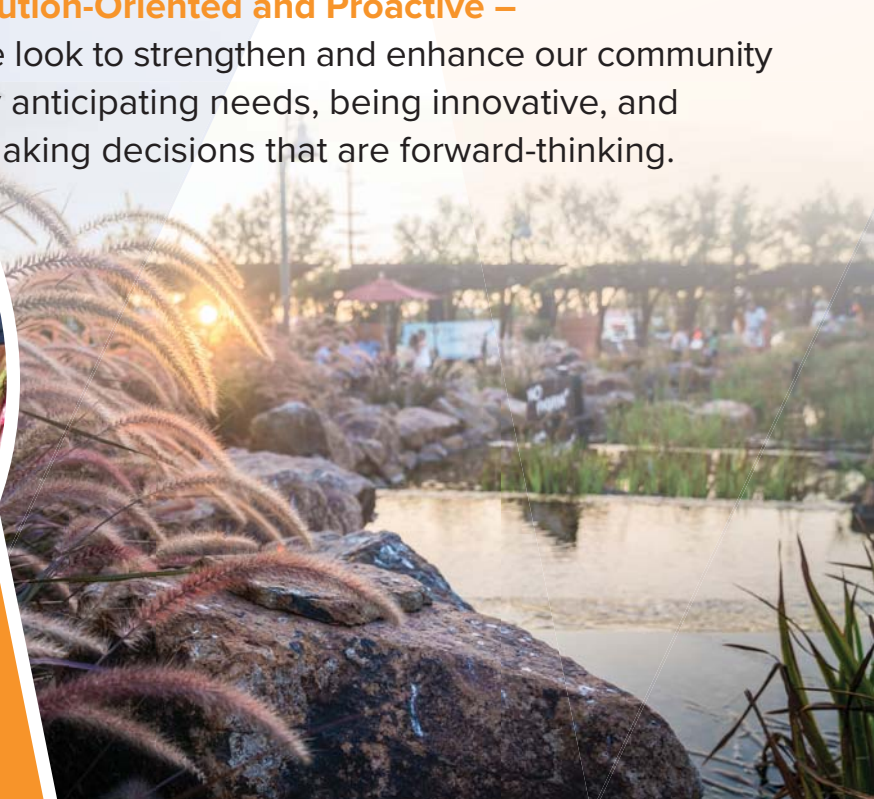
We use City resources responsibly and take actions to retain the trust of our community.

### Responsive and Transparent –

We are honest, reliable, responsive, and open in our decision-making; creating environments for people to engage where all voices are heard.

### Solution-Oriented and Proactive –

We look to strengthen and enhance our community by anticipating needs, being innovative, and making decisions that are forward-thinking.





# Why a Strategic Plan?

## Results for the Community

We know our community has big dreams for Menifee and we want to see them come true. Menifee’s citywide Strategic Plan lays a foundation for this progress, defines our shared vision for the future and focuses City resources on five key strategic priorities: Unique Identity, Community Engagement and Social Infrastructure, Thriving Economy, Safe and Vibrant Community, and Connectivity and Mobility. These priorities, and their supporting goals and objectives, came from considerable community input and feedback. These priorities drive us toward meaningful outcomes and big steps forward on the road to reaching our collective long-term vision.

## What does a strategic plan do? Charts the Course

The Strategic Plan’s five-year timeline allows for thoughtful sequencing of initiatives. The alignment with the City’s annual budget process creates a stronger connection between finances and operations. With the Strategic Plan as a guide, other City plans and initiatives will be built to align. In addition to priorities, goals and objectives, this plan includes performance measures for government transparency, accountability, and ongoing improvement.



# Introduction

The City of Menifee is pleased to present the 2023-2028 Strategic Plan, setting the City’s vision for the future and providing a roadmap for meeting current and future needs. Incorporated in 2008, Menifee is a rapidly growing community spanning roughly 50 square miles and home to over 116,000 residents. The Plan enables the City to balance and prioritize the needs of our community; guiding how the City’s resources are allocated following the strategic priorities and objectives established for the coming five-year period. Performance measures are also incorporated into the Plan to monitor progress towards the established goals and objectives.

Residents and other City stakeholders played an important role in the Plan development by participating in interviews, focus group meetings, in-person and virtual community forums, online surveys, and council workshops. Through the collective efforts of the City Council, City staff, residents, and stakeholders, the City’s vision of being a “premier, safe, thriving, and inclusive city that offers vibrant neighborhoods and panoramic scenic vistas with a rich history, flourishing arts, cultural amenities, and diverse recreation opportunities that make Menifee a desired place to live, work, play, and stay” will be realized.



**Mayor**  
Bill Zimmerman



**Mayor Pro Tem**  
Bob Karwin – District 1



**Councilmember**  
Ricky Estrada  
District 2



**Councilmember**  
Lesa Sobek  
District 3



**Councilmember**  
Dean Deines  
District 4



# Executive Team



**Armando G. Villa**  
City Manager



**Rochelle Clayton**  
Assistant City Manager



**Jonathan Nicks**  
Deputy City Manager



**Jeff Melching**  
City Attorney



**Regina Funderburk**  
Chief Financial Officer



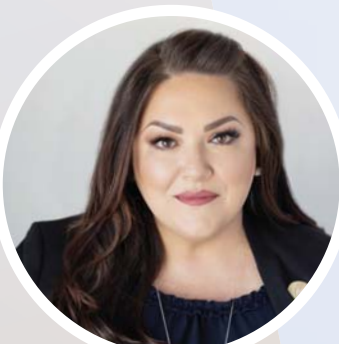
**Ron Puccinelli**  
Chief Information  
Officer



**Sarah Manwaring**  
City Clerk



**Cheryl Kitzerow**  
Community Development  
Director



**Gina Gonzales**  
Economic Development  
Director



**Lonny Olson**  
Fire Division Chief



**Chris Karrer**  
Interim Chief of Police



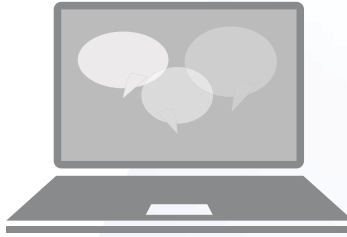
**Nick Fidler**  
Public Works Director

# How did we build this plan? Together



**2011**

Direct Email Participants



**1240**

Online Interactions



**20**

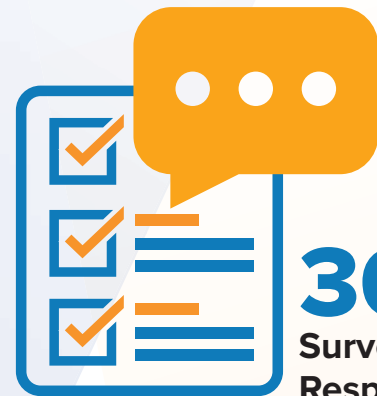
Stakeholder Interviews



**5** Community Forums



**7** Focus Groups



**364**  
Survey Responses



**2** Council Workshops



**38,877**

Menifee Matters magazine distributed to homes and businesses



Information Provided at Community Events



Social Media Campaign

**27** Posts

**68,688**  
Engagement

# Plan Development Timeline

## August 2022-March 2023

August-October 2022 – Research & Planning

November-December 2022 – Community Engagement

January 2023 – Council Visioning

February 2023 – Draft Plan Review

March 2023 – Plan Adoption

## Strategic Priorities





# Connectivity and Mobility

Enhance  
accessibility  
and link the  
community  
with sustainable  
infrastructure  
to meet the  
City's needs.

## Objectives

- A.** Create a traffic mitigation plan to reduce congestion on Menifee's streets and roadways.
- B.** Develop a transit mobility plan, identifying transportation options within the City.
- C.** Install fiber optic cabling and interconnect signals along major corridors to improve traffic flow.
- D.** Adopt the Complete Streets Plan to improve multi-modal infrastructure for thoroughfares throughout the City.
- E.** Begin to implement the Smart City and Broadband Master Plan to expand interconnectivity throughout Menifee.
- F.** Work in collaboration with the County of Riverside, surrounding communities, and regional partners to assess and mitigate the impacts of growth and development outside City limits, providing for regional infrastructure development and essential services.





# Connectivity and Mobility

## Performance Measures

1. Maintain an average roadway Pavement Condition Index (PCI) of 70 year-over-year through June 2028.
2. Increase satisfaction with alternative modes of transportation (trails, biking, etc.) bi-annually through June 2028.
3. Increase fiber optic connectivity to traffic signals and city facilities by 5% per year through June 2028.
4. Increase grant funding for capital projects year-over-year through June 2028.





Engage in thoughtful and collaborative planning with stakeholders to develop a distinct sense of place that leverages the community's historic and scenic assets and makes the City a highly attractive and desired destination for residents, businesses, and visitors.

## Objectives

- A.** Conduct a place-making and tourism feasibility study as part of developing Menifee as a destination city.
- B.** Conduct a regional events assessment to identify a signature event that will help make Menifee a destination city.
- C.** Implement findings of the events assessment to develop a signature event that will help make Menifee a destination city.





# Unique Identity

## Performance Measures

1. Complete regional events assessment by March 2024.
2. Complete the place-making and tourism feasibility study by December 2024.
3. Hold the first annual signature event by December 2025.



# Community Engagement and Social Infrastructure

Create opportunities to bring people together and enhance communication to amplify accessibility, increase awareness, and proactively deliver information to maintain quality of life and build a strong community.

## Objectives

- A.** Amplify and diversify communication to enhance community awareness and understanding using print publications, electronic communications, **MENIFEE TV**, and town hall meetings.
- B.** Increase opportunities for the community to gather to support belonging and connectedness.
- C.** Create engagement opportunities to enhance understanding and participation in City planning, community events, and activities.
- D.** Develop unique park amenities, green spaces, trails, cultural and recreational facilities and programming that serves the diverse needs and desires of the community in alignment with the Parks Master Plan.





## Performance Measures

1. Create a facility development plan by December 2023.
2. Initiate a comprehensive bi-annual residential satisfaction survey by December 2023.
3. Complete an assessment of the City controlled websites to evaluate usability and compliance with regulatory standards by June 2024.
4. Produce and broadcast two original content videos per month by December 2024.
5. Increase the number of residents registered to receive city alerts (e-mails and texts) by 10% by June 2028.
6. Increase social media followers by 50% by June 2028.
7. Work in collaboration with Valley-Wide Recreation and Park District (Valley-Wide) to unify the parks in Meniffee to better serve the needs of residents by June 2028.



# Thriving Economy

Encourage intentional smart growth and support the City's business community so that residents have access to businesses, housing, employment, and well-paying jobs.

## Objectives

- A.** Create a business incubator program/facility to support startups.
- B.** Streamline the development processes to support a business-friendly environment.
- C.** Partner with higher education institutions and other stakeholders to create workforce development programming that supports the training and education of workers and business development.
- D.** Create business incentive programs to attract and retain businesses in Menifee.
- E.** Develop a Specific Plan for the Economic Development Corridor Southern Gateway (EDC-SG) Innovation District to support the diversification of Menifee's economy.
- F.** Provide enhanced entertainment amenities to increase Menifee's commercial tax base and create an attractive environment for businesses and workers.
- G.** Create and maintain a financial sustainability plan to support city government for the long term.
- H.** Increase reserve fund balances to support the financial sustainability of city government for the long term.
- I.** Diversify revenue streams to support the financial sustainability of city government for the long term.
- J.** Implement an Enterprise Resource Planning (ERP) system to modernize and streamline City operations.
- K.** Create reports for monitoring the performance of the development departments to streamline City operations.



# Thriving Economy

## Performance Measures

1. Create an Incubator Feasibility Plan by December 2023.
2. Establish a Financial and Economic Sustainability Plan by December 2024.
3. Increase the number of new jobs added year-over-year.
4. Acquire facility for Business Incubator Program by December 2024.
5. Establish metrics for monitoring the performance of the development departments to streamline operations by July 2024.
6. Create an Office and Lifestyle/Retail Development Incentive Program by June 2024.
7. Create an incentive program to fast-track the development process for targeted industries by December 2024.
8. Execute Memorandums of Understanding (MOUs) with higher education institutions for strategic partnerships by December 2025.
9. Adopt the EDC-SG Innovation District Specific Plan by June 2026.
10. Complete ERP system implementation by June 2026.



# Safe and Vibrant Community

Provide exceptional public safety and maintain the City's attractive look and feel so that Menifee is one of the safest cities where residents and visitors are secure in their neighborhoods and surrounding spaces.

## Objectives

- A.** Enhance public safety response times to increase safety in the community.
- B.** Develop and implement a citywide safety plan to enhance security and a sense of well-being in the community.
- C.** Improve safety infrastructure and technology (e.g., street lighting, speed radar feedback signs, rapid rectangular flashing beacons at crosswalks, and surveillance systems) to enhance the sense of security and well-being in Menifee.
- D.** Continue to support ongoing professional training and development of the City's personnel to deliver high-quality services.
- E.** Create a community preparedness plan in collaboration with community partners to ensure the safety of Menifee's neighborhoods, businesses, and vulnerable places.
- F.** Make progress towards the Vision Zero goal to reduce pedestrian and bicycle fatalities.
- G.** Beautification of the streetscapes in the City's main transit corridors and gateways.





## Performance Measures

1. Implement automatic aid agreements with adjoining fire departments to reduce response times by December 2023.
2. Partner with high schools to develop and implement a student public safety training program by December 2024.
3. Adopt a comprehensive citywide safety plan by June 2026.
4. Develop citywide response map with future planned development and road infrastructure improvements that guides fire service facility and resource allocations by June 2026.
5. Develop a response time matrix for the Meniffee Police Department by June 2026.
6. Develop a streetscape beautification plan to enhance the City's main transit corridors and gateways by December 2027.
7. Decrease pedestrian and bicycle fatalities in accordance with Vision Zero by 25% by June 2028.
8. Provide community cardiopulmonary resuscitation (CPR), first aid, and automated external defibrillator (AED) training as part of the Meniffee Life Saver Program to 50 people per year through June 2028.



# Plan at a Glance

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## Strategic Priorities and Goals

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Enhance accessibility and link the community with sustainable infrastructure to meet the City's needs.

### Unique Identity –

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## City Council

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- Bob Karwin, Mayor Pro Tem District 1
- Ricky Estrada, Councilmember District 2
- Lesa Sobek, Councilmember District 3
- Dean Deines, Councilmember District 4

## City Executive Team

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- Rochelle Clayton, Assistant City Manager
- Jonathan Nicks, Deputy City Manager
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- Cheryl Kitzerow, Community Development Director
- Sarah Manwaring, City Clerk
- Jeff Melching, City Attorney
- Lonny Olson, Fire Division Chief
- Ron Puccinelli, Chief Information Officer

## City Staff

- Robert Cardenas, Deputy Human Resources Director
- Margarita Cornejo, Deputy Finance Director
- Carlos Geronimo, Principal Engineer
- Rebekah Kramer, Assistant to the City Manager
- Daniel Padilla, Deputy Public Works Director
- Philip Southard, Public Information and Legislative Affairs Officer
- Mandy Stephens, Management Analyst

## BerryDunn Consulting Team

- Seth Hedstrom, Principal
- Michelle Kennedy, Project Manager and Lead Facilitator
- Maddison Powers Spencer, Research Analyst
- Shannon Flowers, Facilitator

The Strategic Plan is the result of the combined efforts of our City's residents, elected officials, employees, and stakeholders. The City of Meniffee would like to thank all those who participated in the months-long process, providing knowledge and insights throughout the various stages of the Plan's development.



# STRATEGIC PLAN 2023–2028



**MENIFEE**

**New. Better. Best.**

[www.cityofmenifee.us](http://www.cityofmenifee.us)