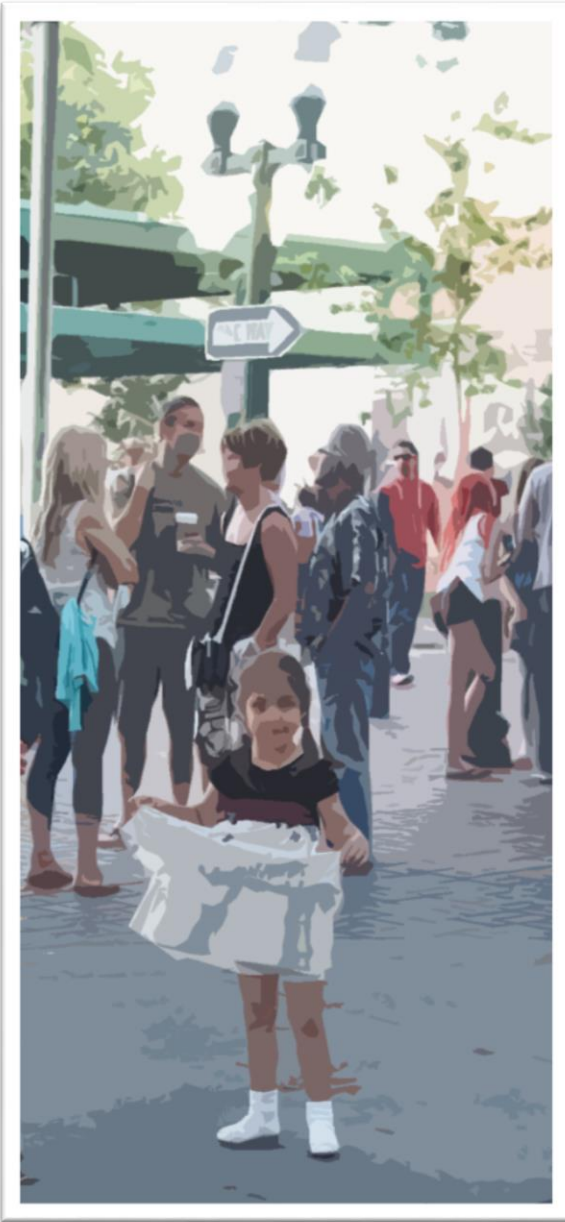




City of Redlands

2014-2017

Strategic Plan



City of Redlands

2014-2017 Strategic Plan

July 1, 2014



REDLANDS CITY COUNCIL



Mayor Pete Aguilar

Mayor Pro Tem Paul Foster

Council Member Jon Harrison

Council Member Bob Gardner

Council Member Pat Gilbreath

SPECIAL ACKNOWLEDGEMENTS

The City of Redlands 2014-2017 Strategic Plan is the product of a year-long effort beginning in June 2013 with City Council priority planning workshops facilitated by Marilyn Manning and Elaine Schmitz of The Consulting Team, LLC. The City would like to thank The Consulting Team, LLC for their efforts in guiding the Mayor and City Council in the development of the City's vision and five priority focus areas. The City would also like to acknowledge the leadership of the City Council for providing focus and direction in the development of this Strategic Plan; and the contributions of City Manager N. Enrique Martinez and the executive team who contributed to the overall development of the Strategic Plan.



*“Redlands is a balanced, innovative and healthy community
meeting tomorrow’s needs while protecting the quality and heritage we value”*

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City of Redlands Executive Team

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Mark A. Garcia, Chief of Police

Fred Cardenas, Quality of Life Director



Strategic Plan Prepared By and Photos Courtesy Of: Janice McConnell

CITY OF REDLANDS
2014-2017 Strategic Plan

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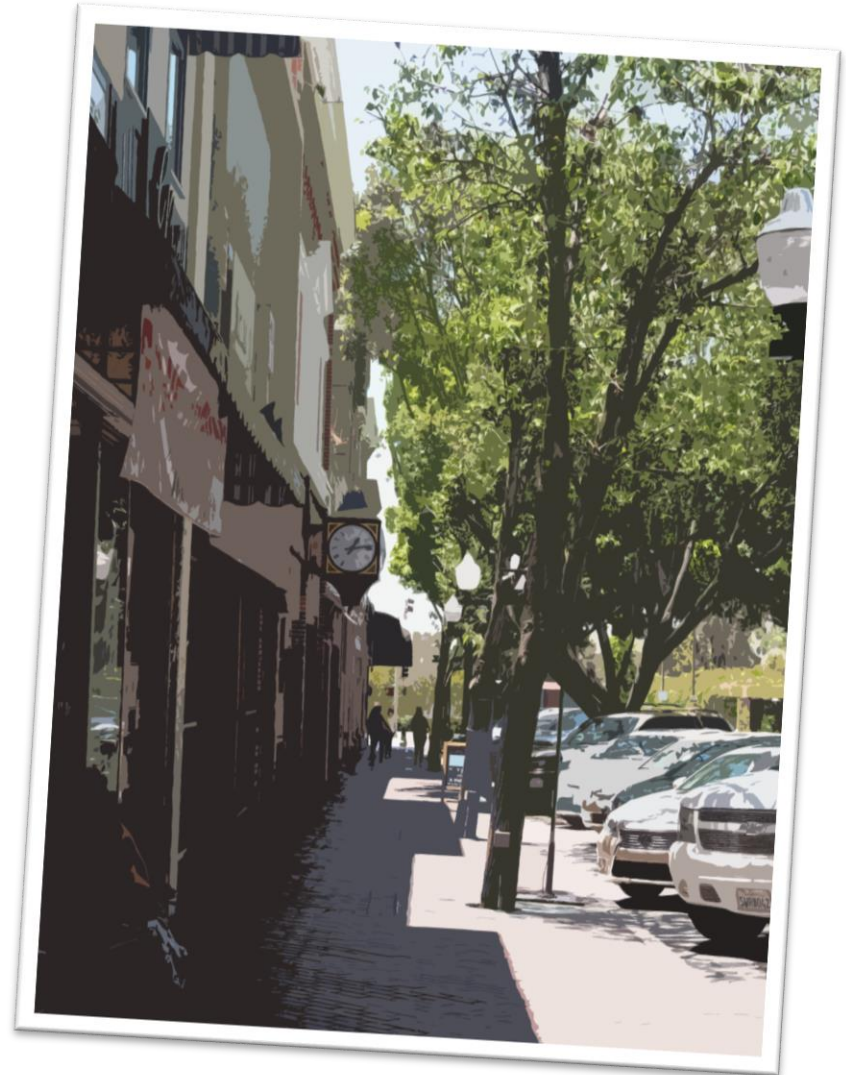
“Redlands is a balanced, innovative and healthy community meeting tomorrow’s needs while protecting the quality and heritage we value”

INTRODUCTION

READING THIS PLAN

Utilizing the City Council’s five priority focus areas of Fiscal Accountability, Economic Development, Infrastructure, Land Resource Management, Safety and Community Services, the Strategic Plan highlights activities and accomplishments that City staff will complete in the coming three years. The report guides readers through the City’s five Priority Focus Areas (PFAs). At the beginning of each PFA section, the introduction page outlines the strategies and objectives for the specific focus area. Each objective is accompanied by work that the City is conducting to achieve the objectives and goals of the City’s Strategic Plan.

It is the City of Redlands intent to accomplish each item listed or, based on current economic and political conditions, modify it to meet the changing needs of the community. The Strategic Plan is a living document and will be reviewed annually by the City Council and staff.



PRIORITY FOCUS AREA - A | Fiscal Accountability

STRATEGIES

- Enhance fiscal and operational practices to support fiscal stability, transparency and data-driven decisions.
- Build sustainable enterprise funds.
- Develop a systematic approach to recognize, develop and retain employees for future leadership roles.



PRIORITY FOCUS AREA - A | Fiscal Accountability

PFA Objectives	Planned Activities
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<p>Objective A-1: Enhance fiscal and operational practices to support fiscal stability, transparency and data-driven decisions.</p> <p>Department: Finance</p>	<p><u>FY 2014-2015</u></p>
	<p>First Quarter:</p> <ul style="list-style-type: none"> • Implement provisions of recently adopted Resolution Nos. 7354 (Interfund Loan Policy), 7346 (Fund Balance Policy) and 7318 (Enterprise Fund Policy). (Kundig) • Develop monthly General Fund Summary Report for City Council distribution. (Kundig) • Establish General Fund Appropriations Report for City Council distribution. (Kundig) <p>Third/Fourth Quarter:</p> <ul style="list-style-type: none"> • Schedule and hold department meetings to strategize and evaluate potential for savings and revenue generation to develop a fiscal action plan. (Kundig)
	<p><u>FY 2015-2016</u></p>
	<p>First Quarter:</p> <ul style="list-style-type: none"> • Evaluate success of financial policies in terms of balanced budget, loan repayment and established minimum reserves; and report effectiveness. (Kundig) <p>Second Quarter:</p> <ul style="list-style-type: none"> • Review fiscal action plan with City Manager and Department Directors to develop priority use for identified savings and confirm potential actions required in seeking new revenues. (Kundig) <p>Third/Fourth Quarter</p> <ul style="list-style-type: none"> • Propose new revenue generation concepts and required actions to City Council for consideration and approval. (Kundig) • Begin actions for new revenue generation concepts approved. (Kundig)
	<p><u>FY 2016-2017</u></p>
	<p>First Quarter</p> <ul style="list-style-type: none"> • Report outcomes of financial policies in terms of balanced budget, loan repayment and established minimum reserves; and provide recommendations for policy revisions as necessary. (Kundig)

PRIORITY FOCUS AREA - A | Fiscal Accountability

PFA Objectives	Planned Activities
<p>Objective A-2: Build sustainable enterprise funds.</p> <p><u>Department:</u> Finance, Quality of Life</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <p>Second Quarter</p> <ul style="list-style-type: none"> Develop an action plan to address the adverse financial position of the Cemetery in accordance with the Enterprise Fund Policy. (Kundig and Cardenas) <p>Third/Fourth Quarter</p> <ul style="list-style-type: none"> Implement action plan developed for cemetery. (Kundig and Cardenas) <p style="text-align: center;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Continue implementation of action plan developed for cemetery and adjust as required to improve its financial condition. (Kundig and Cardenas) <p>Second Quarter</p> <ul style="list-style-type: none"> Conduct internal audit of Solid Waste enterprise fund and prepare a report of those operations for consideration. (Kundig) <p style="text-align: center;"><u>FY 2016-2017</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Measure results of cemetery action plan by performing a follow-up internal audit. (Kundig and Cardenas) <p>Third Quarter</p> <ul style="list-style-type: none"> Develop action plan for next priority enterprise fund, the Solid Waste enterprise fund. (Kundig and Cardenas)

PRIORITY FOCUS AREA - A | Fiscal Accountability

PFA Objectives	Planned Activities
<p>Objective A-3: Develop a systematic approach to recognize, develop and retain employees for future leadership roles.</p> <p><u>Department:</u> Human Resources</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Identify critical skill needs for City staff for next five years. (Martin) <p>Second Quarter</p> <ul style="list-style-type: none"> • Explore climate survey options for Council consideration by December 2014. (Martin) • Develop and deploy succession program to close critical skill gap. (Martin) • Identify 25 high-potential leaders in organization and provide 70/20/10 learning model to close critical skill gap. (Martin) <p style="text-align: center;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> • Continue year two of succession program. (Martin) <p style="text-align: center;"><u>FY 2016-2017</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Measure success of first cohort of succession program. (Martin) <ul style="list-style-type: none"> ○ Identify gaps in program and make appropriate program changes. • Re-identify critical City skill gap and update succession program. (Martin) <p>Second Quarter</p> <ul style="list-style-type: none"> • Select second cohort and begin new program. (Martin)

PRIORITY FOCUS AREA - B | Economic Development

STRATEGIES

- **Business Attraction:** Increase efforts to identify/target/attract new retail, service, healthcare and technology.
- **Tourism:** Increase tourism by marketing Redlands as a destination and expand/enhance Downtown area and related events.
- **Workforce Development:** Collaborate with public and private sector partners to initiate workforce development and business attraction activities.
- **Permit Streamlining:** Conduct a comprehensive review and update of the entitlement process.
- **Inspection & Plan Review:** Develop plan review and inspection protocols designed to expedite the permitting process.
- **Downtown Specific Plan:** Complete revised Downtown Specific Plan and Environmental Impact Report (EIR).

ECONOMIC DEVELOPMENT STRATEGIES continued

- Business Retention: Implement business outreach and business recognition activities, and increase awareness of available resources and support for business operations/expansion.
- Support for ongoing economic development efforts including rehabilitation of the Redlands Mall, Packing House and other activities.
- Reduce the dollar loss to businesses resulting from crime by 10% by educating businesses in Crime Prevention through Environmental Design.
- Reduce Part 1 Crime by 5% to create an attractive business environment for incoming business by 2016.
- Develop business friendly Fire Prevention Publications by 2017.
- Complete construction of the Gateway Improvement Project by June 30, 2016.



PRIORITY FOCUS AREA - B | Economic Development

PFA Objectives	Planned Activities
<p>Objective B-1: <u>Business Attraction:</u> Increase efforts to identify/target/attract new retail, service, healthcare and technology businesses as identified in the <i>Economic Development Action Plan (Section 1.1; 1.2; 1.3)</i></p> <p><u>Departments:</u> Development Services Innovation and Technology</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Research and identify target sectors, budget and metrics. (Orci) <p>Second Quarter</p> <ul style="list-style-type: none"> • Create marketing strategy to include: advertising, trade show participation and direct mail efforts. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Implement at least one item from each marketing strategy segment and adjust as necessary. (Orci) <p style="text-align: center;"><u>FY 2015-2016</u></p> <p>Third Quarter</p> <ul style="list-style-type: none"> • Provide interactive GIS data to business/developer community online and on City’s website (D. Garcia) • In third quarter, participate in a least two industry-related trade show activities (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Measure effectiveness and adjust as needed. (Orci) • Begin development placement of advertising in 5 industry-specific publications or online media. (Orci) • Initiate direct mail campaign. (Orci) <p style="text-align: center;"><u>FY 2016-2017</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Maintain advertising effort. Increase ad impressions by 20% by fourth quarter. (Orci) <p>Third Quarter</p> <ul style="list-style-type: none"> • Maintain trade show participation/presence. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Increase direct mail campaigns by 100%. (Orci)

PRIORITY FOCUS AREA - B | Economic Development

PFA Objectives	Planned Activities
<p>Objective B- 2: <u>Tourism:</u> Increase tourism by marketing Redlands as a destination and expand/enhance Downtown area and related events as identified in the <i>Economic Development Action Plan (Sections 4.1, 4.2, 4.3)</i>.</p> <p><u>Departments:</u> Development Services Quality of Life</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Create two-year maintenance program for downtown core, including budget, staffing, physical enhancement maintenance schedule and metrics. (Orci and Cardenas) • Establish community tourism group protocols, special events, budget, metrics, etc. (Orci) • Develop sponsorship program. (Orci) <p>Second Quarter</p> <ul style="list-style-type: none"> • Obtain a minimum of 2 sponsorships. (Orci) • Create centralized community-wide events calendar. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Evaluate maintenance program and modify. (Orci and Cardenas) <p style="text-align: center;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Begin to host quarterly tourism group meetings. (Orci) <p>Second Quarter</p> <ul style="list-style-type: none"> • Implement one new City-Sponsored event. (Orci) <p>Third Quarter</p> <ul style="list-style-type: none"> • Develop downtown tourism visitor tool. (Orci) • Renew or obtain 2 sponsors. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Provide new physical enhancements to downtown core. (Orci) • Evaluate Tourism group effectiveness and adjust as needed (Orci)

PRIORITY FOCUS AREA - B | Economic Development

PFA Objectives	Planned Activities
<p>Objective B-2 continued: <u>Tourism:</u> Increase tourism by marketing Redlands as a destination and expand/enhance Downtown area and related events as identified in the <i>Economic Development Action Plan (Sections 4.1, 4.2, 4.3)</i>.</p> <p><u>Departments:</u> Development Services, Quality of Life</p>	<p style="text-align: right;"><u>FY 2016-2017</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Collaborate with tourism partners for a community special event. (Orci) <p>Second Quarter</p> <ul style="list-style-type: none"> Secure two additional event sponsorships for City events. (e.g. Market Nights) (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Continue year two downtown enhancements and maintenance program. (Orci and Cardenas)
<p>Objective B-3: <u>Workforce Development:</u> Collaborate with public and private sector partners to initiate workforce development and business attraction activities as identified in the Economic Development Action Plan (Sections 3.1, 3.2, 3.3)</p> <p><u>Departments:</u> Development Services Quality of Life</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Identify local and regional agencies and their business attraction and work force development efforts that will address City needs. Identify budgetary and other related commitment efforts. (Orci) <p>Second Quarter</p> <ul style="list-style-type: none"> Assess local company workforce needs and identify a minimum of three market segments in need of assistance. (Orci) Enter into agreements (if needed) to participate with County and other agencies in regional business attraction and work force development efforts. (Orci) <p>Third Quarter</p> <ul style="list-style-type: none"> Develop programs with measurable targets that will address City needs. (Orci) Initiate discussions with resource partners to develop technology incubator and identify three primary programs/needs.

PRIORITY FOCUS AREA - B | Economic Development

PFA Objectives	Planned Activities
<p>Objective B-3 continued: <u>Workforce Development:</u> Collaborate with public and private sector partners to initiate workforce development and business attraction activities as identified in the Economic Development Action Plan (Sections 3.1, 3.2, 3.3)</p> <p><u>Department:</u> Development Services</p>	<p style="text-align: right;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Assess workforce program efficacy and make the necessary changes; continue year one participation with regional partners as appropriate. (Orci) <p>Second Quarter</p> <ul style="list-style-type: none"> Enter into agreements/approvals for the development of incubator programs. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Develop pilot tech incubator program with resource partners. (Orci) <p style="text-align: right;"><u>FY 2016-2017</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Assess workforce program efficacy and make the necessary changes; continue year two participation with regional partners as appropriate. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Review pilot tech incubator program and adjust as needed. (Orci)
<p>Objective B-4: <u>Permit Streamlining:</u> Conduct a comprehensive review and update of the entitlement process, including staffing, regulatory provisions, physical improvements, technological improvements, training and fees by June 30, 2017.</p> <p><u>Departments:</u> Development Services, Municipal Utilities and Engineering, Quality of Life</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Develop comprehensive Permit Streamlining Program (PSP), including implementation program. Approval by the City Council. (Orci, Mousavipour, Cardenas) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Complete 25% of PSP program provisions. (Orci, Mousavipour, Cardenas) <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> Complete 25% of PSP provisions. (Orci, Mousavipour, Cardenas) <p style="text-align: right;"><u>FY 2016-2017</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> Complete the balance of the PSP. (Orci, Mousavipour, Cardenas)

PRIORITY FOCUS AREA - B | Economic Development

PFA Objectives	Planned Activities
<p>Objective B-5: <u>Inspection & Plan Review:</u> Develop plan review and inspection protocols designed to expedite the permitting process.</p> <p><u>Department:</u> Development Services</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Identify all plan review types. (Orci) <p>Second Quarter</p> <ul style="list-style-type: none"> Create a program that will identify systems/protocols for each plan review type and identify the necessary budget, training, physical modification, budget and other related improvements to effectuate plan reviews. Also create an implementation program. (Orci) <p>Third Quarter</p> <ul style="list-style-type: none"> Obtain the necessary budgetary appropriation. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Complete 100% of inspections within 24 business hours of request. (Orci) <p style="text-align: right;"><u>FY 2015 -2016</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> Comply with 50% of the program implementation. <p style="text-align: right;"><u>FY 2016 -2017</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> Complete the remaining program implementation.
<p>Objective B-6: <u>Downtown Specific Plan –</u> Complete revised Downtown Specific Plan and Environmental Impact Report (EIR)</p> <p><u>Department:</u> Development Services</p>	<p style="text-align: right;"><u>FY 2015-2016</u></p> <p>First Quarter: (Orci)</p> <ul style="list-style-type: none"> Amend contract with Torti Gallas & Partners. (City Consultant for Specific Plan) Update Specific Plan with recent changes. Recirculate Draft EIR. Conduct 45-day public review period. Complete final EIR. <p>Second quarter: (Orci)</p> <ul style="list-style-type: none"> Conduct public hearing with Planning Commission. Conduct public hearing with City Council.

PRIORITY FOCUS AREA - B | Economic Development

PFA Objectives	Planned Activities
<p>Objective B-7: <u>Business Retention:</u> Implement business outreach and business recognition activities, and increase awareness of available resources and support for business operations/expansion as identified in the <i>Economic Action Plan (Sections 2.1; 2.2; 2.3)</i></p> <p><u>Department:</u> Development Services</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Develop business outreach/visitation program. Identify business and schedule. Identify local, regional, state and federal business assistance resources. (Orci) <p>Second Quarter</p> <ul style="list-style-type: none"> Implement business outreach/visitation program. Develop and initiate business recognition program. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Conduct 4-6 business visitations per quarter. (Orci) <p style="text-align: center;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Full implementation of business outreach/visitation program. Fully implement business recognition program (establish quarterly schedule). (Orci) <p style="text-align: center;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none"> Continue year two full implementation of business outreach/visitation program outreach activities. (Orci) Continue year two recognition activities (quarterly) and work with Chamber of Commerce to develop annual business recognition event. (Orci)

PRIORITY FOCUS AREA - B | Economic Development

PFA Objectives	Planned Activities
<p>Objective B-8: <u>Special Projects:</u> – Continue to assist and support ongoing economic development efforts including rehabilitation of the Redlands Mall, Packing House and other activities as identified in the Economic Development Action Plan (Section 5).</p> <p><u>Department:</u> Development Services</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <p>First Quarter: (Orci)</p> <ul style="list-style-type: none"> • Assist with property acquisition activities of the Mall; specifically the due diligence, development/design options. • Obtain Department of Finance approval of the Long Range Property Plan. <p>Third Quarter</p> <ul style="list-style-type: none"> • Complete sale of Packing House Property. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Place the remaining Successor Agency properties for sale. <p style="text-align: center;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Develop an ombudsman process/program specially tailored to assist major development projects such as the Redlands Mall, Packing House, Promenade and others. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Complete the sale of all Successor Agency properties. (Orci)
<p>Objective B-9: Reduce the dollar loss to businesses resulting from crime by 10% by educating businesses in Crime Prevention through Environmental Design.</p> <p><u>Department:</u> Police</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Develop a crime prevention unit to improve crime reduction education. (M. Garcia)

PRIORITY FOCUS AREA - B | Economic Development

PFA Objectives	Planned Activities
<p>Objective B-10: Develop business friendly Fire Prevention Publications by 2017.</p> <p><u>Department:</u> Fire</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Meet with sample stakeholders to identify potential local fire prevention code updates. (Frazier) <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Draft updated guidelines and proposed code updates. (Frazier) <p style="text-align: right;"><u>FY 2016-2017</u></p> <p>Second Quarter</p> <ul style="list-style-type: none"> Publish updated/adopted materials. (Frazier)
<p>Objective B-11: Reduce Part 1 Crime by 5% to create an attractive business environment for incoming business by 2017.</p> <p><u>Department:</u> Police</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none"> Seek authorization to add three police officers in FY 2015-2016 Budget. (M. Garcia) <p style="text-align: right;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none"> Partially deploy swing shift, seven days a week. (M. Garcia)
<p>Objective B-12: Complete construction of the Gateway Improvement Project by June 30, 2016.</p> <p><u>Department:</u> Municipal Utilities and Engineering, Quality of Life</p>	<p style="text-align: right;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> Solidify funding and complete construction of the Gateway Improvement Project by end of Fiscal Year. (Mousavipour)

PRIORITY FOCUS AREA - C | Infrastructure

STRATEGIES

- Implement Information and Communications Technology Plan Upgrades.
- Public Safety Vehicle Replacement: Adopt industry best practices for replacement of public safety vehicles and create a funding strategy to replace public safety vehicles according to established best practices and reasonable life spans.
- Safety Hall: Identify funding mechanisms for construction of Safety Hall.
- Fire Station 262 Remodel: Identify funding to complete a fire station remodel.
- Complete a City Building Inventory and Assessment by July 1, 2015.
- Implement the Citywide Drainage Master Plan.
- Continue Water Reservoir Rehabilitation Program.
- Implement Nonpotable Water Use for irrigation.
- Continue Water and Wastewater Pipeline Replacement Program.

INFRASTRUCTURE STRATEGIES continued

- Continue PARIS Program.
- Complete Redlands/Alabama and Redlands/Colton Intersection Improvement Project.
- Implement Wastewater Alternatives for cost reduction.
- Provide facility location assistance to the Redlands Historical Museum



PRIORITY FOCUS AREA - C | Infrastructure

PFA Objectives	Planned Activities
<p>Objective C-1: Implement Information and Communications Technology Upgrades</p> <p><u>Department:</u> Innovation and Technology</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none"> • Develop capital replacement schedule for 100% of the Police Department and City hardware. (D. Garcia) • Operationalize 50% of potential mobility tools, replace 40% of workstations in Police Department and City. (D. Garcia) <p style="text-align: center;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> • Implement 100% City network redundancy and 100% disaster recovery and COO plan. (D. Garcia) • Virtualize 75% of servers and storage. (D. Garcia) • Complete 60% of workstation refresh/update. (D. Garcia) <p style="text-align: center;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none"> • Implement WiFi in 100% of centrally located public City offices. (D. Garcia) • Identify 50% sinking fund for ERP investment. (D. Garcia) • Identify 50% redundant data capture in order to integrate data resources from multiple applications. (D. Garcia) • Complete 80% of workstation refresh/upgrade. (D. Garcia)
<p>Objective C-2: <u>Public Safety Vehicle Replacement:</u> Adopt industry best practices for replacement of public safety vehicles and create a funding strategy to replace public safety vehicles according to established best practices and reasonable life spans.</p> <p><u>Departments:</u> Quality of Life, Police, Fire, Finance</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none"> • Replace all public safety vehicles with mileage or desired service life over best practices standards. (M. Garcia and Cardenas) <p style="text-align: center;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> • Create a practice of budgeting to replace 25% of patrol vehicles each year as needed. (M. Garcia) • Create a practice of budgeting to replace vehicles each year as delineated in the vehicle replacement plan. (Frazier) <p style="text-align: center;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none"> • Maintain vehicle replacement budget plan. (Cardenas, Frazier, M. Garcia)

PRIORITY FOCUS AREA - C | Infrastructure

PFA Objectives	Planned Activities
<p>Objective C-3: Identify funding mechanisms for construction of new Safety Hall</p> <p><u>Departments:</u> Police, Finance, Development Services</p>	<p style="text-align: right;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> • Identify grant / bond funding mechanisms to build Safety Hall. (M. Garcia) <p style="text-align: right;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none"> • Develop action plan and commence Safety Hall Project. (M. Garcia)
<p>Objective C-4: Fire Station 262 Remodel</p> <p><u>Department:</u> Fire</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Implement fund planning phase. (Frazier) <p style="text-align: right;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> • Secure funding for remodel project. (Frazier) <p style="text-align: right;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none"> • Complete remodel and unveil to community. (Frazier)
<p>Objective C-5: Complete a City Building Inventory and Assessment by July 1, 2015</p> <p><u>Departments:</u> Quality of Life, Development Services</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none"> • Create a working model of a GAP based program for all City buildings; <ul style="list-style-type: none"> ○ Condition Inventory Assessment - Inspect all 43 buildings owned by the City by end of the fiscal year 2014-2015 ○ Needs Assessment - Each building will be assessed on the condition of the following items listed in order of importance: <ol style="list-style-type: none"> 1. HVAC 2. Roof 3. Lighting 4. Flooring 5. Paint ○ Each item will be given a ranking from 1 to 5 with 1 being the poorest condition and 5 being new or excellent condition. This will take place as part of the inspection. A master list for each item will be created to establish building rehabilitation priority within each category.

PRIORITY FOCUS AREA - C | Infrastructure

PFA Objectives	Planned Activities
<p>Objective C-5 continued: Complete a City Building Inventory and Assessment by July 1, 2015</p>	<ul style="list-style-type: none"> ○ Road Map <ul style="list-style-type: none"> ▪ Establish a capital improvement program to address five criteria. ▪ Establish a standardized schedule of manufacturers for each category of rehabilitation. <p style="text-align: right;">*Priority of buildings by City Manager</p>
<p>Objective C-6: Citywide Drainage Master Plan Implementation</p> <p><u>Department:</u> Municipal Utilities and Engineering</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none"> • Identify funding sources and locations to construct bioretention areas throughout the City. Once funding is available construct based on cost benefit ratio. (Mousavipour) <p style="text-align: center;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> • Complete the construction of the Opal Basin. (Mousavipour) • Identify funding sources to implement the aesthetic features of Opal basin which includes, trails, landscaping and lighting to be implemented in Phase II of Opal Basin development.(Mousavipour) • Identify and obtain funding for projects identified in the Drainage Master Plan. (Mousavipour) • Identify funding sources and locations to construct bioretention areas throughout the City. Once funding is available construct based on cost benefit ratio. (Mousavipour) <p style="text-align: center;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none"> • Complete the construction of 50% of the necessary flood control improvements. (Mousavipour) • Identify funding sources and locations to construct bioretention areas throughout the City. Once funding is available construct based on cost benefit ratio. (Mousavipour)
<p>Objective C-7:</p> <p><u>Department:</u> Municipal Utilities and Engineering</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none"> • Rehabilitate the Ward Way Reservoir. (Mousavipour) <p style="text-align: center;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> • Rehabilitate the Sunset Reservoir. (Mousavipour) <p style="text-align: center;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none"> • Rehabilitate the Crafton Reservoir. (Mousavipour)

PRIORITY FOCUS AREA - C | Infrastructure

PFA Objectives	Planned Activities
<p>Objective C-8: Implement Nonpotable Water Use for irrigation by June 30, 2015</p> <p><u>Department:</u> Municipal Utilities and Engineering</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none"> • Construct nonpotable water reservoir to allow the use of recycled water for irrigation. (Mousavipour) • Continue to work with state agencies to receive approval to use recycled water for irrigation purposes. (Mousavipour) <p style="text-align: right;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> • Construct nonpotable booster station and pipelines to fully utilize the use of recycled water. (Mousavipour)
<p>Objective C-9: Water and Wastewater Pipeline Replacement Program</p> <p><u>Department:</u> Municipal Utilities and Engineering</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none"> • Identify and replace old and leaking pipelines to reduce water loss and service interruptions and sewer back-ups. (Mousavipour) <p style="text-align: right;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> • Identify and replace old and leaking pipelines to reduce water loss and service interruptions and sewer back-ups. (Mousavipour) <p style="text-align: right;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none"> • Identify and replace old and leaking pipelines to reduce water loss and service interruptions and sewer back-ups. (Mousavipour)
<p>Objective C-10: Implement Wastewater Alternatives for cost reduction</p> <p><u>Department:</u> Municipal Utilities and Engineering</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Research cost-effective alternatives for wastewater biosolids disposal and implement. (Mousavipour)

PRIORITY FOCUS AREA - C | Infrastructure

PFA Objectives	Planned Activities
<p>Objective C-11: PARIS Program: Continue paving improvements of 220 lane miles by June 30, 2017</p> <p><u>Department:</u> Municipal Utilities and Engineering</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none"> • Continue to implement the citywide paving improvements (140 lane miles) and obtain I-Bank Financing. (Mousavipour) <p style="text-align: center;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> • Continue to implement the citywide paving improvements (40 lane miles). (Mousavipour) <p style="text-align: center;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none"> • Continue to implement the citywide paving improvements (40 lane miles). (Mousavipour)
<p>Objective C-12: Redlands/Alabama and Redlands/Colton Intersection Improvement Project by December 31, 2014</p> <p><u>Department:</u> Municipal Utilities and Engineering</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <p>Second Quarter</p> <ul style="list-style-type: none"> • Complete the construction of Redlands/Alabama intersection, which will eliminate the 22’ off set and the level of service from F to B. (Mousavipour) • Complete the construction of Redlands/Colton intersection project which realign the intersection and add signal for better flow of traffic and facilitate the needed infrastructure for upcoming Redlands Rail project. (Mousavipour) <p style="text-align: center;"><u>FY 2015-2016 and FY 2016-2017</u></p> <ul style="list-style-type: none"> • Complete the Phase II of Redlands /Alabama and Redlands/Colton intersection improvement project-closely collaborating with SANBAG to facilitate construction of rail crossings infrastructure at Alabama, Redlands and Colton in preparation for upcoming Redlands Rail project. (Mousavipour)
<p>Objective C-13: Provide facility location assistance to the Redlands Historical Museum</p> <p><u>Department:</u> Quality of Life</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none"> • Develop plan for the establishment of the Redlands Historical Museum (Cardenas) <ul style="list-style-type: none"> ▪ Identify potential City owned locations ▪ Provide assistance with assessment of city owned buildings ▪ Coordinate with Redlands Historical Society in establishing site requirements ▪ Assist in researching grant funding opportunities

PRIORITY FOCUS AREA - D | Land Resource Management

STRATEGIES

- Complete Redlands Passenger Rail Project.
- Affordable Housing (Measure U): Implement the 2014-2021 Housing Element's Program.
- General Plan Update.
- Modernize the Redlands Municipal Code: Title 15-Building and Construction, 17-Subdivision Ordinance, Title 18-Zoning Ordinance and Title 19-Growth Management.
- Implement Open Space Weed Abatement.
- Update Citrus Business Plan.
- Implement Parks Capital Improvement Plan.
- Conduct Asset Inventory Assessment.
- Roadmap for Capital Improvement Program.
- Complete Orange Blossom Trail Ph. 2 and 3.



PRIORITY FOCUS AREA - D | Land Resource Management

PFA Objectives	Planned Activities
<p>Objective D-1: Complete Redlands Passenger Rail Project</p> <p><u>Departments:</u> Development Services, Municipal Utilities and Engineering and Quality of Life</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter (Orci)</p> <ul style="list-style-type: none"> • Obtain City Council approval of Memorandum of Understanding with SANBAG. • Send Notice of Preparation of an Environmental Impact Report (EIR) to State Clearinghouse. • Conduct Scoping Meetings. • Complete Draft EIR. • Conduct 45-day public review period. • Complete Final EIR. <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Conduct public hearing with Planning Commission on land use changes to General Plan, EVCSP, Municipal Code, and Transit Village Plans. (Orci) <p>Second Quarter</p> <ul style="list-style-type: none"> • Conduct public hearing with City Council on land use changes to General Plan, EVCSP, Municipal Code, and Transit Village Plans. (Orci) <p style="text-align: right;"><u>FY 2016-2017</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Construct Park Once Facility to improve downtown parking availability. (Mousavipour)
<p>Objective D-2: Affordable housing (Measure U): Implement the 2014-2021 Housing Element’s Programs</p> <p><u>Department:</u> Development Services</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Complete 33% of programs in Checklists 1 and 2, attached. (Orci) <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Complete 66% of programs in Checklist 3, attached. (Orci)

PRIORITY FOCUS AREA - D | Land Resource Management

PFA Objectives	Planned Activities
<p>Objective D-3: General Plan Update</p> <p><u>Department:</u> Development Services</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Review existing contract and amend or issue new contract. (Orci) • Authorize work. (Orci) • Conduct a kick-off meeting with staff. (Orci) • Provide necessary data, and establish project schedule. (Orci) <p>Second Quarter</p> <ul style="list-style-type: none"> • Establish a Citizen Advisory Committee and create Public Participation Program. (Orci) • Establish Project Website. (Orci) <p>Third Quarter</p> <ul style="list-style-type: none"> • Conduct land survey/vacant parcel survey. (Orci) • Prepare Opportunities and Challenges report. (Orci) • Request funding to continue preparation of the General Plan. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Prepare Final Opportunities and Challenges report (Orci) • Present Opportunities and Challenges report to Decision-Makers. (Orci) • Conduct Scoping Meeting. (Orci) <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Conduct Neighborhood Workshops and develop two land use plans. (Orci) • Evaluate alternative plans. (Orci) • Prepare final alternative plans report. (Orci)

PRIORITY FOCUS AREA - D | Land Resource Management

PFA Objectives	Planned Activities
<p>Objective D-3 continued: General Plan Update</p> <p><u>Department:</u> Development Services</p>	<p>Second Quarter</p> <ul style="list-style-type: none"> • Prepare Newsletter, on planning alternatives. (Orci) • Conduct community and decision-maker workshops. (Orci) • Prepare and present preferred alternative. (Orci) • Prepare general plan outline and format. (Orci) • Establish forecast information. (Orci) <p>Third Quarter</p> <ul style="list-style-type: none"> • Conduct Traffic Assessment. (Orci) • Prepare General Plan. (Orci) • Obtain funding for completion of the general plan and environmental impact report (EIR). (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Continue with the preparation of the general plan. (Orci) • Prepare Screencheck Draft EIR. (Orci) <p style="text-align: right;"><u>FY 2016-2017</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Continue with the preparation of the general plan. (Orci) • Prepare Screencheck Draft EIR. (Orci) <p>Second Quarter</p> <ul style="list-style-type: none"> • Prepare newsletter and conduct an open house. (Orci) • Prepare final EIR. (Orci) <p>Third Quarter</p> <ul style="list-style-type: none"> • Prepare mitigation monitoring and reporting program. (Orci) • Prepare findings of fact and overriding consideration. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Adopt the General Plan and EIR. (Orci)

PRIORITY FOCUS AREA - D | Land Resource Management

PFA Objectives	Planned Activities
<p>Objective D-4: Modernize RMC: Modernize Title 15 (Building and Construction), Title 17 (Subdivision Ordinance), Title 18 (Zoning Ordinance) and Title 19 (Growth Management)</p> <p><u>Departments:</u> Development Services, City Attorney</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Review code and identify changes to Title 18. (Orci) Adopt 2013 California Codes. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Process and obtain approval on changes to Title 18. (Orci) <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Review code and identify changes to Title 17. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Process and obtain approval on changes to Title 17. (Orci) <p style="text-align: right;"><u>FY 2016-2017</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Review code and identify changes to Title 19. (Orci) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Process and obtain approval on changes to Title 19. (Orci)
<p>Objective D-5: Open Space Weed Abatement</p> <p><u>Departments:</u> Fire Department, City Attorney</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Meet with open space stakeholders to identify potential updates to weed abatement provisions of the codes and standards. (Frazier) <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Draft potential updates for stakeholder review. (Frazier) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Confirm identification of all designated open space to facilitate appropriate enforcement. (Frazier) <p style="text-align: right;"><u>FY 2016-2017</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Publish updates and conduct public outreach. (Frazier)

PRIORITY FOCUS AREA - D | Land Resource Management

PFA Objectives	Planned Activities
<p>Objective D-6: Update Citrus Business Plan to expand private/public partnerships</p> <p><u>Department:</u> Quality of Life</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Pursue private and public partnership opportunities for the citrus business plan. (Cardenas) <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Present findings to the City Council regarding partnership opportunities. (Cardenas) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Update Citrus Business Plan. (Cardenas)
<p>Objective D-7: Parks Capital Improvement Plan</p> <p><u>Department:</u> Quality of Life</p>	<p style="text-align: right;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Create a working model of a GAP based program for all City parks and open spaces. (Cardenas) • Initiate a parks capital improvement plan to do the following: <ul style="list-style-type: none"> ○ Conduct an internal survey evaluating the condition of existing parks ○ Conduct an internal survey to measure current usage of each park ○ Conduct an internal survey of current demand for sports fields ○ Based on results of each survey identify needs and develop a plan of action to bring parks and open space in line with current and future needs to include strategies for the creation of additional parks, trails, and open space to include funding sources ○ Pursue the expansion of the partnership with RUSD for joint use of parks and school fields
<p>Objective D-8: Conduct Asset Inventory Assessment by July 1, 2015</p> <p><u>Department:</u> Quality of Life</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Conduct inventory assessment and evaluation of the following assets: (Cardenas) <ul style="list-style-type: none"> ○ Streets, Parks, Trees, Sidewalks, Storm drains, Cemetery, Airport, Citrus Groves and Fleet • Conduct needs assessment to evaluate each of the assets based on the Green Book, APWA standards and/or other considerations specific to asset. Based on the assessment identify areas of highest need within each asset category. (Cardenas)

PRIORITY FOCUS AREA - D | Land Resource Management

PFA Objectives	Planned Activities
<p>Objective D-9: Develop road map for capital improvement program by July 1, 2015 <u>Department:</u> Quality of Life Municipal Utilities and Engineering Department</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none"> • Develop Capital Improvement Program Road Map* (Cardenas) <ul style="list-style-type: none"> ○ Initiate the establishment of a capital improvement program to address each asset type (e.g. Streets-PARIS Program) ○ Identify additional funding sources to rehabilitate each asset type ○ *Priority of parks and open spaces by City Manager
<p>Objective D-10: Complete the construction of Orange Blossom Trail Phases 2 and 3 by July 1, 2017. <u>Department:</u> Municipal Utilities and Engineering and Quality of Life</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Complete the design and construction of Orange Blossom Trail Phases 2 and 3. (Mousavipour) <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Obtain funding and complete the design of the final segment of the Orange Blossom Trail. (Mousavipour) <p style="text-align: right;"><u>FY 2016-2017</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Complete the construction of the final segment of the Orange Blossom Trail. (Mousavipour)



PRIORITY FOCUS AREA - E | Safety and Community Services

STRATEGIES

- Implement Healthy Redlands Program Enhancements.
- Implement Community Risk Reduction Initiative.
- Increase Law Enforcement Regionalization.
- Implement regionalization of training with adjoining Fire/EMS Agencies.
- Adopt a traffic preemption strategy.
- Implement Employee Wellness Program for Public Safety Officers.
- Update Independent Contractor Agreement for Recreational Services.
- Enhance Recreational Programs.
- Increase Water Conservations Efforts.
- Implement Emergency Preparedness Outreach Programs: Community Emergency Response Team (CERT), Business Emergency Response Team (BERT) and Disaster Council.

SAFETY AND COMMUNITY SERVICES STRATEGIES continued

- Implement a training and exercise program for City Staff and Emergency Operations Center responders.
- Seek grant funding for the continual growth of the Emergency Management Program.



PRIORITY FOCUS AREA - E | Safety and Community Services

PFA Objectives	Planned Activities
<p>Objective E-1: Implement enhancements to the Healthy Redlands Program by January 2016.</p> <p><u>Departments:</u> Quality of Life, Fire, Municipal Utilities and Engineering</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Plan expansion of Fire Department Open House to include Healthy Redlands initiatives / focus. (Frazier) <p>Third Quarter</p> <ul style="list-style-type: none"> Develop plan to repurpose fire demonstration garden to incorporate community garden concept. (Frazier) Conduct research for possible grant opportunities to support the Healthy Redlands Program and apply as appropriate. (Cardenas) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Complete the non-motorized transportation plan and identify funding to plan’s recommendations. (Mousavipour) Seek funding and implementation of needed infrastructure to increase the use of non-potable water for community garden and other related activities in close collaboration with Redlands Police and Fire. (Mousavipour) <p style="text-align: center;"><u>FY 2015-2016</u></p> <p>Second Quarter</p> <ul style="list-style-type: none"> Conduct further outreach to local businesses that have expressed interest in supporting the Healthy Redlands Program. (Cardenas) <p>Third Quarter</p> <ul style="list-style-type: none"> Implement community garden concept. (Frazier) Include the Healthy Redlands program in the comprehensive recreational services guide. (Cardenas) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Design and construct recommendations identified in the non-motorized transportation plan based upon available funding. (Mousavipour)

PRIORITY FOCUS AREA - E | Safety and Community Services

PFA Objectives	Planned Activities
<p>Objective E-1 continued: Implement enhancements to the Healthy Redlands Program by January 2016.</p> <p><u>Departments:</u> Quality of Life, Fire, Municipal Utilities and Engineering</p>	<p style="text-align: right;"><u>FY 2016-2017</u></p> <p>Second Quarter</p> <ul style="list-style-type: none"> Evaluate success of community garden concept and re-design as necessary. (Frazier) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Design and construct recommendations identified in the non-motorized transportation plan not completed in previous fiscal year and based upon available funding. (Mousavipour)
<p>Objective E-2: Community Risk Reduction Initiative: Reduce accidents, injuries and illness by 10%.</p> <p><u>Department:</u> Police</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> Develop a Community Risk Reduction Plan (CRRP). Increase traffic enforcement in high accident areas. (M. Garcia) <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>Second Quarter</p> <ul style="list-style-type: none"> Implement CRRP plan. (M. Garcia) <p style="text-align: right;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none"> Maintain CRRP plan. (M. Garcia)
<p>Objective E-3: Increase regionalization of law enforcement for cost sharing of significant law enforcement programs.</p> <p><u>Department:</u> Police</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>Second Quarter</p> <ul style="list-style-type: none"> Implement a regional SWAT Team. (M. Garcia) <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> Evaluate combined law enforcement dispatch services. (M. Garcia)

PRIORITY FOCUS AREA - E | Safety and Community Services

PFA Objectives	Planned Activities
<p>Objective E-4: Implement regionalization with adjoining Fire/EMS agencies to attain economies of scale.</p> <p><u>Department:</u> Fire</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Explore consolidation of training function with adjoining agencies. (Frazier) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Develop program. (Frazier) <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Develop funding mechanism for multi-agency training program. (Frazier) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Implement program. (Frazier) <p style="text-align: right;"><u>FY 2016-2017</u></p> <p>Fourth Quarter</p> <p>Evaluate success and redesign as necessary. (Frazier)</p>
<p>Objective E-5: Adopt a traffic preemption strategy to reduce emergency response times by 10% by 2017.</p> <p><u>Department:</u> Fire</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>Third Quarter</p> <ul style="list-style-type: none"> Develop traffic preemption plan based on most common routes of response. (Frazier) <p style="text-align: right;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> Seek grant funding for preemption system. (Frazier) <p>Fourth Quarter</p> <ul style="list-style-type: none"> Procure preemption system and install. (Frazier) <p style="text-align: right;"><u>FY 2016-2017</u></p> <p>Fourth Quarter</p> <ul style="list-style-type: none"> Conduct analysis of response times to determine net impact (Frazier)

PRIORITY FOCUS AREA - E | Safety and Community Services

PFA Objectives	Planned Activities
<p>Objective E-6: Implement Employee Wellness Program – Public Safety Officers: incentivize wellness and fitness for public safety officers to attempt to reduce medical retirements and lost time due to injuries by 15% by 2017. <u>Departments:</u> Police, Fire and Human Resources</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Develop incentivized public safety wellness program. (M. Garcia and Frazier) <p style="text-align: right;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> • Maintain program. (M. Garcia and Frazier) <p style="text-align: right;"><u>FY 2016-2017</u></p> <p>Second Quarter</p> <ul style="list-style-type: none"> • Maintain program. (M. Garcia and Frazier) • Conduct analysis of impact on workers compensation claims. (Martin)
<p>Objective E-7: Update Independent Contractor agreements for recreational services <u>Departments:</u> Quality of Life, City Attorney</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Introduce new business model for recreation contracts: (Cardenas) <ul style="list-style-type: none"> ○ Develop a standardized contract for use of recreation facilities by independent contractors to maximize revenue through facility reservation
<p>Objective E-8: Enhance Recreational Program Services by July 1, 2016. <u>Department:</u> Quality of Life</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>Third Quarter</p> <ul style="list-style-type: none"> • Explore private/public financing opportunities by conducting outreach to local business groups and community groups to support recreational programs. (Cardenas) • Complete an assessment of all recreation programs to measure effectiveness and participant satisfaction by using enrollment and customer survey data. (Cardenas) • Develop plan for neighborhood oriented programs. (Cardenas) <ul style="list-style-type: none"> ○ Complete an assessment/plan for targeted neighborhoods ○ Create programs based on needs in specific areas ○ Look for grant/funding opportunities

PRIORITY FOCUS AREA - E | Safety and Community Services

PFA Objectives	Planned Activities
<p>Objective E-8 continued: Enhance Recreational Program Services by July 1, 2016.</p>	<p style="text-align: right;"><u>FY 2015-2016</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Seek local partnerships with community groups providing youth services to develop regional strategies to enhance youth services. (Cardenas) <p>Third Quarter</p> <ul style="list-style-type: none"> • Introduce new recreational youth programs. (Cardenas) <ul style="list-style-type: none"> ○ Expand physical oriented programs by 10% ○ Expand tutoring programs by 10% ○ Expand physical oriented senior programs by 10% ○ Expand healthy cooking by 10% ○ Expand mental exercise activities by 10% <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Establish a comprehensive guide for City Recreation Programs issued on a quarterly basis and funded through advertising space within the guide distributed to all schools, a senior centers, and to other groups. (Cardenas)
<p>Objective E-9: Increase water conservation efforts to reduce water consumption by 20% for the next three fiscal years.</p> <p><u>Department:</u> Municipal Utilities and Engineering</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none"> • Increase water conservation efforts, including enhanced advertisement and rebate programs to reduce water consumption by 20%. (Mousavipour) <p style="text-align: right;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none"> • Increase water conservation efforts, including enhanced advertisement and rebate programs to reduce water consumption by 20%. (Mousavipour) <p style="text-align: right;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none"> • Increase water conservation efforts, including enhanced advertisement and rebate programs to reduce water consumption by 20%. (Mousavipour)

PRIORITY FOCUS AREA - E | Safety and Community Services

PFA Objectives	Planned Activities
<p>Objective E-10: Implement Emergency Preparedness Outreach Programs: Community Emergency Response Team (CERT), Business Emergency Response Team (BERT) and Disaster Council</p> <p><u>Department:</u> Emergency Management</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Develop communication resource guide which encompasses all phone numbers for faith-based community, senior community, access and functional needs facilities and business owners. (Glass) • Develop a plan to meet with these organization and present the importance of being prepared for a disaster. (Glass) <p>Second/Third Quarter</p> <ul style="list-style-type: none"> • Schedule meetings to meet with faith-based organizations, senior community, access and functional needs and business owners. (Glass) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Evaluate effectiveness of the outreach programs. Measurement will include three components; was the outreach useful for the community; were the goals met and was the outreach a success or failure. (Glass)
<p>Objective E-11: Implement a training and exercise program for City staff and Emergency Operations Center responders</p> <p><u>Department:</u> Emergency Management</p>	<p style="text-align: right;"><u>FY 2014-2015</u></p> <p>First Quarter</p> <ul style="list-style-type: none"> • Develop a training matrix to compile and track training of city staff. (Glass) <p>Second/Third Quarter</p> <ul style="list-style-type: none"> • Develop training program for city staff and schedule training dates for staff to attend. (Glass) • Conduct training. (Glass) <p>Fourth Quarter</p> <ul style="list-style-type: none"> • Evaluate training program based on the results of the staff that have taken the required training. (Glass)

PRIORITY FOCUS AREA - E | Safety and Community Services

PFA Objectives	Planned Activities
<p>Objective E-12: Seek grant funding for the continual growth of the Emergency Management Program</p> <p><u>Department:</u> Emergency Management</p>	<p style="text-align: center;"><u>FY 2014-2015</u></p> <ul style="list-style-type: none">• Research grant opportunities and apply for a minimum of three (3) grants to support Emergency Management Program. (Glass) <p style="text-align: center;"><u>FY 2015-2016</u></p> <ul style="list-style-type: none">• Research grant opportunities and apply for a minimum of three (3) grants to support Emergency Management Program. (Glass) <p style="text-align: center;"><u>FY 2016-2017</u></p> <ul style="list-style-type: none">• Research grant opportunities and apply for a minimum of three (3) grants to support Emergency Management Program. (Glass)



APPENDIX A | HOUSING ELEMENTS PROGRAM CHECK LISTS

Checklist 1- Housing Element Programs

Checklist 2

Checklist 3

7.1 Goal: Adequate Sites for Housing

PROGRAMS

- 7.1-1 **Make Zoning Ordinance changes for Group Homes, Boardinghouses, and Single Room Occupancy (SRO) Units.** The current Zoning Ordinance does not clearly define these housing types. Furthermore, where to allow and what kind of reviews are appropriate for these uses should be reconsidered. While not explicitly listed, SROs are currently permitted in the C-3 zone.

Responsible Agencies: Redlands Development Services Department; Redlands City Council.

Actions Needed: The City is actively evaluating and modifying the provisions for group homes, boardinghouse, and SROs by clarifying definitions, considering appropriate zoning districts, developing criteria for review of projects and determining appropriate reviews. This process is a priority for the City and will be complete within 6 months of the adoption of this Housing Element.

Financing: Staff time.

- 7.1-2 **Implement Zoning Ordinance to include standards for Single Room Occupancy (SRO) housing within the Downtown Specific Plan area.** SROs provide a valuable source of affordable, low-cost housing.

Responsible Agencies: Redlands Development Services Department; Redlands City Council.

Actions Needed: Current and ongoing.

Financing: Staff time.

- 7.1-6 **Launch Second Dwelling Unit Public Awareness Campaign.** During the last few years, approximately three to five second units are permitted per year and have been built in the city. To encourage greater use of this approach to producing more affordable units, the City will initiate a public awareness campaign to inform the public about the opportunity to build second units in any residential zone on a parcel with an existing single-family unit.

Responsible Agencies: Redlands Development Services Department; Redlands City Council.

Actions Needed: Initiate public awareness campaign within six months of the adoption of this Housing Element. Efforts will include developing information packets to market second-unit construction and advertising second-unit development opportunities to homeowners on the community's website and in other locations.

Financing: Staff time

Goal: Housing for Extremely Low-, Very Low-, Low- and Moderate-Income Households

PROGRAMS

7.2-3 **Determine the feasibility of using Mortgage Credit Certificates.**

Responsible Agencies: Redlands City Council or San Bernardino County; Redlands Development Services Department.

Actions Needed: Staff to contact agencies with on-going programs and determine feasibility for a program in Redlands within six months of the adoption of this Housing Element. If feasible, may be used as a companion program to Mortgage Revenue Bonds in place of Mortgage Bonds.

Financing: Staff time.

Mortgage Credit Certificates (MCCs) were first authorized by the Tax Reform Act of 1984. The act permits state and local governments to exchange some or all of their authority to issue Mortgage Revenue Bonds (MRBs) for the authority to issue Mortgage Credit Certificates. A certificate entitles first-time home buyers with incomes less than 115 percent of median income to reduce the amount of their federal income tax liability by an amount equal to a portion of the interest paid during the year on their home mortgage. Unlike the standard mortgage interest rate deduction, which is subtracted from the adjusted income before calculating income tax owed, this credit is deducted from the actual money owed. The credits are in addition to the standard deduction. By allowing qualified homebuyers to use more of their income on mortgage payments, the credit increases their effective home-buying power.

7.2-4 **Participate in the (HUD) HOME Investment Partnership Program for Multi-Family Housing.** The City of Redlands will continue to pursue HOME Investment Partnership funds in cooperation with San Bernardino County, and recommend eligible programs through the five-year Consolidated Plan. Since 2009, the City has received Community Development Block Grant (CDBG) funds and HOME funds directly, rather than through San Bernardino County; this status will revert to cooperation with the County in July 2015.

Responsible Agencies: Development Services Department, non-profit organizations.

Actions Needed: Ongoing. Staff to coordinate with County of San Bernardino, Housing and Community Development, non-profit organizations.

Financing: Staff time.

The (HUD) HOME Investment Partnership Program for Multi-family Housing replaces the State Rental Rehabilitation Program (SRRP), HUD Section 312 Program, Urban Homesteading, and HUD's Rental Rehabilitation for Entitlement Communities.

Money from the HOME program can be used for new construction, acquisition, or rehabilitation. The program emphasizes local governments working with non-profit housing development corporations. Local governments must assign 15 percent of their allocation to non-profits for rehabilitation or new construction. Local governments may also give money to private individuals.

The process for receiving grant money is based on a formula that considers the number of rental units constructed in a community before 1950 and its percentage of poor families.

7.2-8 **Implement Housing Referral and Placement Program.** Support establishment of a program for those needing housing to link with those wanting to share their homes or wishing to take advantage of the City's "second dwelling unit" ordinance.

Responsible Agencies: Redlands Development Services Department and a non-profit organization.

Actions Needed: Work with a non-profit to coordinate those wishing to supplement their income by sharing their home or creating a second unit with those in need of housing within two years of the adoption of this Housing Element.

Financing: Staff time,.

7.2-9 **Remove Constraints to Affordable Housing Development in the Downtown.** With the adoption of the revised Downtown Specific Plan (by Winter 2014), sites previously zoned C-3 and C-4 in the housing inventory (sites 58-63, Appendix B) will become mixed-use. This means that housing development will no longer require a Conditional Use Permit (CUP).

Responsible Agencies: Redlands Development Services Department.

Actions Needed: Adoption of the revised Downtown Specific Plan by Winter 2014.

Financing: Staff time.

7.2-10 **Transit-Oriented Development (TOD).** Promote TOD in Redlands by providing a 25 percent housing density/FAR bonus to development projects located within ¼ mile of the proposed Downtown Metrolink transit station. Prepare development standards for transit overlay zone around this Metrolink station; until such time that the standards are codified, allow 25 percent bonus subject to design review to ensure that development projects are pedestrian- and transit-friendly. This bonus shall be in addition to any bonus for affordable and senior housing; both the TOD and affordable/senior housing bonuses shall be applied to the maximum density/FAR permitted by the General Plan Land Use Element and the applicable zoning district where a development project is located.

The Downtown Metrolink station (between Eureka and Orange streets) is one of five planned Metrolink stations in Redlands. The ¼-mile radius around this station encompasses 942 of the identified 1,247 sites suitable for very low- and low-income units (76% of all very low- and low-income sites), and 24 percent of total identified housing sites.

Responsible Agencies: Development Services Department, City Council.

Actions Needed: Allow density bonus upon adoption of the Revised Downtown Specific Plan (Winter 2014) and incorporate detailed provisions in Zoning Ordinance within one year of adoption.

Financing: None.

7.2-12 **Lot Consolidation.** Work with San Bernardino County Housing Authority and others on identifying and developing sites for affordable housing projects. Where needed, encourage lot consolidation through various methods available to promote affordable housing development in downtown, transit areas, or other sites with suitable amenities and services.

Responsible Agencies: Development Services Department

Action Needed: Using the sites inventory in this Housing Element, Development Services Staff will maintain an inventory of available sites for affordable housing development and identify areas where lot consolidation would increase opportunity and likelihood of affordable housing development. Work with San Bernardino County to identify appropriate tools for lot consolidation as needed.

Financing: Staff time.

7.2-13 **Incentive for Private Land Assembly.** Amend the zoning ordinance to provide a density bonus for assemblage of lots where the total assembled lot acreage is one acre or greater and at least 15 percent of units are made affordable to extremely low, very low, or low income households. The bonus shall be determined so as to provide an additional incentive beyond that provided by the State-required density bonus, while ensuring that other development standards can still be met.

Responsible Agencies: Development Services Department

Actions Needed: Within one year of adoption of the Housing Element staff will determine the appropriate bonus based on an analysis of qualifying sites and their existing allowable density, and update the Zoning Ordinance accordingly.

Financing: Staff Time.

Goal: Housing for Special Needs Groups

PROGRAMS

7.3-8 **Assess and Address the Housing Needs of Large Families and Overcrowded Households.** While Census data suggests that overcrowding is not a significant issue for the City of Redlands, these conditions may be underreported. Community members and non-profit organizations active in Redlands state that economic conditions have resulted in many cases of multiple families occupying single units, resulting in overcrowded conditions. Given the conflicting information, in order to better assess the current conditions and the need for larger family housing, the City will conduct a study of overcrowding and make policy recommendations for City Council consideration. Recommendations could include amending the City's Residential Development Allocation point system to include a bonus for affordable units that can support large families (units with four or more bedrooms).

Responsible Agencies: Redlands Development Services Department

Actions Needed: Staff to develop study methodology and initiate program within 18 months of Housing Element adoption. Methods could include conducting surveys and collaborating with organizations such as the Family Service Association of Redlands, who serves this population.

Financing: Staff time.

Other programs in this Housing Element aimed at helping families move out of shared units and into appropriately sized and priced housing can also mitigate overcrowded conditions. These include 7.2-2, 7.2-3, 7.2-5, 7.2-6, and 7.2-8.

Goal: Mitigation of Constraints on Housing Development

PROGRAMS

- 7.4-1 **Update the Zoning Ordinance to include standards for congregate housing in Medium Density areas designated on the General Plan Diagram.**
- Responsible Agencies:** Redlands Development Services Department; Redlands City Council.
- Actions Needed:** Current and ongoing.
- Financing:** Staff time.
- 7.4-3 **Evaluate Development Fees.** Development fees should be evaluated on a biennial basis to ensure they accurately reflect the fair-share costs of mitigating impacts from new development projects. The City Council may assist senior and low-income housing projects by assisting in payment of fees through use of Community Development Block Grant Funds or other available funds. Impact fees are paid either by the non-profit/developer, or a grant or program.
- Responsible Agencies:** Redlands City Council.
- Actions Needed:** While fee evaluation is ongoing, fees will be continue to be evaluated on a biennial basis within one year of the adoption of this Housing Element. Fees are increased to reflect cost of living increases.
- Financing:** Staff time.
- 7.4-11 **Evaluate and Revise Zoning Standards.** The City currently evaluates and amends zoning standards to reflect current needs. This should be continued.
- Responsible Agencies:** Development Services Department.
- Actions Needed:** Continue current practice, on-going.
- Financing:** Staff time.
- 7.4-13 **Change Zoning Ordinance to Allow Group Homes of Six or Fewer Residents (Zoning Ordinance Change).** State law requires that group homes of six or fewer residents shall be allowed in all residential zones districts. While the City applies State Law, the current Zoning Ordinance states that group homes of this size require a CUP and needs to be amended.

Responsible Agencies: Development Services Department; Redlands City Council.

Actions Needed: Modify or delete this zoning code text within 1 year of the adoption of this Housing Element.

Financing: Staff time.

7.9 Additional Programs

7.9-1 **Augment Density Bonus.** While cities must at least have density bonus provisions that comply with State law, they are at liberty to provide incentives above and beyond those mandated by the State. The City will consider incentives beyond State law and will also consider offering bonuses to specifically encourage denser development in proximity to planned Metrolink stations in addition to the Downtown station, where the City is already looking to implement a density bonus.

Responsible Agencies: Redlands Development Services Department; Redlands City Council.

Actions Needed: Actively pursue augmentation of the density bonus within one and a half years of the adoption of this Housing Element. Additional incentives will be analyzed to make sure that they do not undermine the affordability provisions of State density bonus law.

Financing: Staff to administer program.

7.9-2 **Evaluate Allowing Residential Uses in C-1 Neighborhood Stores and C-2 Neighborhood Convenience Center Districts.** Currently, these districts do not allow residential uses, although mixed-use development may be appropriate in some of the C-1 and C-2 zones.

Responsible Agencies: Redlands Development Services Department; Redlands City Council

Actions Needed: Actively pursue amending the zoning code to add residential uses as a use permitted subject to a Conditional Use Permit in the C-1 and C-2 zones within two years of the adoption of this Housing Element.

Financing: Staff time.

7.9-3 **Explore Mixed-Use Development Possibilities for Redlands Metrolink Stations.**

Responsible Agencies: Redlands Development Services Department; Redlands City Council.

Actions Needed: Actively pursue amendments to the General Plan and Zoning Ordinance, to permit high density residential uses (including mixed uses) in proximity to the proposed rail stations identified in the Redlands Passenger Rail Study. This should be done as part of the comprehensive update of the General Plan currently underway and within three years of the adoption of this Housing Element.

Financing: Staff time.

7.9-4 **Evaluate Initiating a Ballot Measure to Allow Carryover of Unused Building Permit Allocations From Year to Year.** Proposition R and Measure N established a limit of four hundred (400) dwelling units that could be built in any one calendar year. The original number was established based on a historical average of dwelling units per year. Proposition R and Measure N prohibit the carryover of unused dwelling units from year to year. While this will not necessarily prohibit the City from meeting its current housing goals, it may be required to exceed the 400 unit cap at some point in order to meet the goals if the development activity were to remain low for an extended period of time during this Element's time period.

Responsible Agencies: Redlands City Council

Actions Needed: Hold a public hearing to consider initiating an amendment to Measure N. This public hearing will be held in time to get the amendment on the ballot for the November 2016 election.

Financing: Staff time and funding City Election