

City of
REDLANDS
STRATEGIC PLAN
FY 22 - 23 through FY 27 - 28



REDLANDS

TABLE OF CONTENTS



Redlands Strategic Plan
FY 22 - 23 through FY 27 - 28

Mayor's Message	3
City Council	3
Letter from the City Manager	4
Mission, Vision and Values	5
Multi-Year Strategic Priorities	6
Priority A: Quality of Life	7
Priority B: Public Health and Safety	11
Priority C: Equity and Inclusion	16
Priority D: Sustainability	19



REDLANDS

MAYOR'S MESSAGE



Redlands Strategic Plan
FY 22 - 23 through FY 27 - 28

The City of Redlands, its elected officials, its management team and its employees take seriously the stewardship entrusted to us for the City's resources along with the City's rich history and the promise of a bright future.

This strategic plan is an essential tool in understanding who we are, who we want to be and – importantly – how we get there! But a plan alone won't get us anywhere. It is only a starting point. Its success depends on all of us working together – City Council, City staff and our residents – to implement the plan, report and evaluate its progress and make the adjustments necessary to continue moving the City of Redlands forward.

I want to thank my City Council colleagues for their thoughtful vision for our future and City Manager Charlie Duggan and the Executive Team, as well as the consultants from BerryDunn for taking that vision and creating this living document.

And I want to thank you, the residents, for participating and sharing your dreams and aspirations for what Our Town is and all that we can be.

Sincerely,

A handwritten signature in black ink that reads "Paul Barich".

Mayor Paul Barich



Paul Barich
MAYOR

City Council

The City Council is dedicated to responding to the changing needs in our community and to ensuring that Redlands remains a distinctive place in which to live and work. The City of Redlands is a general law city incorporated in 1888. It is governed by the City Council/City Manager form of government. The City Council consists of five representatives chosen by district by the electorate. The Mayor and Mayor Pro Tempore are then elected by the Council. The Mayor and Council set policy, enact legislation, and adopt the budget under which the city operates. The City Manager, appointed by the Council, is the chief administrator of the City.



Eddie Tejada
MAYOR PRO TEM



Denise Davis
COUNCIL MEMBER



Jenna Guzman-Lowery
COUNCIL MEMBER



Mick Gallagher
COUNCIL MEMBER

REDLANDS

LETTER FROM THE CITY MANAGER



Redlands Strategic Plan
FY 22 - 23 through FY 27 - 28

Dear Citizens of Redlands

I am proud to present the City of Redlands six-year Strategic Plan for FY 2022-23 through FY 2027-28. More than a blueprint for City operations, this Strategic Plan is an aspirational endeavor for the future of Redlands and a framework for achieving our vision for the community: “a connected, conscientious, safe community with a small town feel in which all people and businesses can thrive.”

While your City government continues with a clear focus on delivering excellent service each and every day, this document represents our commitment to work at a higher level of operation to expand and achieve Redlands’ full potential.

This Strategic Plan resulted from a collaborative process that engaged our community. We invited you, our residents and businesses, to let us know how we are doing, to share your ideas and to envision the future of Redlands. We reached out and met with a wide array of community stakeholders, including residents, community organizations and service clubs, business groups, educators, faith-based communities and churches, minority groups, youth organizations, labor groups as well as our own advisory boards and commissions and City staff.

We took what we learned from all of you and presented those findings to our City Council, who honed in on the vision and goals for the City and guided this effort to outline a mission, a vision, core values and strategic priorities. This plan is a living document that will focus our energy and resources, ensure that City officials and staff are working toward common goals, establish consensus around intended outcomes and allow us to regularly assess and adjust the organization’s direction in a changing environment.

I would like to thank Mayor Barich and the City Council for their support and leadership in this process. I would also like to recognize the members of the City’s Executive Leadership Team for their thoughtful and conscientious contributions to this plan. Finally, I would like to recognize our steering committee and our partners at BerryDunn who participated in countless meetings and approached the project with diligence and seriousness of purpose and a healthy dose of good humor.

In Redlands, we realize that by stretching ourselves we reach new levels of excellence. We also realize that striving to be perfect, although unachievable, can still be a useful target which prompts us to ask “What are we doing on our journey toward perfection?” This plan represents the next step on that journey.

Sincerely,

A handwritten signature in cursive script that reads "Charles M. Duggan Jr.".

Charles M. Duggan, Jr.



Charles M. Duggan Jr.
CITY MANAGER



REDLANDS

MISSION, VISION AND VALUES



Redlands Strategic Plan
FY 22 - 23 through FY 27 - 28

Mission

“Providing superior services to elevate the quality of life, to cultivate community and encourage a thriving economy while preparing for the future.”

Vision

“In Redlands, we envision a connected, conscientious, safe community with a small town feel in which all people and businesses can thrive.”

Redlands City Values

We strive for excellence and are innovative

We aim to deliver the best service possible and measure quality outcomes and results.

We strive to exceed expectations and to bring out the best in each other.

We are flexible and adapt to the ever-changing needs of our community.

We seek traditional as well as non-traditional solutions and embrace creativity.

We are fiscally responsible

We take seriously financial stability and our stewardship in carefully managing and constantly ensuring the best use of all public funds and other resources.

We seek sustainability

We pursue sustainability as the key to optimal use of all resources.

We measure progress through improvement to the health and well-being of our residents, environment, and local economy.

We are responsive

As public servants **we** exist to serve Redlands citizens and to exceed expectations. That is and should always be **our** constant focus.

We listen, are empathetic and take appropriate action.

We pursue good and timely solutions, and are alert to modifying strategies in response to unintended consequences.

We are fair, honest, and act with integrity

We align our values, words and actions.

We are honorable, trustworthy and sincere.

We consistently go not just beyond the legal minimum to do what is right, but strive for the highest moral and ethical behavior.

We are accountable and make sound decisions based on clear rationale

We take responsibility for our decisions and actions.

We are accountable to our community and to each other so that future generations will have as many opportunities available to them as we do today.

We encourage and practice servant leadership.

We treat everyone with respect

We acknowledge the dignity of every employee, citizen, resident, and visitor in our City.

We work actively to eliminate barriers to full participation in community life.

We conduct City business with courtesy, civility, and respect.

We embrace diversity and inclusiveness

We value the strengths that result from varied experiences, ideas and perspectives.

Our collective histories, both employee and citizen, and natural setting create the fabric that makes Redlands a special place to live, work, and play.

We communicate openly, clearly and frequently

We seek shared understanding with our community and across City organizations.

We are engaged and our interactions are meaningful.

We engage in participatory governance and transparent processes.

We strive to create a culture of collaboration that encourages innovation, sharing of resources, and jointly shared accountability for results.

We take pleasure in the work we do

While maintaining a professional environment, **we** recognize the importance of building and maintaining an enjoyable workplace that will attract and retain employees.

We value a sense of humor and remember not to take ourselves too seriously.

REDLANDS

MULTI-YEAR STRATEGIC PRIORITIES



Redlands Strategic Plan
FY 22 - 23 through FY 27 - 28

A Quality of Life

PRIORITY Ensure Redlands continues to be a vibrant community that honors its heritage and provides a broad range of opportunities to live, work and play.

B Public Health and Safety

PRIORITY Enhance services and programs so that all community members are safe, sheltered and have access to Redlands' core services.

C Equity and Inclusion

PRIORITY Cultivate wide-ranging community engagement and a work force that strives to ensure everyone in the community has access to City services and facilities.

D Sustainability

PRIORITY Preserve and protect what makes Redlands special by maintaining core services, infrastructure and community values.





Current State

Redlands is imbued with a cultural richness that comes from its historical background, its social diversity, an active contemporary art scene and a varied business community that consists of retail, entertainment, manufacturing, health care, education, technology and logistics. The City's physical setting, iconic architecture and citrus heritage have all contributed to the community's development in ways that are evident in its historic districts, characteristic structures and neighborhoods, its greenbelt and working private and municipal citrus groves. The community's long tradition of celebrating arts and culture remains strong through its festivals— such as the Redlands Bowl Summer Music Festival, Redlands Theatre Festival and Redlands Art Festival—and the eclectic public art that documents its history of agriculture, commerce, architecture, creativity and civic pride.

Redlands' unique pride of place is exemplified by the many philanthropic contributions to the community including the A. K. Smiley Public Library, the Redlands Bowl, Heritage Park, Lincoln Memorial Shrine and many others. Redlanders also take pride in their community and the distinct neighborhoods that define the City. Redlands' history remains strongly visible in the form of mature street trees, citrus groves and exquisitely detailed historic buildings. Many Redlands residents feel strongly about preserving the community's rich agricultural heritage and architectural character. There are some physical challenges to unity in the city: sections of the community are divided by Interstate 10 and Highway 210, which contributes both in fact and in perception to a lingering north/south division with roots in historic cultural, racial, ethnic and economic factors. With the City's active civic cultures, residents are interested in creating more opportunities to nurture a stronger and more cohesive community, embracing diversity and social interaction, and ensuring that a physical and cultural environment with ample gathering places and community-wide events exists to foster these qualities. Residents want to embrace the qualities that make their neighborhoods special—including landmarks, art, cultural events, gathering places, activity centers, as well as the size, scale, and architectural features of buildings—in order to preserve and strengthen their identities. Community members seek stronger linkages between neighborhoods to ensure that no part of the community feels isolated or neglected and that the entire City is connected as a whole.

Redlands provides opportunities to promote the health of its residents with its park and trail system, its recreational areas, and community centers that help promote active lifestyles for residents of diverse ages and abilities. The Redlands community takes advantage of these features to organize events such as A Run Through Redlands, the Redlands Bicycle Classic and the Believe Walk that provide opportunities to enjoy the outdoors and socialize with fellow residents.

The City has charted a path of fiscal responsibility while expanding services to its residents. It has embraced technology to improve efficiency in delivering those services. The diversity of Redlands' business community has made the economy more resilient in the face of downturns. The City boasts a vibrant Downtown, which provides retail, services, restaurants, entertainment, arts and civic spaces in the heart of the community. Our vibrant business community provides opportunities for work in addition to play.





Future State

Redlands recognizes the importance of preserving our community's rich agricultural heritage and architectural character. The City is committed to the preservation of our historic citrus groves. We continue to protect and value our historic districts, distinctive neighborhoods and the philanthropic contributions throughout our community. Redlanders believe in nurturing a stronger and more cohesive community that embraces diversity and social interactions. The City has enhanced community-wide events that reflect Redlands' diversity and shifting demographics. Redlands is a cohesive and connected community that surpasses physical barriers. The community is unified and provides opportunities that consider all cultural, racial and socio-economic factors in order to provide access and opportunities to our diverse residents and businesses. Redlands' improved parks and open spaces provide accessible opportunities for everyone in the community to enjoy trails, parks and an active, healthy lifestyle. Our business community is vibrant, diverse and resilient and provides opportunities for residents to live and work right here in Redlands.





Ensure Redlands continues to be a vibrant community that honors its heritage and provides a broad range of opportunities to live, work and play.

Strategic Objectives

1. Beautification, Arts and Culture

- Enhance community events to better reflect Redlands' diversity and demographics.
- Create a strategic vision for the arts within the community.
- Ensure that the Redlands Bowl remains a vibrant cultural centerpiece for the City by updating and modernizing Bowl facilities.
- Enhance the Art in Public Places Program.

2. Economic Vitality

- Implement electronic plan review and permitting process.
- Increase accessibility to businesses and essential services through improvements to mobility and parking.
- Implement policies and programs to expand the City's affordable housing opportunities.
- Encourage redevelopment efforts in the transit corridor (i.e. University Village and mall site).

3. Historic Preservation and Small Town Feel

- Adopt Historic Design Guidelines to assist property owners with improvements to historic resources.
- Expand historic surveys to include areas that were not previously surveyed and properties with historically eligible buildings built in the 1950s and 1960s.
- Promote the City's historic preservation programs through new user-friendly educational materials.

4. Parks, Recreation and Open Space

- Develop an assessment and improvement plan for City parks and open spaces that includes adherence to industry standards.
- Promote awareness of recreational opportunities through a Citywide recreation newsletter.
- Enhance recreational program opportunities



Outcome Measure Examples

- Seek and support three new community events that reflect Redlands' diverse community.
- Adopt an Arts Master Plan.
- Redlands Bowl
 - Install new sound and lighting system.
 - Replace bench seating.
 - Aesthetically improve the Prosellis.
- Fund an art-on-loan program to complete the installation of art pieces at the designated locations within the City.
- Electronic Plan Review and Permitting processes implemented.
- Reduce time frames for plan review by 30%.
- Increased accessibility to businesses and essential services through improvements to mobility and parking.
- Implementation of a wayfinding sign program to direct the public to parking facilities to increase utilization of available parking lots and garages, with a goal of increasing occupancy of underused lots/garages by 50%.
- Adopt strategies to promote development of affordable housing units, which may include fee waivers, density bonuses, inclusionary housing requirements, and streamlining of Accessory Dwelling Unit (ADU) construction, with the goal of adopting three new strategies and/or programs.
- Work with developers to secure entitlements to redevelop the 12 acre Redlands Mall site and the 16 acre University Village site south of the University of Redlands campus, to provide new commercial and residential opportunities that support the community and local economy.
- Increased community satisfaction with the City's parks and open spaces, as measured periodically through a citizen survey.
- Recreational program offers expanded by 25%.



Current State

The City of Redlands is a full-service City that, in addition to providing police and fire services, operates its own water and wastewater utilities, cemetery, airport, landfill and solid waste services.

For more than 90 years, the City of Redlands has been in charge of providing high quality drinking water to more than 75,000 local residents. By supplying a blend of local groundwater, local surface water, and imported water from the State Water Project, Redlands Municipal Utilities & Engineering Department is able to meet the daily demands of these customers.

As Southern California often faces the challenges of prolonged droughts that strain water supplies, improving water conservation is becoming more important. The City of Redlands maintains a robust Water Conservation effort that includes non-potable water systems, commercial and residential watering restrictions, conservation programs, drought tolerant landscaping and education programs.

The City's Wastewater Treatment Plant, originally built in 1962, treats an average of six million gallons of wastewater daily. In the last 60 years, multiple upgrades to the existing infrastructure and new construction have taken place. In 2019 the City embarked on an assessment and developed a plan to implement immediate and long-term improvements to the plant. The current two-phase expansion project produces high-quality water at half the energy cost and will satisfy stringent air quality regulations and reduce the use of natural gas. The City is currently in a design phase for a project that will address additional required upgrades to all critical areas to keep up with regional growth. Over the next five years, the City of Redlands is slated to begin and complete upgrades to 12 treatment plant processes that will secure a sustainable and innovative approach to wastewater treatment.

The California Street Landfill is owned and operated by the City of Redlands. The County of San Bernardino began waste disposal operations at the site in 1963. In 1970, the City took possession of the site and continued waste disposal operation. In 2017, the City Council adopted a new solid waste rate structure, which included funding designated for capital improvement projects and the purchase of more efficient landfill equipment. Many routine alterations and additions to the landfill infrastructure and equipment have occurred throughout City ownership of the landfill; however, the recent rate adjustment provided the most significant positive impact on the landfill of the last 25 years. Landfill airspace, the amount of remaining space available for waste, is limited by the size of the site and its design. The more debris that is received, the faster that airspace is consumed.

Proactive measures by the City to improve the life expectancy of the landfill, including equipment upgrades and operational changes, have increased the usable capacity of the landfill by 42 percent, saved approximately \$8.5 million in avoided soil purchase import costs over the life of the landfill, and provided annual savings in equipment and operator costs of \$63,000 annually. In 2012, the City received a report indicating that the landfill would reach its capacity in the year 2042. With the recent improvements, the life of the landfill has been extended another 11 years to 2053. Improvements to the California Street Landfill ensure that this valuable asset will continue to serve Redlands residents for many more years.

The City has met and exceeded all required state mandates outlined in SB1383. The City of Redlands began offering food waste collection for commercial businesses in 2016 and a voluntary drop-off program for residential customers in September 2021.

Over the next few years significant improvements are planned to the landfill collection and control systems that will accommodate new and existing environmental regulations.

New residents to Redlands often cite safety as one of their primary reasons for moving to Redlands and longtime residents say it is one of the reasons they stay. The City's police and fire services are exemplary and enjoy tremendous support from the community. Under local control, the community is ensured that its public safety services focus on the priorities of the community and remain dedicated to local service. In recent years, the City dedicated funding to modernizing and upgrading both Police and Fire vehicles and equipment. The City has identified the need for new public safety facilities. Currently the Police Department operates out of multiple locations, each of them inadequate to the department's needs. The City is in the process of purchasing an existing commercial site that will be converted to a modern Police facility. The City is also exploring plans for new Fire stations, strategically located throughout the City to address the growth in population and both residential and commercial/retail buildings.

PRIORITY B

PUBLIC HEALTH AND SAFETY



Redlands Strategic Plan
FY 22 - 23 through FY 27 - 28

In 2021, the annual Point-In-Time-Count of unsheltered individuals identified Redlands as the City with the third highest population of individuals experiencing homelessness in San Bernardino County. The issue of homelessness is a multifaceted problem that affects the individuals involved as well as other residents, visitors and local businesses. For many years, the City has addressed the issue with limited resources including dedicated police teams and partnerships with social service agencies and non-profits to provide resources and services to the homeless while addressing the concerns of businesses and residents. A Homeless Emergency Aid Program (HEAP) grant provided for two Community Outreach Coordinators and additional resources until the grant ended in March 2021. Periodically the City partners with other agencies to perform cleanups of multiple encampments on state and county land. None of these efforts addressed the scale of the problem facing the City and those individuals affected. In November 2021 the City Council approved an MOU with two non-profits and a joint application to participate in the Homekey Grant Program. If successful, the City will convert an existing 99-unit hotel into permanent supportive housing for families and individuals experiencing homelessness that incorporates an all-inclusive model framework of wrap-around support provided by local partner agencies.

Future State

Redlands remains committed to providing safety, shelter and excellent core services to the residents and businesses in our community. Our city recognizes that in order to provide excellent core services, sustainability and water conservation must continue to be a priority. We have completed upgrades to 12 water treatment plant processes to secure sustainable and innovative ways to treat wastewater. Our City has also invested in more efficient landfill equipment that allows us to continue to increase capacity at the California Street Landfill. These efficiencies have enabled Redlands to continually extend the life expectancy of the site and increase landfill airspace. Significant improvements to the landfill's collection and control systems have also been completed. With these improvements, Redlands is proud to be able to meet all new and existing environmental regulations. We are also proud of our continued excellence in public safety services to our community. Our Police Department is now housed in a modern facility that allows our officers to better respond to and support the community. We have also focused on locating fire stations throughout our growing community. Our firefighters are now better equipped to more quickly respond to calls throughout the City. Our community is not only even safer, but more sheltered. The success of the Homekey Grant Program allows Redlands to provide shelter and wrap-around services to families and individuals experiencing homelessness.





Enhance services and programs so that all community members are safe, sheltered and have access to Redlands' core services.

Strategic Objectives

1. Water/Wastewater/Solid Waste

- Complete Wastewater Treatment Plant Phase 2 Project Construction.
- Reduce non-revenue water (water loss) by 25%.
- Complete California Landfill flair upgrade project to ensure facility compliance.

2. Police

- Complete steps to prepare for construction of a police station.
- Reduce public safety response times by 10%.
- Evaluate public safety workforce to determine if staffing levels are consistent with population growth. Develop a plan for workforce growth based upon results.

3. Fire

- Complete process for the construction of additional fire stations which will maintain critical response times based on the distribution and concentration of resources and ensure that service levels are being maintained based on call volume impacts, community growth and development
- Provide additional emergency response personnel to ensure an effective response force is maintained to meet City development and population growth.
- Determine current and projected administrative staffing needs. Develop and implement administrative growth based upon findings.

4. Homelessness

- Develop and implement a method by which to measure the success of the Homeless Housing Plan.
- Develop methods to reduce and prevent homelessness.

Outcome Measure Examples

- Wastewater Plant upgrades completed.
- Improved police response time to emergency calls for service.
- Police staffing plan developed.
- Steps for construction of new public safety facilities are identified
- Locations for additional fire stations identified and procured.
- Fire staffing plan developed.
- Steps for construction of additional fire stations identified.
- Method developed to measure success of the Homeless Housing Plan



Current State

The City of Redlands Communications and Community Relations Office provides outreach through various methods and platforms to provide information regarding City operations, programs and events to all segments of the community. Current communication methods include a variety of social media platforms and pages that combine to reach more than 27,000 followers; the City’s website, which saw more than 690,000 individual visits in 2021 alone; Redlands TV government access channel which, in addition to televising City Council and Planning Commission meetings, produces videos in house regarding a wide variety of City programs and functions as well as a community bulletin board; and a variety of periodic publications and outreach efforts to inform the public about individual department operations. The Communications and Community Relations Office also provides frequent information to a variety of local and regional media.

The City of Redlands Human Resources Division develops and administers programs designed to increase the effectiveness of staff and the organization. Human Resources staff facilitates the recruitment and selection, development and retention of individuals to promote a talented, diverse and inclusive workforce with the goal of representing the community we serve. Currently, the City recruits through various electronic means and websites that reach a large group of individuals. The City has implemented training on gender identity, inclusion and bias for all new employees and recognizes the need to increase the education of our workforce to ensure equity and inclusivity. Our current workforce demographics are 49.3% White, 32.1% Hispanic, 2.4% Black, and 2.18% Asian, with the remaining personnel listed as other or undisclosed. Additional efforts are needed to help bring the overall workforce in line with the demographics of our surrounding area. The City is implementing policies and practices that reflect a conscious effort to ensure equity of access and services and further ensure the equitable treatment of all people.





Future State

The City of Redlands recognizes the importance of community engagement with Redlands stakeholders to ensure the City's initiatives are properly communicated to them. Moreover, the City recognizes the importance stakeholders play in the development of these initiatives to ensure the City's vision aligns with the vision of the community. It is only through this collaboration that stakeholders can ensure the City is not only hearing the needs and wants of the community, but also that the City is implementing policies that promote the Redlands where they desire to live and work. In order to increase outreach to a greater segment of the community, the Communications and Community Relations Office has implemented a strategic communications and engagement plan that serves as a guide for the City in its pursuit of forward thinking initiatives and explains what Redlands stakeholders can expect from the City. It establishes the structure for communication and engagement of stakeholders in the development of initiatives and identifies strategies for seeking out involvement and establishing measureable goals to determine the success of the City's collaborative efforts with stakeholders. Finally, it serves as a living tool for community engagement that may be followed in the development of any City goal, objective or initiative.

The City of Redlands understands the importance of providing an environment where diversity, equity and inclusion are key considerations in the recruitment and retention of a talented workforce that reflects the community it serves and brings a variety of perspectives to citywide decision making. Continually implementing policies and procedures that provide access and equity for applicants, residents and staff is imperative in maintaining the representation of the workforce. Job descriptions, personnel rules and regulations, and recruitment strategies are reviewed regularly and evaluated to determine bias or adverse impact. The City engages in targeted recruitments to increase the diversity of our applicant pools and ensure that the workforce reflects the demographics of the City's population. The City's workforce is trained regularly on topics specific to equality, bias, gender identity, harassment and inclusion. This training provides a culture that is focused on valuing employees and providing an environment where different perspectives can be shared openly. The City engages in workforce strategies that include initiatives to create a diverse and inclusive workplace in a sustainable way.





Cultivate wide-ranging community engagement and a work force that strives to ensure everyone in the community has access to city services and facilities.

Strategic Objectives

1. Communication and Engagement

- Evaluate alternative and/or additional means of communication to help ensure all parts of the community have the opportunity to receive, understand and participate in City life.
- Develop centralized messaging, outreach and awareness campaigns that focus on identifying and reaching all residents within the community.

2. Workforce

- Provide diversity, equity and inclusion (DEI) training for all City staff.
- Recruit, hire and train a diverse and inclusive workforce that represents the community.

Outcome Measure Examples

- Develop and implement a Communications Plan by December 31, 2022.
- Method established to measure effectiveness of City's communication methodology to provide baseline for improvement in future years.
- 100% of City staff receive initial DEI training by December 31, 2023.
- Comprehensive employee training plan developed.
- Establish baseline metrics for current staffing demographics in comparison to community.
- Identify gaps or areas of focus for future recruiting, hiring and training.
 - Develop plan to address the identified gaps.
- Increased diversity of City workforce.



Current State

A sustainable city is one that ensures a livable environment for its residents over the long term through thoughtful stewardship of its resources, including financial resources.

For more than a decade following the Great Recession of 2008 the City of Redlands worked diligently to implement sustainable fiscal and financial policies, including consistently balanced budgets, based on recurring revenue sources and sound management, focusing on core services and capital needs, building healthy reserves and reducing debt.

In the spring of 2020, the COVID-19 pandemic created not only a public health crisis but a financial crisis for local governments. Working essentially in emergency-response mode to prevent the spread of COVID-19 while also providing municipal services in pandemic conditions, the City of Redlands drastically reduced its budget and staffing levels in response to the impact COVID had on its revenue streams and the impact it had on taxpayers. By June of 2021 when the City Council approved the Fiscal Year 2021-2022 budget, however, the City's fiscal picture was quite different. Revenues began approaching pre-pandemic levels and Redlands voters approved a one-cent sales tax. The City began restoring staffing levels and resources in areas such as Police, Fire, Library and Facilities.

Additionally, the City not only restored previous cuts, it also enhanced services in the areas of public safety and general infrastructure needs.





Future State

The budgeting process is one of the most important activities a City undertakes. In order to align the City's resources with the future vision for the community, the City developed a Biennial Budgeting process that links objectives to the resources necessary to accomplish them, sets meaningful objectives with realistic timelines for completion and incorporates a multifaceted approach toward developing the strategic vision for Redlands, including this Six-Year Strategic Plan and regular Citizen Satisfaction Surveys. The City continues to consider the long-term extent of the economic impact resulting from the COVID-19 pandemic and the effects of CalPERS investment earnings/losses and potential policy changes they would have on future pension costs. The revenues from Measure T, post-pandemic economic gains and the strategic planning process have positioned the City to provide the services and programs valued by the community.

The City understands the need to be a competitive employer and maintain a sustainable workforce to ensure its future success. The City provides an environment where employees feel engaged and encouraged and have opportunities for growth. The City's onboarding program for new employees begins that engagement from day one. The year-long onboarding program is centered on acclimating new employees to their roles and the City's culture, giving employees a sense of belonging and commitment to the City and increasing retention. As part of the City's efforts to maintain its workforce and develop a succession plan, the City has created a focus on training and professional development for staff that increases engagement of employees at all levels, improves employee skill levels, enables career progression and results in employees who stay longer with the City and minimizes the institutional knowledge loss when long-term employees transition out of the organization.





Preserve and protect what makes Redlands special by maintaining core services, infrastructure and community values.

Strategic Objectives

1. Fiscal

- Develop a Long-Term Financial Plan that sustains core services and programs and helps prioritize funding for new initiatives.

2. Environmental

- Expand the non-potable water system
- Develop a landscape ordinance to provide guidelines for commercial and residential properties to include drought tolerant or water conservation landscaping measures.

3. Infrastructure

- Develop and implement Water and Wastewater Utility Master Plans to ensure facilities are improved and maintained to meet the needs of our expanding community
- Engineer and construct transportation facilities to accommodate all potential users – motorists, cyclists and pedestrians
- Develop a facilities capital improvement program to ensure that adequate funding is planned for industry standard maintenance.

4. Workforce

- Create an onboarding plan for new employees.
- Create an employee retention plan that addresses career development and mid-career development.
- Create a succession plan that addresses knowledge transfer.

5. Climate Change

- Explore City initiatives to address the effect of climate change.

Outcome Measure Examples

- Long-Term Finance Plan developed.
- Four additional miles of nonpotable water system constructed by December 31, 2024.
- Water and Wastewater Utility Master Plans developed and implemented
- Landscape Ordinance adopted by December 31, 2023.
- Facilities capital improvement program developed.
- Onboarding program developed and implemented for new employees by January 2023.
- Employee Retention and Succession Plan Developed and Implemented by December 31, 2024.
- Comprehensive climate change briefing delivered to the City Council by December 2023.

Redlands City Values

We strive for excellence
and are innovative

We are fiscally responsible

We seek sustainability

We are responsive

We are fair, honest, and
act with integrity

We are accountable and
make sound decisions
based on clear rationale

We treat everyone with respect

We embrace diversity
and inclusiveness

We communicate openly,
clearly and frequently

We take pleasure
in the work we do

