

NOTICE OF SPECIAL MEETING CITY COUNCIL CITY OF REDLANDS, CALIFORNIA

In accordance with California Government Code Section 54956, Mayor Paul Foster has called a special meeting of the City Council of the City of Redlands to be held on **September 29, 2016 at 5:00 p.m.** in the Council Chambers, Civic Center, 35 Cajon Street, Redlands California, for the following purpose:

PLEASE NOTE: *Anyone desiring to speak on an agenda item at this meeting may do so during the consideration of that item. Speakers are encouraged to turn in a "Speaker Sign Up Sheet" before the meeting is convened. However, completion of speaker forms is not required to speak before the City Council. Please do not disturb the City Clerk or his assistant while a meeting is in progress. Forms are available prior to the meeting in the Office of the City Clerk or in the Council Chambers during the meeting. Due to time constraints and the number of persons who may wish to give oral testimony, time restrictions are placed on oral testimony. You may wish to make your comments in writing to assure that you are able to express yourself adequately. Comments will be limited to three minutes.*

A. Call special meeting of the City Council to order

B. Public Comments

(At this time, the City Council and Agency Board will provide an opportunity for the public to address them on any subject, within the jurisdiction of the City Council, which is not already scheduled on this agenda. However, any matter that requires action will be referred to staff for a report and possible action at a subsequent Council meeting. Please limit your comments to three {3} minutes.)

C. City Council Strategic Plan Update

Discussion and possible action relating to the City of Redlands 2014-2017 Strategic Plan

1. Introduction (Mayor Foster)
2. Status of Strategic Plan Objectives (Assistant to the City Manager McConnell)
3. Priority Focus Area Review and Discussion (Mayor Foster)
 - a. Fiscal Accountability
 - b. Economic Development
 - c. Infrastructure
 - d. Land Resource Management
 - e. Safety and Community Services

D. Adjournment

Ceri Dowsett, Management Analyst
Office of the City Manager

Dated this 27th day of September, 2016.

If you challenge any proposed development entitlement listed on this agenda in court, you may be limited to raising only those issues you or someone else raised at the public hearing described in this notice, or in written correspondence delivered to the City Council at or prior to this public hearing.

Anyone desiring to speak at this meeting is encouraged to turn in a "Speaker Sign Up Sheet" before the meeting is convened. Please do not disturb the City Clerk or his deputy while a meeting is in progress. After the meeting has convened, you may submit the speaker form to the Municipal Utilities and Engineering Director. Forms are available prior to the meeting in the Office of the City Clerk or in the Council Chambers during the meeting. Please limit your comments to three minutes.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact Jason Montgomery, of Municipal Utilities/Engineering Department at (909) 798-7584 ext. 5. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

(28 CFR 35.102-35.104 ADA Title II)

Any writings or documents distributed to a majority of the City Council regarding an open session agenda item less than 72 hours before this meeting are available for public inspection at the City Clerk's Office.

Staff reports or other written documentation relating to items referred to on the agenda are available at the A. K. Smiley Public Library, 125 West Vine Street, Redlands, California, and on the City's website referenced below.

Meetings are televised live on Redlands TV Channel 3 (Time Warner) and Channel 35 (Verizon) and re-broadcasted at 7:00 P.M. the following Wednesday, Friday and Sunday; and at 9:00 A.M. Thursday, Saturday and Monday. Agendas, staff reports and minutes of the City Council and the Board of Directors of the Successor Agency to the former Redevelopment Agency of the City of Redlands are available on the Internet:

<http://www.cityofredlands.org>

CITY COUNCIL COMMUNICATION

SUBJECT: STRATEGIC PLAN PROGRESS REPORT

BACKGROUND:

Through a series of priority planning workshops facilitated by The Consulting Team in 2013 and 2014, the City Council established the following Vision Statement and Priority Focus Areas for the City covering the 3-year period beginning July 1, 2014, through June 30, 2017.

Vision Statement

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

Priority Focus Areas

- Fiscal Accountability
- Economic Development
- Infrastructure
- Land Resource Management
- Safety and Community Services

Subsequently, a Strategic Plan was developed with staff’s input that defined specific goals and objectives in support of the five Priority Focus Areas. On July 1, 2014, the City Council adopted Resolution No. 7421 approving the 2014-2017 Strategic Plan.

At the Special Meeting of April 28, 2015, staff provided the first progress report outlining the status of Strategic Plan objectives scheduled for Fiscal Year 2014-2015. The Special Meeting produced several Council Member proposed modifications to the Strategic Plan, which were subsequently adopted by Resolution No. 7558 on July 21, 2015. A total of 15 modifications to the Plan were adopted.

In January of this year, a second progress report was provided to the City Council resulting in two additional proposed modifications to the Strategic Plan, which were incorporated into the plan by the adoption of Resolution No. 7598.

DISCUSSION:

At the Strategic Planning Workshop, staff will provide a brief progress report outlining the status of the objectives contained within the 3-Year Plan. In addition, the City Council will have the opportunity to modify existing objectives and/or include further

objectives as deemed appropriate. As the City Council considers possible modifications to the Plan, staff will be available to discuss current work load, staffing and potential impacts to other priority projects in progress. Should the City Council recommend changes to the Strategic Plan objectives, staff will revise the Plan and bring it forward for the Council’s consideration at a future Council meeting.

Since 2014, the Strategic Plan has been monitored and tracked for progress. Attachment “B” represents the progress tracking sheets utilized for this purpose. As necessary, original due dates have been revised due to unforeseen circumstances, such as outside agency actions required, loss of required resources or other directed priorities/workload (i.e. drought-related mandates requiring timely action in 2015, variant development project issues, increased Commission support activities, etc.).

As reported in January of this year, staffing challenges were also experienced by three major operating departments (Development Services, Quality of Life and Municipal Utilities and Engineering). As the City Council is aware, Development Services will continue to experience an organizational transition due to the recent departure of the Development Services Director. While the organization is represented by a team of dedicated and talented staff, these challenges impact the overall service delivery of these major operating departments. These departments most often produce written technical documents and staff reports in addition to supporting numerous City Commissions and Boards, responding to business/resident service requests as well as public records requests, and conducting research assignments.

Despite the challenges, staff continues to make progress on the Strategic Plan demonstrating staff’s commitment to the Plan. The following table represents the progress made to date. Specific detail and comments relating to each action item can be found in Attachment “B,” the progress tracking sheets.

Fiscal Year	Total Action Items	Completed	In-Progress	Not started
2014-2015	109	74% (81 Action Items)	20% ** (22 Action Items)	6% ** (6 Action Items)
2015-2016	137	51% (70 Action Items)	26% ** (35 Action Items)	23% ** (32 Action Items)
2016-2017	71	4% (3 Action Items)	35% (25 Action Items)	61% (43 Action Items)

** Revised completion dates carried over to next Fiscal Year.

As staff moves forward in the final year of the Strategic Plan, it is worth noting that the Plan has served its primary purpose in providing the necessary focus and direction for staff in support of the City Council’s established Priority Focus Areas. Although progress in some areas of the Plan have been extended, it is staff’s goal to achieve completion of the objectives/action items in the future. As the City Council discusses the next 3-Year Strategic Plan development, the continuation of these objectives could certainly be incorporated into the next Plan.

ATTACHMENTS:

- A. Strategic Plan Summary of Objectives
- B. Strategic Plan Progress Tracking Spreadsheets
- C. Completed Action Items
- D. Outstanding Action Items

Prepared by:

JANICE MCCONNELL
Assistant to the City Manager

Reviewed by:

AMY MARTIN
Human Resources / Risk Management
Director

Reviewed by:

FARRAH JENNER
Assistant Finance Director

Reviewed by:

CHRIS DIGGS
MUED Director

Reviewed by:

JEFF FRAZIER
Fire Chief

Reviewed by:

DANIELLE GARCIA
Chief Innovation Officer

Reviewed by:

N. ENRIQUE MARTINEZ
City Manager

Reviewed by:

CHRIS BOATMAN
Quality of Life Director

Reviewed by:

JAMES TROYER
Interim Development Services Director

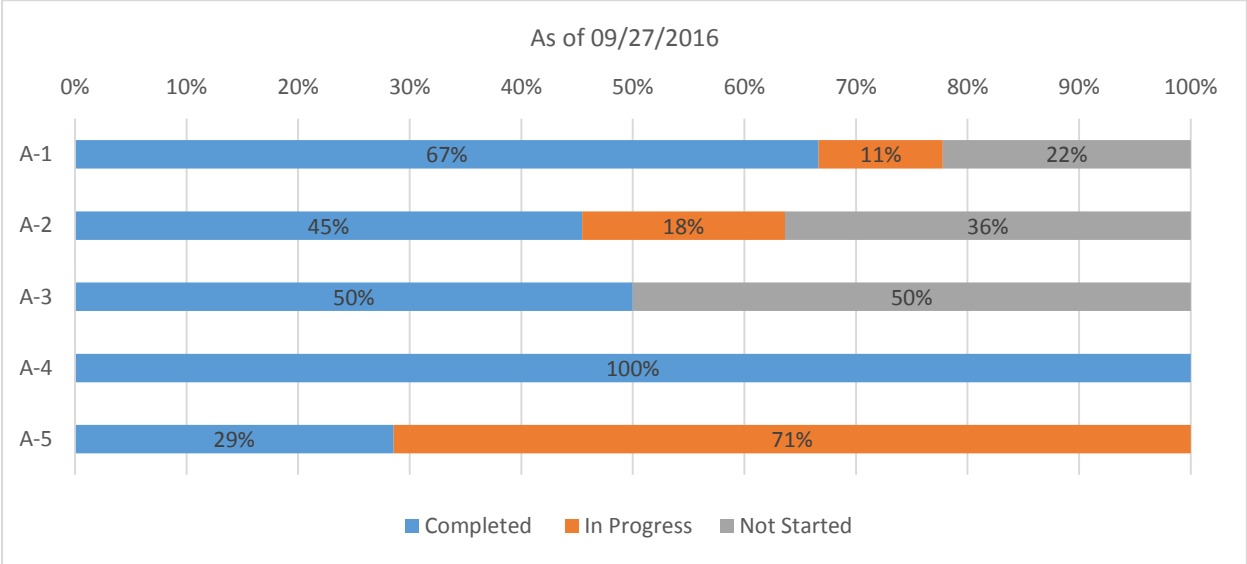
Reviewed by:

MARK A. GARCIA
Chief of Police

Reviewed by:

DANIEL J. MCHUGH
City Attorney

Priority Focus Area – A | FISCAL ACCOUNTABILITY



Objective A-1:

Enhance fiscal and operational practices to support fiscal stability, transparency and data-driven decisions. (Finance)

- Action Items: 9 Total (6-Complete, 1-In Progress, 2-Not Started)
- Remaining items include Revenue Generation Concepts and Financial Reporting for FY 2016-17.*

Objective A-2:

Build sustainable enterprise funds. (Finance, Quality of Life)

- Action Items: 11 Total (5-Complete, 2-In Progress,4-Not Started)
- Remaining items include continued implementation of Cemetery Business Plan, internal audit of Solid Waste Fund and implementation of Airport Business Plan. *

Objective A-3:

Develop a systematic approach to recognize, develop and retain employees for future leadership roles. (Human Resources)

- Action Items: 8 Total (4-Complete, 4-Not Started)
- Remaining items include the continuation of Succession Program. *

Objective A-4: (added July 21, 2015)

Conduct review of Utility Rate Structure (Municipal Utilities and Engineering)

- Action Items: 100% Complete
- New rate structure approved by City Council in March 2016.

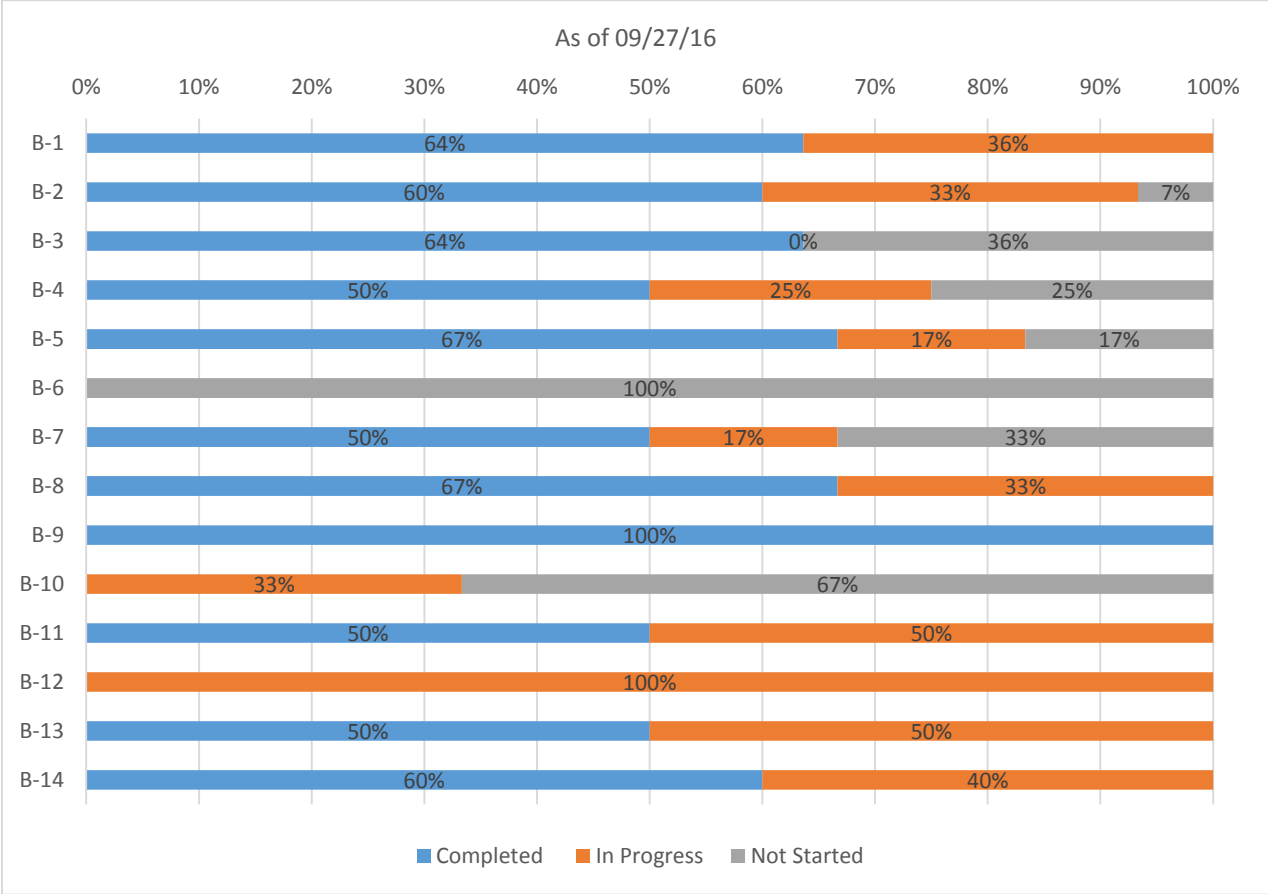
Objective A-5: (added July 21, 2015)

Develop "Communication Tool" to support transparency, strategic plan reporting, engage community. (Departments: DoIT and Human Resources)

- Action Items: 7 Total (2-Complete, 5-In Progress)
- Remaining items include the completion of the OpenGov deployment, communication strategies and Open Data policy development. *

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

Priority Focus Area – B | ECONOMIC DEVELOPMENT



Objective B-1:

Business Attraction: Increase efforts to identify/target/attract new retail, service, healthcare and technology businesses as identified in the *Economic Development Action Plan (Section 1.1; 1.2; 1.3)* (Development Services, Innovation and Technology)

- Action Items: 11 Total (7-Complete, 4-In Progress)
- Remaining items include interactive GIS data to business community, direct mail campaigns for business attraction and tradeshow participation. *

Objective B- 2:

Tourism: Increase tourism by marketing Redlands as a destination and expand/enhance Downtown area and related events as identified in the *Economic Development Action Plan (Sections 4.1, 4.2, 4.3)* (Development Services, Quality of Life)

- Action Items: 15 Total (9-Complete, 5-In Progress, 1-Not Started)
- Remaining items include continued pursuit tourism sponsors and partners for special events, and year two of the downtown enhancements and maintenance program. *

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

Priority Focus Area – B | ECONOMIC DEVELOPMENT cont'd

Objective B-3:

Workforce Development: 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) (Development Services, Quality of Life)

- Action Items: 11 Total (7-Complete, 4-Not Started)
- Remaining items include development of incubator programs and assessment of workforce program efficacy. *

Objective B-4:

Permit Streamlining: 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. (Development Services, Municipal Utilities and Engineering, Quality of Life)

- Action Items: 4 Total (2-Complete, 1-In Progress, 1-Not Started)
- Remaining items include the completion of the Permit Streamlining Program Provisions *

Objective B-5:

Inspection & Plan Review: Develop plan review and inspection protocols designed to expedite the permitting process. (Development Services)

- Action Items: 6 Total (4-Complete, 1-In Progress, 1-Not Started)
- Remaining items include the completions of the program implementation *

Objective B-6:

Downtown Specific Plan – Complete revised Downtown Specific Plan and Environmental Impact Report (EIR) (Development Services)

- Action Items: 7 Total (7-Not Started)
- Revision to the Downtown Specific Plan will begin on the General Plan Update is approved. *

Objective B-7:

Business Retention: Implement business outreach and business recognition activities, and increase awareness of available resources and support for business operations/expansion as identified in the *Economic Action Plan (Sections 2.1; 2.2; 2.3)* (Development Services)

- Action Items: 6 Total (3-Complete, 1-In Progress, 2-Not Started)
- Remaining items include implementation of business recognition program and year two of business outreach activities. *

Objective B-8:

Special Projects: – 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). (Development Services)

- Action Items: 6 Total (4-Complete, 2-In Progress)
- Remaining items include complete sale of Packing House Property and all Successor Agency Properties *

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

Priority Focus Area – B | ECONOMIC DEVELOPMENT cont'd

Objective B-9:

Reduce the dollar loss to businesses resulting from crime by 10% by educating businesses in Crime Prevention through Environmental Design. (Police)

- Action Items: 1 Total (1-Complete)
- Crime Prevention Program development and implemented.

Objective B-10:

Develop business friendly Fire Prevention Publications by 2017. (Fire)

- Action Items: 3 Total (1-In Progress, 2-Not Started)
- Remaining items include stakeholder input and development of guidelines and associated code updates *

Objective B-11:

Reduce Part 1 Crime by 5% to create an attractive business environment for incoming business by 2017. (Police)

- Action Items: 2-Total (1-Complete, 1-In Progress)
- Remaining items include further deployment of Police swing shift. *

Objective B-12:

Complete construction of the Gateway Improvement Project by June 30, 2016. (Departments: Municipal Utilities and Engineering, Quality of Life)

- Action Items: 1 Total (1-In Progress)
- Remaining item includes continued pursuit of funding for Gateway improvements*

Objective B-13: (added July 21, 2015)

Develop new tag line for the City (City Manager's Office, Public Information)

- Action Items: 4 Total (2-Complete, 2-Not Started)
- Remaining items include meeting with appropriate stakeholders and presentation to City Council *

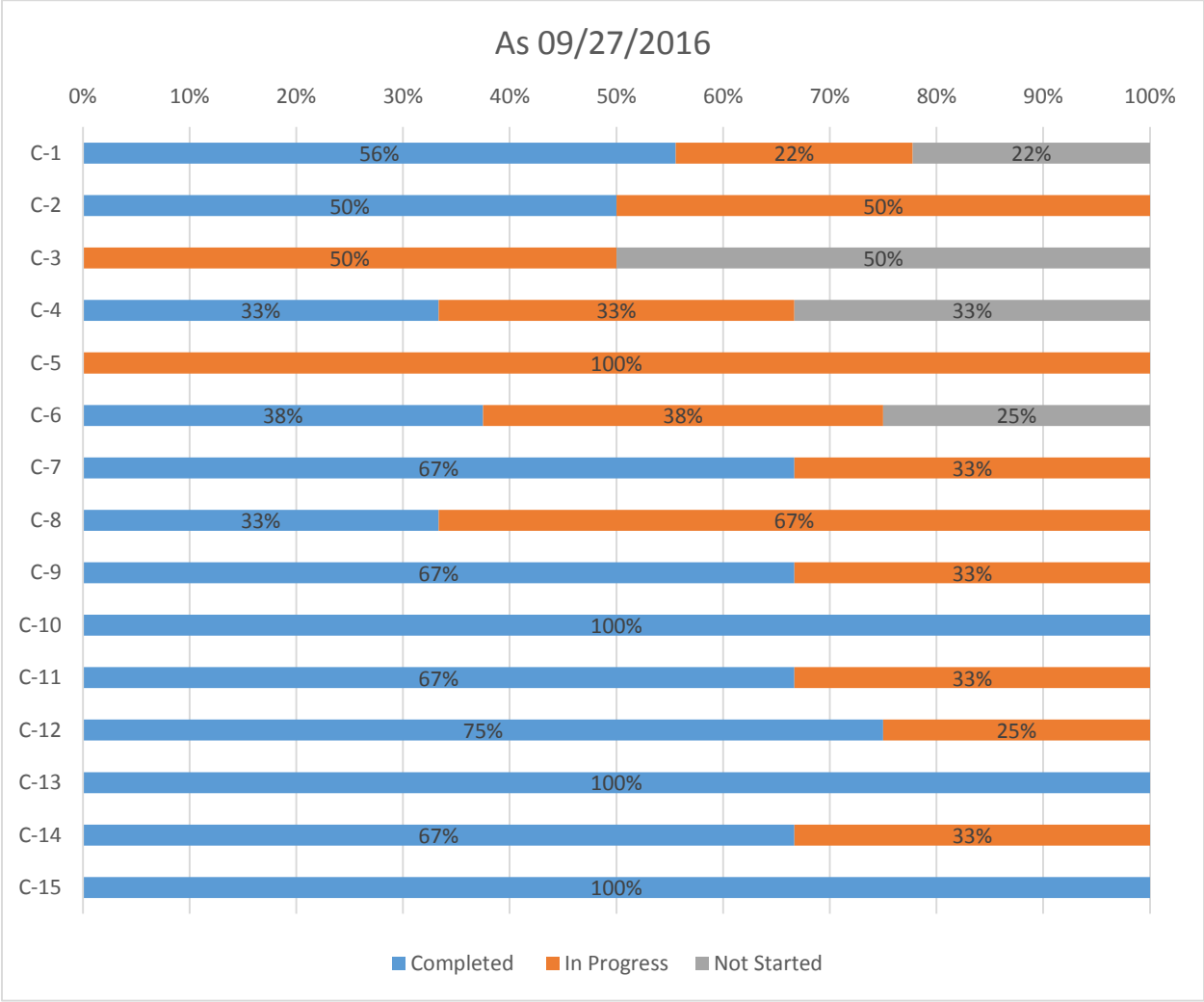
Objective B-14: (added July 21, 2015)

Conduct Development Fee Review (Departments: Development Services, Municipal Utilities and Engineering, Finance)

- Action Items: 5 Total (3-Complete, 2-In Progress)
- Remaining items include City Council consideration of new user fees and development impact fee by November 2016.*

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

Priority Focus Area – C | **INFRASTRUCTURE**



Objective C-1:

Implement Information and Communications Technology Upgrades (Department of Innovation and Technology)

- Action Items: 9 Total (5-Complete, 2-In Progress, 2-Not Started)
- Remaining items include the implementation of 100% City network redundancy and 100% disaster recovery plan, identification of 50% sinking fund for ERP investment, identification of 50% redundant capture and completion of the 80% workstation refresh. *

Objective C-2:

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. (Quality of Life, Police, Fire, Finance)

- Action Items: 4 Total (2-Complete, 2-In Progress)
- Remaining items include the continued replacement of public safety vehicles and maintenance of the vehicle replacement budget*

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

Priority Focus Area – C | INFRASTRUCTURE cont'd

Objective C-3:

Identify funding mechanisms for construction of new Safety Hall (Police, Finance, and Development Services)

- Action Items: 2 Total (1-In Progress, 1-Not Started)
- Remaining items include continued pursuit of funding for new Safety Hall and development of associated action plan*

Objective C-4:

Fire Station 262 Remodel (Fire)

- Action Items: 3 Total (1-Complete, 1-In Progress, 1-Not Started)
- Remaining items include continued pursuit of funding and completion of Fire Station 262 remodel *

Objective C-5:

Complete a City Building Inventory and Assessment by July 1, 2015 (Quality of Life, Development Services)

- Action Items: 1 Total (1-In Progress)
- Remaining item includes the continued inventory and assessment of City buildings. *

Objective C-6:

Citywide Drainage Master Plan Implementation ((Municipal Utilities and Engineering)

- Action Items: 8 Total (3-Complete, 3-In Progress, 2-Not Started)
- Remaining items include continued pursuit of funding for construction of Opal basin, further development of bioretention/bioswale area. *

Objective C-7:

Continue Water Reservoir Rehabilitation Program (Municipal Utilities and Engineering)

- Action Items: 3 Total (2-Complete, 1-In Progress)
- Remaining item include the rehabilitation of the Sunset Reservoir.*

Objective C-8:

Implement Nonpotable Water Use for irrigation by June 30, 2015 (Municipal Utilities and Engineering)

- Action Items: 3 Total (1-Complete, 2-In Progress)
- Remaining items include construction of nonpotable water reservoir and nonpotable booster station and pipelines.*

Objective C-9:

Water and Wastewater Pipeline Replacement Program (Municipal Utilities and Engineering)

- Action Items: 3 Total (2-Complete, 1-In Progress)
- Remaining item include year three of replacement of leaking pipelines.*

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

Priority Focus Area – C | INFRASTRUCTURE cont'd

Objective C-10:

Implement Wastewater Alternatives for cost reduction (Municipal Utilities and Engineering)

- Action Items: 1 Total (1-Complete)
- Research concluded that it is not viable at this time to implement alternatives for wastewater biosolids disposal *

Objective C-11:

PARIS Program: Continue paving improvements of 220 lane miles by June 30, 2017
(Municipal Utilities and Engineering)

- Action Items: 3 Total (2-Complete, 1-In Progress)
- Remaining item includes year three implementation of PARIS program.*

Objective C-12:

Redlands/Alabama and Redlands/Colton Intersection Improvement Project by December 31, 2014
(Municipal Utilities and Engineering)

- Action Items: 4 Total (3-Complete, 1-In Progress)
- Remaining item include completion of Phase II of Redlands/Alabama and Redlands/Colton intersection improvement project with SANBAG. *

Objective C-13:

Provide facility location assistance to the Redlands Historical Museum (Quality of Life)

- Action Items: 1 Total (1-Complete)
- Site and funding assistance provided to Redlands Historical Museum.*

Objective C-14: (added July 21, 2015)

Develop Sidewalk Replacement Program (Departments: Municipal Utilities and Engineering, Quality of Life)

- Action Items: 3 Total (2-Complete, 1-In Progress)
- Remaining item includes continuation of sidewalk replacement project based on funding availability. *

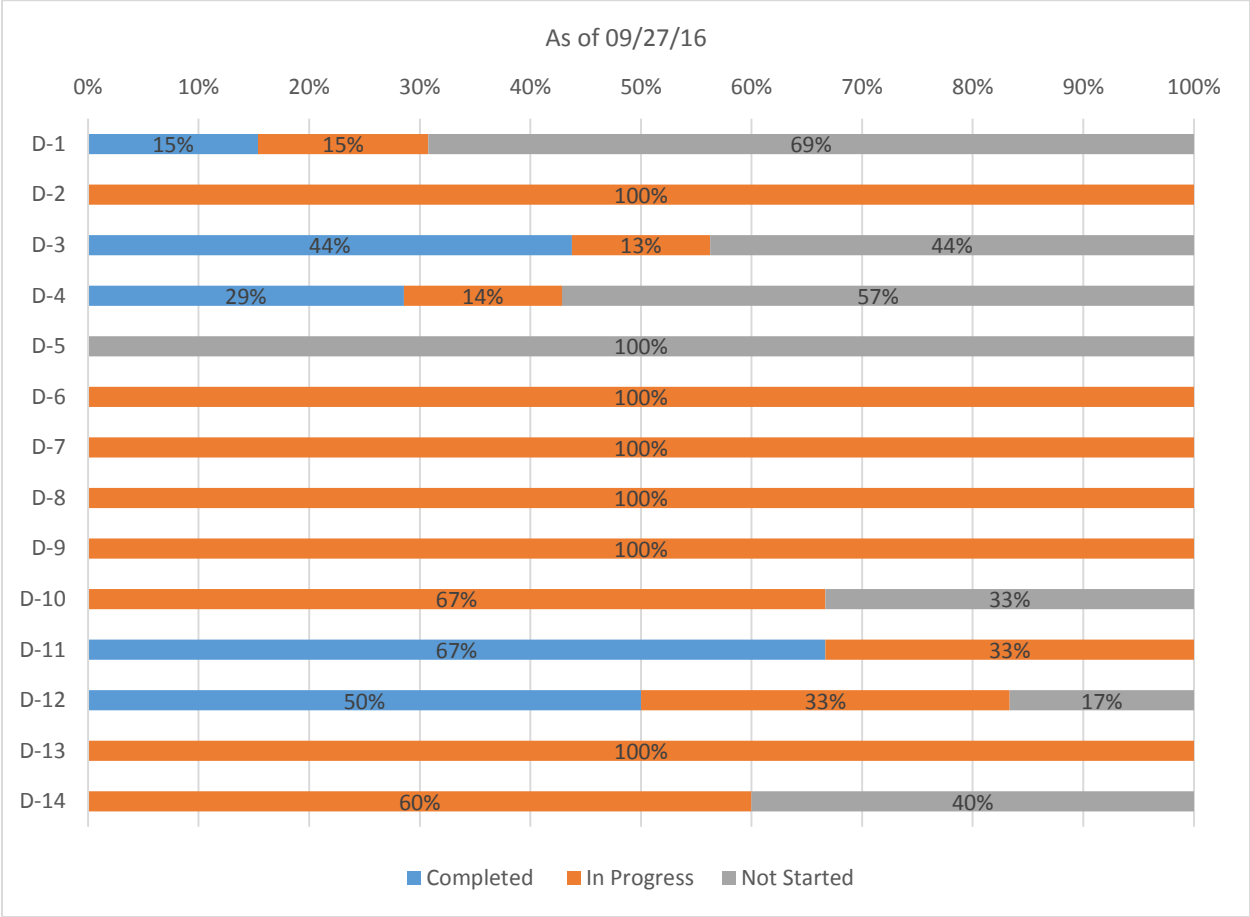
Objective C-15: (added July 21, 2015)

Israel Beal Park Expansion (Departments: Development Services, Quality of Life)

- Action Items: 2 Total (2-Complete)
- Private park donation for the expansion of park approved by City Council *

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

Priority Focus Area – D | LAND RESOURCE MANAGEMENT



Objective D-1:

Complete Redlands Passenger Rail Project (Development Services, Municipal Utilities and Engineering and Quality of Life)

- Action Items: 13 Total (2-Complete, 2-In Progress, 9-Not Started)
- Remaining items are dependent upon completion of the General Plan update and coordination with SANBAG. *

Objective D-2:

Affordable housing (Measure U): Implement the 2014-2021 Housing Element’s Programs (Development Services)

- Action Items: 2 Total (2-In Progress2)
- Remaining items include continued completion of programs. *

Objective D-3:

General Plan Update (Development Services)

- Action Items: 32 Total (14-Complete, 4-In Progress, 14-Not Started)
- Remaining items include various components of the General Plan Update *

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

Priority Focus Area – D | LAND RESOURCE MANAGEMENT cont'd

Objective D-4:

Modernize RMC: Modernize Title 15 (Building and Construction), Title 17 (Subdivision Ordinance), Title 18 (Zoning Ordinance) and Title 19 (Growth Management) (Development Services, City Attorney)

- Action Items: 7 Total (2-Complete, 1-In Progress, 4-Not Started)
- Remaining items include continued update for Titles 17, 18 and 19 of the Redlands Municipal Code *

Objective D-5:

Open Space Weed Abatement (Fire, City Attorney)

- Action Items: 4 Total (4-Not Started)
- New Fire Marshal anticipated to begin update to weed abatement provisions of the codes and standards*

Objective D-6:

Update Citrus Business Plan to expand private/public partnerships (Quality of Life)

- Action Items: 3 Total (3-In Progress)
- Remaining items include continued pursuit of private/public partnerships for Citrus and update to plan *

Objective D-7:

Parks Capital Improvement Plan (Quality of Life)

- Action Items: 2 Total (2-In Progress)
- Remaining items include continued implementation of plan.*

Objective D-8:

Conduct Asset Inventory Assessment by July 1, 2015 (Quality of Life)

- Action Items: 2 Total (2-In Progress)
- Remaining items include continued assessment of assets *

Objective D-9:

Develop road map for capital improvement program by July 1, 2015 (Quality of Life, Municipal Utilities and Engineering)

- Action Items: 1 Total (1-In Progress)
- Remaining items include continued development of capital improvement program. *

Objective D-10:

Complete the construction of Orange Blossom Trail Phases 2 and 3 by July 1, 2017. (Municipal Utilities and Engineering, Quality of Life)

- Action Items: 3 Total (2-In Progress, 1-Not Started)
- Remaining items includes pursuit of funding for completion of Orange Blossom Trail, followed by construction. *

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

Priority Focus Area – D | LAND RESOURCE MANAGEMENT cont'd

Objective D-11: (added July 21, 2015)

Zanja Trail and Greenway Park Development (Departments: Quality of Life, Development Services)

- Action Items: 6 Total (4-Complete, 2-In Progress)
- Remaining items include completion of environmental review for first reach of trail from Wabash to Lincoln and development of second reach of trail from University to Cook.*

Objective D-12: (added July 21, 2015)

Santa Ana River Trail and Parkway Development (Departments: Municipal Utilities and Engineering, Development Services)

- Action Items: 6 Total (3-Complete, 2-In Progress,1-Not Started)
- Remaining items include continued coordination with appropriate agencies for trail and parkway development, incorporation of trail development into new development projects and year three trail status report to City Council*

Objective D-13: (added July 21, 2015)

Skate Park / BMX Park Development (Departments: Quality of Life, Municipal Utilities and Engineering)

- Action Items: 1 Total (1-In Progress)
- Remaining item includes the environmental review of the Skate Park Design concept. *

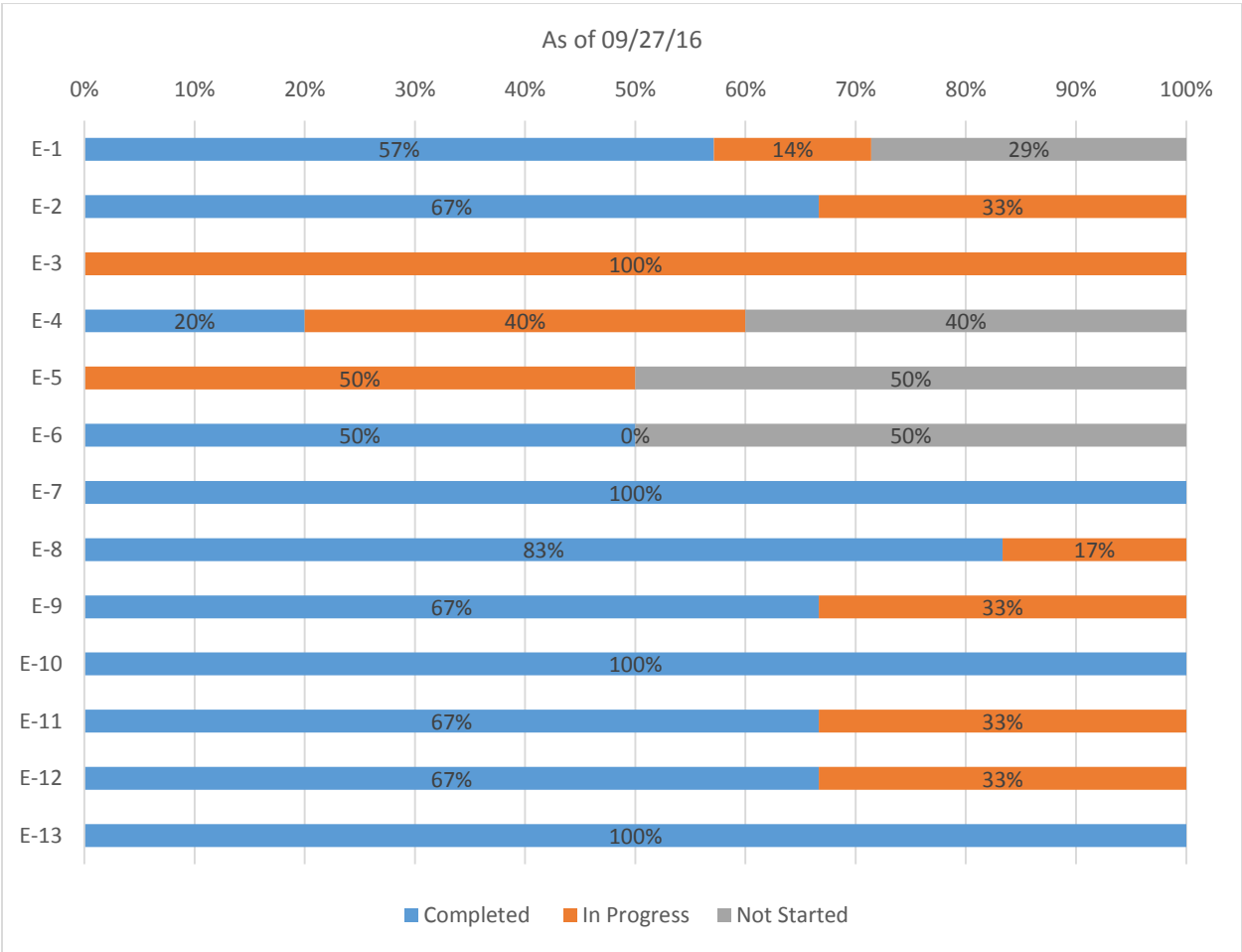
Objective D-14: (added March 1, 2016)

Establish conservation easements on City-owned natural and agricultural open space (Department: Quality of Life)

- Action Items: 5 Total (3-In Progress, 2-Not Started)
- Remaining items include completion of management guidelines with conservator, process establishment for on-going maintenance, City Council consideration of easement deeds, followed by recordation.*

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

Priority Focus Area – E | SAFETY AND COMMUNITY SERVICES



Objective E-1:

Implement enhancements to the Healthy Redlands Program by January 2016. (Quality of Life, Fire, Municipal Utilities and Engineering)

- Action Items: 14 Total (8-Complete, 2-In Progress, 4-Not Started)
- Remaining items include continued pursuit of funding for non-motorized transportation plan and infrastructure for non-potable water for community gardens; and development of community gardens and construction of recommendations in non-motorized transportation plan.*

Objective E-2:

Community Risk Reduction Initiative: Reduce accidents, injuries and illness by 10%. (Police)

- Action Items: 3 Total (2-Complete, 1-In Progress)
- Remaining item includes continued maintenance of Community Risk Reduction Plan. *

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

Priority Focus Area – E | SAFETY AND COMMUNITY SERVICES cont'd

Objective E-3:

Increase regionalization of law enforcement for cost sharing of significant law enforcement programs. (Police)

- Action Items: 2 Total (2-Complete)
- Outreach conducted to increase regionalization and found no other cities interested in participating. *

Objective E-4:

Implement regionalization with adjoining Fire/EMS agencies to attain economies of scale. (Fire)

- Action Items: 5 Total (1-Complete, 2-In Progress, 2-Not Started)
- Remaining items include continued implementation of regional training programs and program evaluation. *

Objective E-5:

Adopt a traffic preemption strategy to reduce emergency response times by 10% by 2017. (Fire)

- Action Items: 4 Total (6-Complete, 2-In Progress, 2-Not Started)
- Remaining items include continued development of traffic preemption strategy and pursuit of grant funding, followed by system implementation and analysis. *

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. (Police, Fire and Human Resources)

- Action Items: 4 Total (2-Complete, 2-Not Started)
- Remaining items include year three of program implementation and analysis on workers compensation claims. *

Objective E-7:

Update Independent Contractor agreements for recreational services (Quality of Life, City Attorney)

- Action Items: 1 Total (1-Complete)
- Independent Contractor Agreement have been standardized. *

Objective E-8:

Enhance Recreational Program Services by July 1, 2016. (Quality of Life)

- Action Items: 6 Total (5-Complete, 1-In Progress)
- Remaining item includes increased participation in recreational youth programs.*

Objective E-9:

Increase water conservation efforts to reduce water consumption by 20% for the next three fiscal years. (Municipal Utilities and Engineering)

- Action Items: 3 Total (2-Complete, 1-In Progress)
- Remaining items include continuation of year three efforts for water conservation. *

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

Priority Focus Area – E | SAFETY AND COMMUNITY SERVICES cont'd

Objective E-10:

Implement Emergency Preparedness Outreach Programs: Community Emergency Response Team (CERT), Business Emergency Response Team (BERT) and Disaster Council (Emergency Management)

- Action Items: 4 Total (4-Complete)
- Emergency Preparedness Outreach Programs have been implemented.*

Objective E-11:

Implement a training and exercise program for City staff and Emergency Operations Center responders (Emergency Management)

- Action Items: 3 Total (2-Complete, 1-In Progress)
- Remaining item includes the evaluation of the training programs.*

Objective E-12:

Seek grant funding for the continual growth of the Emergency Management Program (Emergency Management)

- Action Items: 3 Total (2-Complete, 1-In Progress)
- Remaining item includes continued pursuit of grant funding.*

Objective E-13: (added July 21, 2015)

Seek funding for Mobile Command Center (Departments: Police Department, Fire Department)

- Action Items: 4 Total (4-Complete)
- Mobile Command Center has been received and will be integrated into community events as appropriate.*

*Detailed comments relating to specific action items can be found in the Strategic Plan Tracking Sheets.

FOCUS AREA - A: Fiscal Accountability					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Status or Date Completed	Comments
A-1	Enhance fiscal and operational practices to support fiscal stability, transparency and data-driven decisions.	2014-15	A-1.1	Implement provisions of recently adopted Resolution Nos. 7354 (Interfund Loan Policy), 7346 (Fund Balance Policy) and 7318 (Enterprise Fund Policy).	9/30/2014	9/1/2015	Finance	09/30/15	Implementation of the policies has been completed.
		2014-15	A-1.2	Develop monthly General Fund Summary Report for City Council distribution.	9/30/2014		Finance	9/30/2014	A monthly General Fund Summary Report has been developed and is distributed to the City Council and departments along with all other monthly financial reports (via email and on the shared network J:drive).
		2014-15	A-1.3	Establish General Fund Appropriations Report for City Council distribution	9/30/2014		Finance	9/30/2014	A General Fund Appropriations Report has been developed and is being provided to the City Council on a quarterly basis via memorandum.
		2014-15	A-1.4	Schedule and hold department meetings to strategize and evaluate potential for savings and revenue generation to develop a fiscal action plan.	6/30/2015		Finance	12/18/2015	Plan for savings was brought forward for Council consideration in February 2016 (Mid-Year Budget review) and approved.
		2015-16	A-1.5	Evaluate success of financial policies in terms of balanced budget, loan repayment and established minimum reserves; and report effectiveness	9/30/2015		Finance	6/30/2016	Evaluation will be conducted on an on-going basis. At this point,
		2015-16	A-1.6	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	12/31/2015		Finance	12/18/2015	
		2015-16	A-1.7	Propose new revenue generation concepts and required actions to City Council for consideration and approval	6/30/2016	3/31/2017	Finance	In progress	New revenue concepts are currently being explored and will be presented to City Council for consideration in early 2017.
		2015-16	A-1.8	Begin actions for new revenue generation concepts approved	6/30/2016	TBD	Finance	Not Started	Date will be determined based upon Council direction received.
		2016-17	A-1.9	Report outcomes of financial policies in terms of balanced budget, loan repayment and established minimum reserves; and provide recommendations for policy revisions as necessary	9/30/2016	6/30/2017	Finance	Not Started	
A-2	Build Sustainable Enterprise Funds	2014-15	A-2.1	Develop an action plan to address the adverse financial position of the Cemetery in accordance with the Enterprise Fund Policy.	12/31/2014		Finance	3/17/2015	Cemetery Business Plan and CIP work plan were approved by Council on March 17, 2015.
		2014-15	A-2.2	Implement action plan developed for cemetery	6/30/2015		Finance	4/8/2015	Cemetery Business Plan and CIP work plan were approved by Council on March 17, 2015. Began implementation of plan on April 8, 2015. Ryan Lee retained as consultant to assist in implementation of plan.
		2015-16	A-2.3	Continue implementation of action plan developed for cemetery and adjust as required to improve its financial condition	9/30/2015	6/30/2017	Finance	In progress	Projects to be completed in accordance to the Cemetery CIP Work Plan for FY 2014-15, FY 2015-16 and FY 2016-17. Periodic progress reports will be made.
		2015-16	A-2.4	Conduct internal audit of Solid Waste enterprise fund and prepare a report of those operations for consideration	12/31/2015	6/30/2017	Finance	Not Started	Rescheduled initially due to limited staffing resources resulting from the December 2015 retirement of the Asst. Finance Director; redirection of internal auditor to undertake additional accounting tasks, as well as a greater role in development of the FY 16-17 budget. Phase II of the IT/Finance/HR reorganization includes Internal Auditor move to HR to oversee the Payroll function and perform audits. From October to December 2016/January 2017 internal auditor will be training for new role of overseeing the payroll function. Internal audit action plan of Solid Waste is expected to occur thereafter.
		2016-17	A-2.5	Measure results of cemetery action plan by performing a follow-up internal audit	9/30/2016	9/30/2017	Finance	Not Started	Cemetery CIP Work Plan is expected to be completed 6/30/2017. A follow-up internal audit will be undertaken thereafter.
		2016-17	A-2.6	Develop action plan for next priority enterprise fund, the Solid Waste enterprise fund	3/31/2017	12/31/2017	Finance	Not Started	Develop plan for Solid Waste Enterprise based on results of internal audit of SW operations performed as per A-2.4.
		2015-16	A-2.7	Develop a Business Plan for the Redlands Municipal Airport (Added by City Council March 2016 as a result of staff recommendation)	6/30/2016		QoL	07/19/16	Airport Consultant retained in January 2016. Stakeholder outreach conducted to assist in plan development
		2015-16	A-2.8	Present Airport Business Plan to the City Council for consideration. (Added by City Council March 2016 as a result of staff recommendation)	6/30/2016		QoL	06/30/16	Airport Business Plan presented and approved by City Council on July 19, 2016.
		2016-17	A-2.9	Develop action plan based upon Airport Business Plan recommendation and funding availability. (Added by City Council March 2016 as a result of staff recommendation)	12/31/2016		QoL	09/30/16	

Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Status or Date Completed	Comments
		2016-17	A-2.10	Implement Airport Business Plan Action Plan (Added by City Council March 2016 as a result of staff recommendation)	12/31/2016		QoL	In progress	
		2016-17	A-2.11	Provide Airport Business Plan Progress Report to City Council (Added by City Council March 2016 as a result of staff recommendation)	6/30/2017		QoL	Not Started	
A-3	Develop a systematic approach to recognize, develop and retain employees for future leadership roles.	2014-15	A-3.1	Identify critical skill needs for City staff for next five years.	9/30/2014		HR	9/23/2014	Skills identified by succession planning committee.
		2014-15	A-3.2	Explore climate survey options for Council consideration by December 2014	12/31/2014		HR	9/30/2015	At the April 28, 2015, Special Council meeting, staff was requested to consider rescheduling the survey. The survey was administered in the fall of 2015 and presented to the Council.
		2014-15	A-3.3	Develop and deploy succession program to close critical skill gap	12/31/2014	3/31/2016	HR	03/31/16	A Succession Program was developed and later revised due to limited funding resources. Program deployed in February 2016.
		2014-15	A-3.4	Identify 25 high-potential leaders in organization and provide 70/20/10 learning model to close critical skill gap.	12/31/2014	6/30/2015	HR	12/31/2015	Action item revised - Potential leaders/Succession Program participants to be approved by Department Directors.
		2015-16	A-3.5	Continue year two of succession program	6/30/2016	3/31/2017	HR	Not Started	Schedule adjusted due to revised program deployment date.
		2016-17	A-3.6	Measure success of first cohort of succession program o Identify gaps in program and make appropriate program changes.	9/30/2016	3/31/2017	HR	Not Started	Schedule adjusted due to revised program deployment date.
		2016-17	A-3.7	Re-identify critical City skill gap and update succession program	9/30/2016	3/31/2017	HR	Not Started	Schedule adjusted due to revised program deployment date.
		2016-17	A-3.8	Select second cohort and begin new program	12/30/2016	1/1/2017	HR	Not Started	Schedule adjusted due to revised program deployment date.
A-4	Conduct review of Utility Rate Structure (NOTE: Added by Council on 07/21/2015)	2015-16	A-4.1	Select consultant to develop conservation based rates	12/30/2015		MUED	7/15/2015	Raftelis Financial Consultants was selected to develop the rate.
		2015-16	A-4.2	Seek SAWPA grant funding to implement conservation based water rates	12/30/2015		MUED	7/31/2015	MOU with SAWPA approved
		2015-16	A-4.3	Coordinate with consultant and appropriate committees to develop appropriate water rate structure.	12/30/2015		MUED	12/17/2015	Staff worked with RFC to develop the rate. Several meetings with the UAC were held. The UAC approved a recommended rate increase on December 17, 2015.
		2015-16	A-4.4	Provide ninety (90) date status report to City Council	12/30/2015		MUED	12/16/2015	
		2015-16	A-4.5	Present new rate structure to City Council for consideration	12/30/2015	3/30/2016	MUED	01/19/16	
		2015-16	A-4.6	Prepare and seek Council approval of appropriate ordinance and public notices in support of new conservation based rate structure	12/30/2015	3/30/2016	MUED	03/15/16	
		2015-16	A-4.7	Begin implementation of conservation based water rate program	12/30/2015		MUED	NA	City Council rejected a budget-based rate on January 19,2016
A-5	Develop "Community Communication Tool on City's Website (NOTE: Added by Council on 07/21/2015)	2015-16	A-5.1	Complete OpenGov deployment (financial transparency centerpiece of the communication hub)	9/30/2015	10/31/2016	DoIT	In progress	Refinements to the OpenGov communication hub are underway based upon feedback received from Executive Management. Due date adjusted.
		2015-16	A-5.2	Complete maps, apps, self-services (PRA, work order) and social media links	9/30/2015	6/30/2016	DoIT	09/15/16	Services are currently available on different web pages. Once OpenGov deployment is complete, all relevant links will be added to form the Communication Hub.
		2015-16	A-5.3	Advertise completed portal	12/31/2015	12/1/2016	DoIT	In progress	Staff is currently developing a strategy for advertising the new platform.
		2015-16	A-5.4	Discuss and select method for online reporting of Strategic Plan progress	12/31/2015	6/30/2016	DoIT	06/30/16	Staff has posted each City Council Strategic Plan Update to the website. The links will be released upon the formal deployment of OpenGov on or before 10/31/2016.
		2015-16	A-5.5	Promote communication hub to all constituencies using marketing methods (QR Codes, brochures, etc.	12/31/2015	12/1/2016	DoIT	In progress	Staff is currently developing a strategy for advertising the new platform.
		2015-16	A-5.6	Present all content through a mobile-friendly site	6/30/2016	4/30/2017	DoIT	In progress	The upgrade and redesign of the City's website has been procured and a contract awarded. The current project implementation plan is to complete the design, training and conversion in April 2017.
		2015-16	A-5.7	Develop policy for consideration and integrate Open Data (make digitized records available online)	6/30/2016	6/30/2017	DoIT	In progress	Synthesis of an Open Data policy has been initiated.

FOCUS AREA - B: Economic Development					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
B-1	Business Attraction: Increase efforts to identify/target/ attract new retail, service, healthcare and technology businesses as identified in the Economic Development Action Plan (Section 1.1; 1.2; 1.3)	2014-15	B-1.1	Research and identify target sectors, budget and metrics	9/30/2014		Dev. Serv.	7/30/2014	Target sectors identified; current budget being utilized; metrics (vacancy rates; unemployment rate; new businesses and new business licenses licenses) monitored.
		2014-15	B-1.2	Create marketing strategy to include: advertising, trade show participation and direct mail efforts	12/31/2014		Dev. Serv.	7/30/2014	Marketing strategy defined and currently being implemented.
		2014-15	B-1.3	Implement at least one item from each marketing strategy segment and adjust as necessary	6/30/2015		Dev. Serv.	6/30/2015	Target advertising, trade show, email activity underway; traditional (direct) mail not addressed at this time.
		2015-16	B-1.4	Provide interactive GIS data to business/developer community online and on City's website	3/31/2016	1/31/2017	Dev. Serv.	In Progress	Working with DoIT for new updated tool.
		2015-16	B-1.5	Participate in a least two industry-related trade show activities	3/31/2016		Dev. Serv.	10/2/2014	Esri User Conference (07/14); ICSC (10/14)-repeat efforts in '15-'16 pending
		2015-16	B-1.6	Measure effectiveness and adjust as needed	6/30/2016		Dev. Serv.	06/30/16	
		2015-16	B-1.7	Begin development placement of advertising in 5 industry-specific publications or online media	6/30/2016		Dev. Serv.	12/31/2015	Completed 06/30/15 - Ahead of schedule.
		2015-16	B-1.8	Initiate direct mail campaign	6/30/2016		Dev. Serv.	06/30/16	
		2016-17	B-1.9	Maintain advertising effort. Increase ad impressions by 20% by fourth quarter	9/30/2016	12/31/2016	Dev. Serv.	In Progress	
		2016-17	B-1.10	Maintain trade show participation/presence	3/31/2017		Dev. Serv.	In Progress	ICSC & ESRI Conf.
		2016-17	B-1.11	Increase direct mail campaigns by 100%	6/30/2017		Dev. Serv.	In Progress	
B-2	Tourism: Increase tourism by marketing Redlands as a destination and expand/enhance Downtown area and related events as identified in the Economic Development Action Plan (Sections 4.1, 4.2, 4.3).	2014-15	B-2.1	Create two-year maintenance program for downtown core, including budget, staffing, physical enhancement maintenance schedule and metrics.	9/30/2014	6/30/2015	Dev. Serv.	6/30/2015	Maintenance Plan and Schedule Created. Dedicated downtown staffing approved in FY 2015-2016 budget.
		2014-15	B-2.2	Establish community tourism group protocols, special events, budget, metrics, etc	9/30/2014		Dev. Serv.	11/5/2014	Tourism Partners Group candidates identified; outreach efforts/follow-up completed; first invite meeting (11/14); first official quarterly meeting (02/15).
		2014-15	B-2.3	Develop sponsorship program	9/30/2014	9/30/2015	Dev. Serv.	12/31/2015	
		2014-15	B-2.4	Obtain a minimum of 2 sponsorships	12/31/2014	6/30/2017	Dev. Serv.	In Progress	Will begin marketing program in 2016.
		2014-15	B-2.5	Create centralized community-wide events calendar	12/31/2014	6/30/2015	Dev. Serv.	6/30/2015	Completed and online.
		2014-15	B-2.6	Evaluate maintenance program and modify	6/30/2015		Dev. Serv.	6/30/2015	
		2015-16	B-2.7	Begin to host quarterly tourism group meetings	9/30/2015		Dev. Serv.	2/28/2015	Invitation/introduction meeting (02/14); first official quarterly meeting (02/15)
		2015-16	B-2.8	Implement one new City-Sponsored event	12/31/2015		Dev. Serv.	12/31/2015	Implemented Broadway and Brunch; additional Movie in the park
		2015-16	B-2.9	Develop downtown tourism visitor tool	3/31/2016		Dev. Serv.	12/31/2015	Completed first Digital Tour project; others in work.
		2015-16	B-2.10	Renew or obtain 2 sponsors	3/31/2016	6/30/2017	Dev. Serv.	In Progress	Will begin marketing program in 2016.
		2015-16	B-2.11	Provide new physical enhancements to downtown core	6/30/2016		Dev. Serv.	12/31/2015	Landscaping and electrical improvements.
		2015-16	B-2.12	Evaluate Tourism group effectiveness and adjust as needed	6/30/2016	10/31/2016	Dev. Serv.	In Progress	Tentative Meeting in October
		2016-17	B-2.13	Collaborate with tourism partners for a community special event	9/30/2016	6/30/2017	Dev. Serv.	Not Started	Partners will consider event in 2016.
		2016-17	B-2.14	Secure two additional event sponsorships for City events. (e.g. Market Nights)	12/31/2016		Dev. Serv.	In Progress	Pending part-time staff
2016-17	B-2.15	Continue year two downtown enhancements and maintenance program	6/30/2017		Dev. Serv.	In Progress			
B-3	Workforce Development: 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)	2014-15	B-3.1	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.	9/30/2014		Dev. Serv.	8/30/2014	Currently, Chamber of Commerce, County of San Bernardino and SCORE have been identified as resource partners. No budgetary or specific commitments required at this time other than providing SCORE workshop facilities (City Council Chambers - Monthly)
		2014-15	B-3.2	Assess local company workforce needs and identify a minimum of three market segments in need of assistance	12/31/2014	12/31/2015	Dev. Serv.	12/31/2015	Addressed via ongoing Business Visitation Program and other outreach.
		2014-15	B-3.3	Enter into agreements (if needed) to participate with County and other agencies in regional business attraction and work force development efforts	12/31/2014		Dev. Serv.	8/28/2014	Participated with County of San Bernardino and Redlands businesses in East Valley Regional Job Fair event; will participate in 2015 as well.
		2014-15	B-3.4	Develop programs with measurable targets that will address City needs	3/31/2015	3/31/2016	Dev. Serv.	12/31/2015	Communicated with County. City will participate in spring 2016 job fair. Will seek to recruit minimum of five Redlands employers for event.
		2014-15	B-3.5	Initiate discussions with resource partners to develop technology incubator and identify three primary programs/needs.	3/31/2015	9/30/2015	Dev. Serv.	9/30/2015	Initial discussions with University of Redlands (technology focus only). Follow-up discussions with Esri and U of R in work.
		2015-16	B-3.6	Obtain membership to Inland Empire Economic Partnership	9/30/2015		Dev. Serv.	08/15/15	Added by City Council on 07/21/2015
		2015-16	B-3.7	Assess workforce program efficacy and make the necessary changes; continue year one participation with regional partners as appropriate	9/30/2015		Dev. Serv.	09/30/15	City will participate in spring 2016 job fair with County and other partners.
		2015-16	B-3.8	Enter into agreements/approvals for the development of incubator programs	12/31/2015	TBD	Dev. Serv.	Pending Outside	Task is dependent upon participation of Esri and U of R. Preliminary discussions are underway.
		2015-16	B-3.9	Develop pilot tech incubator program with resource partners	6/30/2016		Dev. Serv.	Pending Outside	Task is dependent upon participation of Esri and U of R. Preliminary discussions are underway.

Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
		2016-17	B-3.10	Assess workforce program efficacy and make the necessary changes; continue year two participation with regional partners as appropriate	9/30/2016		Dev. Serv.	Pending Outside	
		2016-17	B-3.11	Review pilot tech incubator program and adjust as needed	6/30/2017		Dev. Serv.	Pending Outside	
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, 2018.	2014-15	B-4.1	Develop comprehensive Permit Streamlining Program (PSP), including implementation program. Approval by the City Council	9/30/2014	6/30/2016	Dev. Serv.	06/30/16	Matrix Consulting Evaluation Complete.
		2014-15	B-4.2	Complete 25% of PSP program provisions.	6/30/2015	6/30/2016	Dev. Serv.	6/30/2016	
		2015-16	B-4.3	Complete 25% of PSP program provisions.	6/30/2016	12/31/2016	Dev. Serv.	In Progress	
		2016-17	B-4.4	Complete the balance of the PSP.	6/30/2017		Dev. Serv.	Not Started	
B-5	<u>Inspection & Plan Review:</u> Develop plan review and inspection protocols designed to expedite the permitting process.	2014-15	B-5.1	Identify all plan review types.	9/30/2014		Dev. Serv.	9/30/2014	
		2014-15	B-5.2	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	12/30/2014	6/30/2016	Dev. Serv.	06/30/16	Action plan based on Matrix Consultant Report
		2014-15	B-5.3	Obtain the necessary budgetary appropriation	3/31/2015		Dev. Serv.	7/1/2015	
		2014-15	B-5.4	Complete 100% of inspections within 24 business hours of request.	6/30/2015		Dev. Serv.	12/31/2015	
		2015-16	B-5.5	Comply with 50% of the program implementation	6/30/2016	12/31/2016	Dev. Serv.	In Progress	Pending "One Stop" Review Committee
		2016-17	B-5.6	Complete the remaining program implementation	6/30/2017		Dev. Serv.	Not Started	Pending "One Stop" Review Committee
B-6	<u>Downtown Specific Plan:</u> Complete revised Downtown Specific Plan and Environmental Impact Report (EIR)	2014-15		NO ACTION ITEMS FOR FY 2014-15	N/A		Dev. Serv.		
		2015-16	B-6.1	Amend contract with Torti Gallas & Partners. (City Consultant for Specific Plan)	9/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
		2015-16	B-6.2	Update Specific Plan with recent changes	9/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
		2015-16	B-6.3	Recirculate Draft EIR	9/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
		2015-16	B-6.4	Conduct 45-day public review period	9/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
		2015-16	B-6.5	Complete final EIR	9/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
		2015-16	B-6.6	Conduct public hearing with Planning Commission	12/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
		2015-16	B-6.7	Conduct public hearing with City Council	12/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
B-7	Business Retention: 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>	2014-15	B-7.1	Develop business outreach/visitation program. Identify business and schedule. Identify local, regional, state and federal business assistance resources.	9/30/2014		Dev. Serv.	7/30/2014	Program developed; procedures implemented; resource packet/handouts and follow-up survey developed.
		2014-15	B-7.2	Implement business outreach/visitation program.	12/31/2014		Dev. Serv.	8/15/2014	Business Visitation Program implemented 08/2014.
		2014-15	B-7.3	Conduct 4-6 business visitations per quarter	6/30/2015		Dev. Serv.	6/30/2015	3rd & 4th quarter (2014) activity included 10 visits (50% w/downtown merchants)
		2015-16	B-7.4	Implement business recognition program (establish quarterly schedule).	9/30/2015	12/31/2016	Dev. Serv.	In Progress	Planned to launch during last quarter of 2016.
		2016-17	B-7.5	Continue year two full implementation of business outreach/visitation program outreach activities	6/30/2017		Dev. Serv.	Not Started	In planning stages/Pending
		2016-17	B-7.6	Continue year two recognition activities (quarterly) and work with Chamber of Commerce to develop annual business recognition event	6/30/2017		Dev. Serv.	Not Started	
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).	2014-15	B-8.1	Assist with property acquisition activities of the Mall; specifically the due diligence, development/ design options	9/30/2014		Dev. Serv.	9/30/2014	Assisted previous owner with sale process; assisted new owner with due diligence process; preliminary development meeting held.
		2014-15	B-8.2	Obtain Department of Finance approval of the Long Range Property Plan	9/30/2014		Dev. Serv.	9/1/2015	Long-Range Property Management Plan being reviewed by DOF.
		2014-15	B-8.3	Complete sale of Packing House Property	3/31/2015	12/31/2016	Dev. Serv.	In Progress	Purchase and sale agreement in progress
		2014-15	B-8.4	Place the remaining Successor Agency properties for sale	6/30/2015	6/30/2016	Dev. Serv.	6/30/2016	Assigned to Planning. All properties offered for sale.
		2015-16	B-8.5	Develop an ombudsman process/program specially tailored to assist major development projects such as the Redlands Mall, Packing House, Promenade and others	9/30/2015	6/30/2016	Dev. Serv.	6/30/2016	Completed with the PSP report by Matrix Consulting. Assigned to Planning.

Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
		2015-16	B-8.6	Complete the sale of all Successor Agency properties	6/30/2016	6/30/2017	Dev. Serv.	In Progress	
B-9	Reduce the dollar loss to businesses resulting from crime by 10% by educating businesses in Crime Prevention through Environmental Design	2014-15	B-9.1	Develop a crime prevention unit to improve crime reduction education	6/30/2015	6/30/2016	Police	06/30/16	Staff has determined the current baseline statistics to compare with future statistics for accurate measurement of this goal. In process of developing a crime prevention unit to proactively prevent crime. 04/16/15 -A CSO has been assigned to implement the Crime Prevention Unit. Implementation started in March 2015.
B-10	Develop business friendly Fire Prevention Publications by 2017.	2014-15	B-10.1	Meet with sample stakeholders to identify potential local fire prevention code updates	9/30/2014	12/31/2016	Fire	In Progress	Materials being drafted for initial sharing with stakeholders
		2015-16	B-10.2	Draft updated guidelines and proposed code updates	9/30/2015	6/30/2017	Fire	Not Started	
		2016-17	B-10.3	Publish updated/adopted materials	12/30/2016	6/30/2017	Fire	Not Started	
B-11	Reduce Part 1 Crime by 5% to create an attractive business environment for incoming business by 2017.	2014-15	B-11.1	Seek authorization to add three police officers in FY 2015-2016 Budget	6/30/2015		Police	7/1/2015	Two police Officers, a dispatcher and a CSO were added to the department during the FY 2015/ 2016 budget.
		2016-17	B-11.2	Partially deploy swing shift, seven days a week	6/30/2017		Police	In Progress	No progress has been made on partially deploying swing shift on Sundays, Mondays and Tuesdays due to a lack of personnel; however, the two aforementioned officers are currently assigned to work those days to provide additional coverage.
B-12	Complete construction of the Gateway Improvement Project by	2014-15		NO ACTION ITEMS FOR FY 2014-15			MUED		
		2015-16	B-12.1	Solidify funding and complete construction of the Gateway Improvement Project by end of Fiscal Year.	6/30/2016	12/31/2016	MUED	In Progress	Approximately \$1.5 million is available
B-13	Develop new tag line for the City (NOTE: Added by Council on 07/21/2015)	2015-16	B-13.1	Establish internal staff committee to plan process for developing new tag line for City	9/30/2015		CMO	9/30/2015	
		2015-16	B-13.2	Develop plan to establish a new tag line for City	9/30/2015		CMO	9/30/2015	
		2015-16	B-13.3	Implement plan and meet with appropriate stakeholders for tag line development	12/31/2015	12/31/2016	CMO	Not Started	Plan will be implemented upon completion of the General Plan.
		2015-16	B-13.4	Propose new tag line option(s) to the City Council for consideration	3/31/2016		CMO	Not Started	
B-14	Conduct Development Fee Review (NOTE: Added by City Council on 07/21/2015)	2015-16	B-14.1	Prepare and distribute Request for Proposal to various consulting firms for User Fee Study	9/30/2015		Dev. Serv.	9/30/2015	
		2015-16	B-14.2	Select consultant to perform a Development Impact Fee Study for open space and parks, transportation improvements, storm drain facilities and public facilities and obtain contract approval.	9/30/2015		MUED	6/12/2015	David Taussig and Associates was selected to perform DIF Study.
		2015-16	B-14.3	Select consultant to perform User Fee Study and obtain contract approval by City Council	12/31/2015	3/31/2016	Dev. Serv.	03/31/16	User Fee Study complete.
		2015-16	B-14.4	Complete User Fee Study	6/30/2016	12/31/2016	Dev. Serv.	In Progress	Scheduled for October 18, 2016 City Council Meeting
		2015-16	B-14.5	Complete Development Impact Fee Study	6/30/2016	12/31/2016	MUED	In Progress	Report is complete and will be presented to City Council in November 2016.

FOCUS AREA - C: Infrastructure				Completed	In Progress	Pending Outside	Not Started		
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
C-1	Implement Information and Communications Technology Upgrades	2014-15	C-1.1	Develop capital replacement schedule for 100% of the Police Department and City hardware	6/30/2015		DoIT	12/31/15	A hardware inventory and assessment was conducted (6/30/2015). Addition of inventory evaluation, status and recommendation for replacement was completed.
		2014-15	C-1.2	Operationalize 50% of potential mobility tools, replace 40% of workstations in Police Department and City	6/30/2015		DoIT	12/31/2014	As of 12/31/2014, the total amount of desktop workstations replaced is 220 out of 400, or 55%. This exceeded the goal (40%) and is attributed to the additional appropriation of reserve funds. For mobility tools, the City owns 141 laptops across the City & PD operations, 98 of which are at the end of serviceable use. As of 6/30/2015, 49 of those 98 have been replaced (or 50% of the inoperable fleet).
		2015-16	C-1.3	Implement 100% City network redundancy and 100% disaster recovery and COO plan	6/30/2016	6/30/2018	DoIT	In Progress	During FY 2014-2015, additional network storage was added in order to reorganize backup storage methods. In 2015-2016, uninterruptable power supplies were added to the server room and a disaster recovery / IT operation continuity plan was started. At this time, the implementation of this item is pending the outcome of the Disaster Recovery Plan GAP analysis as well as sufficient funding being appropriated to fund the resultant gap.
		2015-16	C-1.4	Virtualize 75% of servers and storage	6/30/2016		DoIT	06/30/16	The server environment has reach capacity for virtualization. A combination of consolidating databases and servers has resulted in a lower net number of servers and the environment has been virtualized to the extent practical to do so. 90% of data storage has been virtualized as a result of the purchase of the storage area network approved on 9/15/2015. Installation and data migration has been completed.
		2015-16	C-1.5	Complete 60% of workstation refresh/update	6/30/2016		DoIT	06/30/16	FY 15-16 Budget included the replacement of 22 desktop workstations, bringing the total replacement to 242 out of 400 (60.5%).
		2016-17	C-1.6	Implement WiFi in 100% of centrally located public City offices	6/30/2017		DoIT	09/15/16	Comprehensive WiFi/wireless system was awarded in FY 15-16 and is currently being implemented. This project will fund 45 wireless access points throughout various City facilities and will provide a centrally managed console.
		2016-17	C-1.7	Identify 50% sinking fund for ERP investment	6/30/2017	6/30/2018	DoIT	Not Started	Funding limitations.
		2016-17	C-1.8	Identify 50% redundant data capture in order to integrate data resources from multiple applications	6/30/2017		DoIT	In Progress	Over 1,000,000 pages from records across four departments have been converted to digital, index format. Upon the hiring of a database administrator at Fiscal Year 2016-2017 mid-year, a priority project will be to create a database cluster upon which to integrate multiple systems in order to use a singular set of data.
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.	2014-15	C-2.1	Replace all public safety vehicles with mileage or desired service life over best practices standards	6/30/2015	6/30/2017	QoL	In Progress	The Police Department has replaced approximately 25 police pursuit vehicles and 6 non-pursuit vehicles beginning in FY 14/15. The average age of the police department fleet is 8.3 years; approximately 100 vehicles require replacement to meet APWA standards; the estimated cost to replace the aging fleet is \$2,469,415.
		2015-16	C-2.2	Create a practice of budgeting to replace 25% of patrol vehicles each year as needed	6/30/2016		Police	06/30/16	A replacement plan has been created. It is reviewed and updated yearly based on current use, total mileage, anticipated mileage and maintenance costs.
		2015-16	C-2.3	Create a practice of budgeting to replace vehicles each year as delineated in the vehicle replacement plan	6/30/2016		Fire	06/30/16	Replacement plan is being reviewed and updated for re-submittal this year.
		2016-17	C-2.4	Maintain vehicle replacement budget plan	6/30/2017		QoL	In Progress	QOL developed a replacement priority list based on APWA standards. A Reserve for General Fund Vehicle Replacement in the amount of \$350,000 was established. Staff will continue to request City Council allocate funding towards vehicle replacements when available. As of September 2016, the fund has been utilized to replace a portion of vehicles ranked "High Priority" replacements. The average age of the City's fleet is 11 years old; 264 of the 379 vehicles are beyond the recommended replacement age; the estimated cost to replace the City's ageing fleet is \$16,247,889.
C-3	Identify funding mechanisms for construction of new Safety Hall	2014-15	C-3.1	Identify grant / bond funding mechanisms to build Safety Hall	6/30/2015	6/30/2017	Police	In Progress	A viable funding mechanism has yet to be identified to finance this project.
		2016-17	C-3.2	Develop action plan and commence Safety Hall Project	6/30/2017		Police	Not Started	

FOCUS AREA - C: Infrastructure				Completed	In Progress	Pending Outside	Not Started		
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
C-4	Fire Station 262 Remodel	2014-15	C-4.1	Implement fund planning phase	6/30/2015	6/30/2016	Fire	06/30/16	Plans have been drafted (with the help of MUED) and have been submitted to the station for review.
		2015-16	C-4.2	Secure funding for remodel project	6/30/2016	12/31/2017	Fire	In Progress	
		2016-17	C-4.3	Complete remodel and unveil to community	6/30/2017	6/30/2018	Fire	Not Started	
C-5	Complete a City Building Inventory and Assessment by July 1, 2015	2014-15	C-5.1	<p>Create a working model of a GAP based program for all City buildings:</p> <ul style="list-style-type: none"> o Condition Inventory Assessment - Inspect all 43 buildings owned by the City by end of the fiscal year 2014-2015 o Needs Assessment - Each building will be assessed on the condition of the following items listed in order of importance: <ul style="list-style-type: none"> 1. HVAC 2. Roof 3. Lighting 4. Flooring 5. Paint o 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 o 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>*Priority of buildings by City Manager</p>	6/30/2015	3/30/2017	QoL	In Progress	Inventory of City owned buildings including ranking system for all five categories is complete. The assessment provides a baseline of City facilities to determine how well they are functioning and what deficiencies exist. The second objective, which is underway, is to estimate the maintenance and repair costs for capital items within the five categories. This "roadmap" will provide a baseline from which to begin the budgeting process. The list of equipment identified by the assessment forms the basis for a preventive maintenance program. The building deficiencies identified will also assist in maintenance budget forecasting. The audit also provides facility size and usage criteria on which general maintenance (janitorial) will be based and is being used in the janitorial bid advertised September 2016.
C-6	Citywide Drainage Master Plan Implementation	2014-15	C-6.1	Identify funding sources and locations to construct bioretention areas throughout the City. Once funding is available construct based on cost benefit ratio.	6/30/2015		MUED	6/30/2015	
		2015-16	C-6.2	Complete the construction of the Opal Basin	6/30/2016	TBD	MUED	Not Started	As the necessary funding is significantly greater than what is available, MUED continues to look to identify alternative sources of funding to start the project. At this time staff has contacted County Flood, UOR, DWR, and has worked with the City lobbyist to ID grant and other sources of funding. As the remaining funding needed is approximately \$7M the project cannot start until the remaining funding is secured. Munich is to set a meeting to discuss assistance funding the basin, however it is unlikely they will fund.
		2015-16	C-6.3	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	6/30/2016	06/30/17	MUED	In Progress	MUED continues to look to identify locations that bioretention areas are feasible and when identified they are incorporated in to the project.
		2015-16	C-6.4	Identify and obtain funding for projects identified in the Drainage Master Plan	6/30/2016		MUED	06/30/16	Staff continues to work with our lobbyist to identify funding sources.
		2015-16	C-6.5	Identify funding sources and locations to construct bioretention areas throughout the City. Once funding is available construct based on cost benefit ratio	6/30/2016		MUED	06/30/16	On-going effort, see C-6.8
		2015-16	C-6.6	Develop bioretention/bioswale demonstration at Fire Station 2	6/30/2016	06/30/17	MUED	Not Started	Added by City Council on 07/21/2015. Staff will implement if available funding is identified. Staff is researching cost effective approach.
		2016-17	C-6.7	Complete the construction of 50% of the necessary flood control improvements	6/30/2017		MUED	In Progress	
		2016-17	C-6.8	Identify funding sources and locations to construct bioretention areas throughout the City. Once funding is available construct based on cost benefit ratio.	6/30/2017		MUED	In Progress	
C-7	Water Reservoir Rehabilitation Program: Complete the rehabilitation of three reservoirs	2014-15	C-7.1	Rehabilitate the Ward Way Reservoir	6/30/2015		MUED	6/30/2015	This project has been completed
		2015-16	C-7.2	Rehabilitate the Sunset Reservoir	6/30/2016	6/30/2017	MUED	In Progress	Currently under design, to start in winter 2016
		2016-17	C-7.3	Rehabilitate the Crafton Reservoir	6/30/2017		MUED	09/01/16	This project has been completed

FOCUS AREA - C: Infrastructure				Completed	In Progress	Pending Outside	Not Started		
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
C-8	Implement Nonpotable Water Use for irrigation by June 30, 2015	2014-15	C-8.1	Construct nonpotable water reservoir to allow the use of recycled water for irrigation	6/30/2015	3/31/2017	MUED	In Progress	Design is complete. Contract awarded in May 2016. Construction in-progress.
		2014-15	C-8.2	Continue to work with state agencies to receive approval to use recycled water for irrigation purposes.	6/30/2015		MUED	8/31/2014	This approval has been received.
		2015-16	C-8.3	Construct nonpotable booster station and pipelines to fully utilize the use of recycled water	6/30/2016	6/30/2018	MUED	In Progress	Pipeline is being designed. Commencement of construction is dependent of available funding.
C-9	Water and Wastewater Pipeline Replacement Program	2014-15	C-9.1	Identify and replace old and leaking pipelines to reduce water loss and service interruptions and sewer back-ups	6/30/2015		MUED	6/30/2015	
		2015-16	C-9.2	Identify and replace old and leaking pipelines to reduce water loss and service interruptions and sewer back-ups	6/30/2016		MUED	06/30/16	
		2016-17	C-9.3	Identify and replace old and leaking pipelines to reduce water loss and service interruptions and sewer back-ups	6/30/2017		MUED	In Progress	
C-10	Implement Wastewater Alternatives for cost reduction	2014-15	C-10.1	Research cost-effective alternatives for wastewater biosolids disposal and implement	6/30/2015		MUED	6/30/2015	URS evaluated an alternative which is not viable at this time. As alternatives arise staff will evaluate on an on-going basis.
C-11	PARIS Program: Continue paving improvements of 220 lane miles by June 30, 2017	2014-15	C-11.1	Continue to implement the citywide paving improvements (140 lane miles) and obtain I-Bank Financing	6/30/2015		MUED	6/30/2015	
		2015-16	C-11.2	Continue to implement the citywide paving improvements (40 lane miles).	6/30/2016		MUED	06/30/16	
		2016-17	C-11.3	Continue to implement the citywide paving improvements (40 lane miles)	6/30/2017		MUED	In Progress	On schedule.
C-12	Redlands/Alabama and Redlands/Colton Intersection Improvement Project by December 31, 2014	2014-15	C-12.1	Complete the construction of Redlands/Alabama intersection, which will eliminate the 22' off set and the level of service from F to B.	12/31/2014		MUED	12/31/2015	Project complete.
		2014-15	C-12.2	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.	12/31/2014		MUED	06/30/16	Project complete.
		2015-16	C-12.3	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.	6/30/2016		MUED	06/30/16	Project complete.
		2016-17	C-12.4	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.	6/30/2017		MUED	In Progress	Working with SANBAG to complete their portion of the project. City portion is complete.
C-13	Provide facility location assistance to the Redlands Historical Museum	2014-15	C-13.1	Develop plan for the establishment of the Redlands Historical Museum (Cardenas) -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	6/30/2015		QoL	9/16/2014	Resolution No. 7445 adopted on 09/16/2014 designating 700 Brookside Ave. as the site for the proposed Redlands Historical Museum and establishing interim and permanent improvement, repair, operational, and maintenance obligations for the museum. Property has been acquired by Redlands Historical Museum. Current occupant leasing through June 13, 2015. City improvements will be carried out in accordance with the Resolution.
C-14	Sidewalk Replacement Program (NOTE: Added by City Council on 07/21/2015)	2015-16	C-14.1	Identify and categorize needs for sidewalk replacement program	12/31/2015		MUED, QoL	9/1/2015	Sidewalk repair matrix approved by City Council on Sept. 1, 2015.
		2015-16	C-14.2	Initiate sidewalk replacement projects based on funding availability	12/31/2015	6/30/2016	MUED	06/30/16	
		2016-17	C-14.3	Initiate sidewalk replacement projects based on funding availability	6/30/2017		MUED	In Progress	
C-15	Israel Beal Park Expansion	2015-16	C-15.1	Obtain approval of Newland Homes Subdivision	12/31/2015		Dev. Serv	12/1/2015	

FOCUS AREA - C: Infrastructure				Completed	In Progress	Pending Outside	Not Started		
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
	(NOTE: Added by City Council on 07/21/2015)	2015-16	C-15.2	Obtain approval by City Council to accept the donation of a private park in lieu of Park Fees once improvements have been completed and accepted	12/31/2015		Dev. Serv	12/1/2015	Approved by City Council on December 1, 2015.
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FOCUS AREA - D: Land Resource Management					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
D-1	Complete Redlands Passenger Rail Project: Transit Village Plans	2014-15	D-1.1	Obtain City Council approval of Memorandum of Understanding with SANBAG	9/30/2014	PENDING SANBAG	Dev. Serv.	In Progress	SANBAG is currently processing CEQA/NEPA for the rail improvements. Redlands is the Responsible Agency and is participating accordingly. The Transit Village Plan activity will occur after this process. SANBAG withdrew funding for CEQA. Will include Buildout of Transit Village Plan in EIR for GPU
		2014-15	D-1.2	Send Notice of Preparation of an Environmental Impact Report (EIR) to State Clearinghouse	9/30/2014	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2014-15	D-1.3	Conduct Scoping Meetings	9/30/2014	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2014-15	D-1.4	Complete Draft EIR	9/30/2014	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2014-15	D-1.5	Conduct 45-day public review period	9/30/2014	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2014-15	D-1.6	Complete Final EIR	9/30/2014	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2015-16	D-1.7	Conduct public hearing with Planning Commission on land use changes to General Plan, EVCSP, Municipal Code, and Transit Village Plans	9/30/2015	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2015-16	D-1.8	Conduct public hearing with City Council on land use changes to General Plan, EVCSP, Municipal Code, and Transit Village Plans.	12/31/2015	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2015-16	D-1.9	Conduct public outreach to downtown merchants	6/30/2016		Dev. Serv.	06/30/16	Added by Council on 07/21/2015 - On-going outreach, see D-1.12
		2015-16	D-1.10	Report outcome of public outreach efforts to City Council	6/30/2016		Dev. Serv.	06/30/16	Added by Council on 07/21/2015 - On-going outreach, see D-1.13
		2016-17	D-1.11	Construct Park Once Facility to improve downtown parking availability.	6/30/2017		MUED	In Progress	Staff will budget for the needed environmental effort needed in FY 16-17. Staff is seeking grant funds to complete.
		2016-17	D-1.12	Conduct public outreach to downtown merchants	6/30/2017		Dev. Serv.	Not Started	Added by Council on 07/21/2015
		2016-17	D-1.13	Report outcome of public outreach efforts to City Council	6/30/2017		Dev. Serv.	Not Started	Added by Council on 07/21/2016
D-2	Affordable housing (Measure U): Implement the 2014-2021 Housing Element's Programs	2014-15	D-2.1	Complete 33% of programs in Checklists 1 and 2, attached	6/30/2015	12/30/2016	Dev. Serv.	In Progress	Program 7.1-1& 2: Conducted Planning Commission Workshop for SRO units. Results will be brought back to Commission and then City Council. Program 7.2-4: City Council directed Staff to become a Participating City with the County's CDBG program in 2015; this will allow the City to explore the HOME program with the PSA. Staff also worked with a developer for the construction of a multi-family utilizing various funding sources, including HOME funds. Program 7.4-3 Staff is assessing the user fees and will be developing interim and long term options for the City Council's consideration.
		2015-16	D-2.2	Complete 66% of programs in Checklist 3, attached	6/30/2016	6/30/2017	Dev. Serv.	In Progress	Program 7.2-10 & 7.9-3: Staff has prepared Draft Transit Village Plans with a density bonus component. The draft plans will be provided for the Planning Commission and City Council review along with the corresponding CEQA. SANBAG will fund environmental activity. Program 7.2-12 & 13: Working with developers that will consolidate properties for the development of multi-family affordable housing to veterans.
D-3	General Plan Update	2014-15	D-3.1	Review existing contract and amend or issue new contract	9/30/2014	5/5/2015	Dev. Serv.	3/3/2015	On January 20, 2015, the City Council appropriated funding for the General Plan. Designated contract staff hired on April 6, 2015 for General Plan. Although the entire schedule has been updated to reflect a new timeline for task items, completion of the General Plan update is still anticipated in 2017 This timeline reflects contract amendment with Dyett Bhatia scheduled for the May 5, 2015 City Council Meeting
		2014-15	D-3.2	Authorize work	9/30/2014	5/6/2015	Dev. Serv.	5/6/2015	
		2014-15	D-3.3	Conduct a kick-off meeting with staff	9/30/2014	5/26/2015	Dev. Serv.	5/26/2015	
		2014-15	D-3.4	Provide necessary data, and establish project schedule	9/30/2014	5/4/2015	Dev. Serv.	5/4/2015	
		2014-15	D-3.5	Establish a Citizen Advisory Committee and create Public Participation Program	12/31/2014	5/12/2015	Dev. Serv.	7/31/2015	
		2014-15	D-3.6	Establish Project Website	12/31/2014	6/16/2015	Dev. Serv.	9/1/2015	
		2014-15	D-3.7	Conduct land survey/vacant parcel survey	3/31/2015	8/17/2015	Dev. Serv.	9/30/2015	
		2014-15	D-3.8	Prepare Opportunities and Challenges report	3/31/2015	9/21/2015	Dev. Serv.	11/18/2015	
		2014-15	D-3.9	Request funding to continue preparation of the General Plan	3/31/2015		Dev. Serv.	1/20/2015	
		2014-15	D-3.10	Prepare Final Opportunities and Challenges report	6/30/2015	10/27/2015	Dev. Serv.	12/15/2015	
		2014-15	D-3.11	Present Opportunities and Challenges report to Decision-Makers	12/15/2015	1/27/2016	Dev. Serv.	01/27/16	
		2015-16	D-3.12	Conduct Scoping Meeting	8/16/2015	2/29/2016	Dev. Serv.	02/29/16	
		2015-16	D-3.13	Conduct Neighborhood Workshops and develop two land use plans.	9/29/2016	1/20/2017	Dev. Serv.	In Progress	

FOCUS AREA - D: Land Resource Management					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
		2015-16	D-3.14	Evaluate alternative plans.	11/30/2015	1/20/2017	Dev. Serv.	In Progress	
		2015-16	D-3.15	Prepare final alternative plans report.	12/30/2016	1/20/2017	Dev. Serv.	Not Started	
		2015-16	D-3.16	Prepare Newsletter, on planning alternatives.	12/10/2016	1/20/2017	Dev. Serv.	Not Started	
		2015-16	D-3.17	Conduct community and decision-maker workshops.	12/31/2015	2/28/2017	Dev. Serv.	Not Started	
		2015-16	D-3.18	Prepare and present preferred alternative.	12/31/2015	2/28/2017	Dev. Serv.	Not Started	
		2015-16	D-3.19	Prepare general plan outline and format.	3/7/2016	3/7/2016	Dev. Serv.	03/07/16	
		2015-16	D-3.20	Establish forecast information.	12/31/2015	9/30/2017	Dev. Serv.	In Progress	
		2015-16	D-3.21	Conduct Traffic Assessment.	3/31/2016	9/30/2017	Dev. Serv.	In Progress	
		2015-16	D-3.22	Prepare General Plan.	3/31/2016	2/28/2017	Dev. Serv.	Not Started	
		2015-16	D-3.23	Obtain funding for completion of the general plan and environmental impact report (EIR).	3/31/2016		Dev. Serv.	1/20/2015	
		2015-16	D-3.24	Continue with the preparation of the general plan	6/30/2016	2/28/2017	Dev. Serv.	Not Started	
		2015-16	D-3.25	Prepare Screencheck Draft EIR.	6/30/2016	2/28/2017	Dev. Serv.	Not Started	
		2016-17	D-3.26	Continue with the preparation of the general plan	9/30/2016	3/30/2017	Dev. Serv.	Not Started	
		2016-17	D-3.27	Prepare Screencheck Draft EIR	9/30/2016	3/30/2017	Dev. Serv.	Not Started	
		2016-17	D-3.28	Prepare newsletter and conduct an open house	12/31/2016	3/30/2017	Dev. Serv.	Not Started	
		2016-17	D-3.29	Prepare final EIR	12/31/2016	4/30/2017	Dev. Serv.	Not Started	
		2016-17	D-3.30	Prepare mitigation monitoring and reporting program	3/31/2017	5/30/2017	Dev. Serv.	Not Started	
		2016-17	D-3.31	Prepare findings of fact and overriding consideration	3/31/2017	6/30/2017	Dev. Serv.	Not Started	
		2016-17	D-3.32	Adopt the General Plan and EIR	6/30/2017	7/31/2017	Dev. Serv.	Not Started	
D-4	Modernize RMC: Modernize Title 15 (Building and Construction), Title 17 (Subdivision Ordinance), Title 18 (Zoning Ordinance) and Title 19 (Growth Management)	2014-15	D-4.1	Review code and identify changes to Title 18	9/30/2014		Dev. Serv.	3/30/2015	Staff has completed its review of the codes
		2014-15	D-4.2	Adopt 2013 California Codes	9/30/2014		Dev. Serv.	4/7/2015	Adoption to the California Code, Ordinance No. 2816 Adopted 04/07/2015
		2014-15	D-4.3	Process and obtain approval on changes to Title 18	6/30/2015	TBD	Dev. Serv.	In Progress	Some revisions have been made in accordance with State law. Additional revisions to be made once General Plan Update has been completed.
		2015-16	D-4.4	Review code and identify changes to Title 17	9/30/2015	9/30/2017	Dev. Serv.	Not Started	Items to be addressed as time and funding are available.
		2015-16	D-4.5	Process and obtain approval on changes to Title 17.	6/30/2016	6/30/2017	Dev. Serv.	Not Started	
		2016-17	D-4.6	Review code and identify changes to Title 19.	9/30/2016	6/30/2017	Dev. Serv.	Not Started	
		2016-17	D-4.7	Process and obtain approval on changes to Title 19	6/30/2017	6/30/2017	Dev. Serv.	Not Started	
D-5	Open Space Weed Abatement	2014-15	D-5.1	Meet with open space stakeholders to identify potential updates to weed abatement provisions of the codes and standards	9/30/2014	6/30/2017	Fire	Not Started	New Fire Marshal Penny Overstreet-Murphy is reviewing
		2015-16	D-5.2	Draft potential updates for stakeholder review	9/30/2015	12/31/2017	Fire	Not Started	
		2015-16	D-5.3	Confirm identification of all designated open space to facilitate appropriate enforcement	6/30/2016	3/31/2018	Fire	Not Started	
		2016-17	D-5.4	Publish updates and conduct public outreach.	9/30/2016	6/30/2018	Fire	Not Started	
D-6	Update Citrus Business Plan to expand private/public partnerships	2014-15	D-6.1	Pursue private and public partnership opportunities for the citrus business plan	6/30/2015	6/30/2017	QoL	In Progress	The Citrus Preservation Commission is currently discussing opportunities for private and public partnerships during their regular meetings. This is an on-going effort
		2015-16	D-6.2	Present findings to the City Council regarding partnership opportunities	9/30/2015	6/30/2017	QoL	In Progress	As opportunities become available, Citrus Commission will make recommendations to Council.
		2015-16	D-6.3	Develop Citrus Business Plan	6/30/2016	6/30/2017	QoL	In Progress	Specific Staff has been assigned; project is in progress with discussions at Commission level.
D-7	Parks Capital Improvement Plan	2014-15	D-7.1	Create a working model of a GAP based program for all City parks and open spaces	9/30/2014	2/28/2017	QoL	In Progress	Staff is preparing and RFP for advertisement in October 2016. The RFP will identify a firm to assess and grade the City parks to better understand the suite of repairs or renovations needed to maintain and improve the parks for the community. Additionally, the grades derived from this assessment tool will provide useful data on the overall health of Redland's developed parks.

FOCUS AREA - D: Land Resource Management					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
		2014-15	D-7.2	<ul style="list-style-type: none"> • Initiate a parks capital improvement plan to do the following: <ul style="list-style-type: none"> o Conduct an internal survey evaluating the condition of existing parks o Conduct an internal survey to measure current usage of each park o Conduct an internal survey of current demand for sports fields o 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 o Pursue the expansion of the partnership with RUSD for joint use of parks and school fields 	9/30/2014	6/30/2017	QoL	In Progress	The survey will be based on the RFP assessment schedule for advertisement in October 2016. Staff will work with consulting firm to develop a set of park facility assessment criteria which will be used in an initial field assessment for each of the City 18 developed parks. Subsequent assessments will be performed by City staff every two years. Assessment criteria will be developed with guidance from the National Recreation and Parks Association (NRPA), other public agency's assessment criteria, and will be based on features found in most developed parks. These features may include play equipment, paved courts, sports fields, general turf areas, park trees, paths, pathway lighting, site furnishings, park structures (restrooms, picnic shelters, etc.) irrigation, roads, and parking lots. Once the criteria are developed, they will be put into a spreadsheet format for use in performing the field assessment. To perform the assessment, a three-point scale grading (A,B or C) system will be utilized.
D-8	Conduct Asset Inventory Assessment by July 1, 2015	2014-15	D-8.1	Conduct inventory assessment and evaluation of the following assets: <ul style="list-style-type: none"> o Streets, Parks, Trees, Sidewalks, Storm drains, Cemetery, Airport, Citrus Groves and Fleet 	6/30/2015	12/30/2016	QoL	In Progress	<p>PARKS: RFP for parks assessment is schedule for advertisement in October 2016.</p> <p>STREETS: Pavement management plan developed and incorporated into PARIS Paving Program.</p> <p>TREES: Inventory scheduled for 2016 as part of council awarded agreement with West Coast Arborists. Estimated completion date of inventory is January 2017.</p> <p>SIDEWALKS: GIS database has been updated to identify all sidewalk discontinuities. Council recently awarded \$900,000.00 to address high priority issues. Maps and spreadsheets are available upon request.</p> <p>STORM DRAINS: Assessment of storm drains occur annually. In Late 2015 QOL staff coordinated with the IT Staff and created an electronic data base and inspection program which utilizes real time data collection to monitor storm drain conditions and identify necessary repairs and/or replacement.</p> <p>CEMETERY: Streets repaved in 2015/2016. GIS inventory of 31,000 internments is on-going. Capital replacement and improvement projects are outline in the Council adopted Business Plan and presented to Council as an annual update.</p> <p>AIRPORT: Airport Business Plan was adopted by Council in 2016. Staff has begun the implementation process of the recommendations outlined in the plan. Grant acceptance and award for the Lighting and Signage CIP Project sis scheduled for September 2016.</p> <p>CITRUS GROVES: Inventory and Assessments are on going.</p> <p>FLEET: Inventory and Assessments are updated annually and available upon request.</p>

FOCUS AREA - D: Land Resource Management					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
		2014-15	D-8.2	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	6/30/2015	6/30/2017	QoL	In Progress	<p>PARKS: RFP for parks assessment is schedule for advertisement in October 2016. This assessment will establish benchmarks and rating system to identify needs within the City park system.</p> <p>STREETS: Pavement management plan developed and incorporated into PARIS Paving Program. Program identifies needs and repair methods. Program currently funded and underway.</p> <p>TREES: Inventory scheduled for 2016 as part of council awarded agreement with West Coast Arborists. Estimated completion date of inventory is January 2017. QOL staff has implemented a system of block trimming utilizing outside contractual services. This program is a systematic approach to addressing the maintenance needs of the urban forest that will ensure all trees are trimmed on a scheduled cycle. Implementation of the tree trimming district concept has increased the number of trees trimmed annually by 400-500, reduced the average trim cycle by three years, and reduced the average trimming cost per tree by \$30.</p> <p>SIDEWALKS: GIS database has been updated to identify all sidewalk discontinuities. Council recently awarded \$900,000.00 to address high priority issues. Maps and spreadsheets are available upon request. FY15/16 replaced 4.5 miles of 5' sidewalk or 23,760 square feet of sidewalk. 1.5 miles of 5' sidewalk or 39,600 square feet proposed for FY16/17.</p> <p>STORM DRAINS: Assessment of storm drains occur annually. In Late 2015 QOL staff coordinated with the IT Staff and created an electronic data base and inspection program which utilizes real time data collection to monitor storm drain conditions and identify necessary repairs and/or replacement.</p> <p>CEMETERY: Streets repaved in 2015/2016. GIS inventory of 31,000 internments is on-going. Capital replacement and improvement projects are outline in the Council adopted Business Plan and presented to Council as an annual update.</p> <p>AIRPORT: Needs assessment was included in the Airport Business Plan (adopted by Council in 2016). Staff has begun the implementation process of the recommendations outlined in the plan. Grant acceptance and award for the Lighting and Signage CIP Project is scheduled for September 2016.</p> <p>CITRUS GROVES: Inventory and Assessments are on going.</p> <p>FLEET: City vehicle needs and assessment is conducted and updated annually. Replacement schedule and benchmarks are available upon request.</p>
D-9	Develop road map for capital improvement program by July 1, 2015	2014-15	D-9.1	Develop Capital Improvement Program Road Map* <ul style="list-style-type: none"> o Initiate the establishment of a capital improvement program to address each asset type (e.g. Streets-PARIS Program) o Identify additional funding sources to rehabilitate each asset type o *Priority of parks and open spaces by City Manager 	6/30/2015	6/30/2017	QoL	In Progress	
D-10	Complete the construction of Orange Blossom Trail Phases 2 and 3 by July 1, 2017	2014-15	D-10.1	Complete the design and construction of Orange Blossom Trail Phases 2 and 3	6/30/2015	6/30/2017	MUED	In Progress	
		2015-16	D-10.2	Obtain funding and complete the design of the final segment of the Orange Blossom Trail	6/30/2016	6/30/2017	MUED	In Progress	Staff continues to submit grant applications for the final phase of OBT.
		2016-17	D-10.3	Complete the construction of the final segment of the Orange Blossom Trail.	6/30/2017		MUED	Not Started	
D-11	Zanja Trail and Greenway Park Development (NOTE: Added by Council on 07/21/2015)	2015-16	D-11.1	Review the Redlands Conservancy's Conceptual Master plan of the Zanja Trail and Greenway Park project	12/31/2015		QoL	12/31/2015	
		2015-16	D-11.2	Evaluate and identify required resources to support operations and maintenance of the Zanja Trail and Greenway Park project	12/31/2015		QoL	12/31/2015	
		2015-16	D-11.3	Present Conceptual Master Plan to City Council for consideration	12/31/2015		QoL	12/19/2015	
		2015-16	D-11.4	Seek grant funding from the California River Parkways grant program for construction of Laramie Park	12/31/2015		QoL, MUED	9/1/2015	MUED and QOL submitted the grant application for this project, but was unsuccessful.
		2015-16	D-11.5	Begin environmental review process once the project is submitted by the Redlands Conservancy - due date subject to change	3/30/2016	6/30/2017	Dev. Serv.	In progress	

FOCUS AREA - D: Land Resource Management					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
		2015-16	D-11.6	Identify action items for FY 2016-17 in support of the project	6/30/2016	6/30/2017	QoL	In Progress	<ul style="list-style-type: none"> Development of the first reach of the trail from Wabash to Lincoln: <ul style="list-style-type: none"> Environmental documents in progress tentative completion date of 12/2016 Construction drawings submitted to the County Flood for permit -in progress Approval of MOU with County Flood for use of the trail – in progress Development of the second reach of the trail from University to Cook: <ul style="list-style-type: none"> Street Vacation for Sylvan Boulevard and Cook Street – in progress Preparation of environmental documents and Construction drawings – when funding becomes available
	Santa Ana River Trail and Parkway Development (NOTE: Added by City council on 07/21/2015)	2015-16	D-12.1	Coordinate with appropriate agencies and attend regional meetings in support of the Santa Ana River Trail Development	6/30/2016		MUED	06/30/16	MUED and/or QOL attend these meetings on a regular basis. On-going effort
2015-16		D-12.2	Incorporate trail development for new development projects along the Santa Ana River Trail	6/30/2016		Dev. Serv.	06/30/16	Incorporated into projects as applicable. On-going effort.	
2015-16		D-12.3	Report trail status to the City Council as part of the annual Trails Status Communication Report	6/30/2016		MUED	04/30/16	Trail update provided to City Council in April 2016.	
2016-17		D-12.4	Coordinate with appropriate agencies and attend regional meetings in support of the Santa Ana River Trail Development	6/30/2017		MUED	In Progress		
2016-17		D-12.5	Incorporate trail development for new development projects along the Santa Ana River Trail	6/30/2017		Dev. Serv.	In Progress	Will be incorporated into projects as applicable	
2016-17		D-12.6	Report trail status to the City Council as part of the annual Trails Status Communication Report	6/30/2017		MUED	Not Started		
D-13	Skate Park / BMX Park Development (NOTE: Added by City council on 07/21/2015)	2016-17	D-13.1	Seek City Council direction for development of a Skate Park / BMX Park Development	3/30/2017		QoL, MUED	In Progress	On September 17, 2013, City Council approved the use of \$200,000 of proceeds from the sale of the Nevada Palmetto Grove to be used as matching funds for design and construction of a skate park. \$115,235 of the \$200,000 was awarded to California Skateparks for design; a balance of \$84,765 remains. The design of the proposed skate park was adopted by Council on June 21, 2016. The remaining fund balance is scheduled to be released to the Nevada Palmetto Grove Fund on September 17, 2017. Design team is currently working on 60% design submittals. Concept is under environmental review with Development Services Department.
D-14	Establish Conservation Easements on City Owned natural and Agricultural Open Space (Note: Added by City Council On 03/01/2016)	2016-17	D-14.1	Complete management guidelines to identify roles and responsibilities between City and conservator	12/31/2016		QoL	In Progress	
2016-17		D-14.2	Establish process for ongoing maintenance and monitoring of included properties	12/31/2016		QoL	In Progress		
2016-17		D-14.3	Identify conservator and create draft conservation easement deeds for City Council consideration	12/31/2016		QoL	In Progress		
2016-17		D-14.4	Present conservation easement deeds for City Council consideration and approval	12/31/2016		QoL	Not Started		
2016-17		D-14.5	Record conservation easement deeds with San Bernardino County	12/31/2016		QoL	Not Started		

FOCUS AREA - E: Safety and Community Services					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
E-1	Implement enhancements to the Healthy Redlands Program by January 2016.	2014-15	E-1.1	Plan expansion of Fire Department Open House to include Healthy Redlands initiatives / focus.	9/30/2014		Fire	10/11/2014	Second Open House / Healthy Redlands event held on October 11, 2014. Planning for coming year will be scheduled.
		2014-15	E-1.2	Develop plan to repurpose fire demonstration garden to incorporate community garden concept	3/31/2015		Fire	3/31/2015	No action required due to demand for fire prevention in new-construction.
		2014-15	E-1.3	Conduct research for possible grant opportunities to support the Healthy Redlands Program and apply as appropriate	3/31/2015		QoL	3/31/2015	Staff is researching grant opportunities and submitted a grant through CALFIRE Urban Forrest Management. The Redlands Recreation Division has received support from local business for healthy Redlands programs. Grants will continue to be sought on an on-going basis.
		2014-15	E-1.4	Complete the non-motorized transportation plan and identify funding to plan's recommendations	6/30/2015	12/31/2016	MUED	In Progress	Staff submitted a grant application to fund the preparation of the Plan, but was unsuccessful in securing the grant. Additionally, the bike master plan portion of the plan is complete. Staff staff will work on grants for the remaining portion of a complete nonmotorized master plan.
		2014-15	E-1.5	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	6/30/2015	6/30/2017	MUED	In Progress	Nonpotable for Gateway and State Street currently in progress. Next project includes Sylvan Park. P. Gilbreath and Fire are working on identifying a location for a community park, once this is identified MUED will determine if NO water is available at that location and if so plan for its installation.
		2015-16	E-1.6	Conduct further outreach to local businesses that have expressed interest in supporting the Healthy Redlands Program	12/31/2015		QoL	12/31/2015	
		2015-16	E-1.7	Implement community garden concept	3/31/2016		Fire	06/30/16	On-going effort, see E-1.11
		2015-16	E-1.8	Include the Healthy Redlands program in the comprehensive recreational services guide	3/31/2016		QoL	03/31/16	Staff is distributing quarterly <i>Redlands Recreation</i> newsletters to residents
		2015-16	E-1.9	Design and construct recommendations identified in the non-motorized transportation plan based upon available funding	6/30/2016		MUED	06/30/16	On-going effort, see E-1.14
		2015-16	E-1.10	Identify a parcel (1.5 acres) to be used as a Community Garden	6/30/2016		Fire	06/30/16	(Added July 2015) Maps have been developed which highlight where we have City property that is adjacent to nonpotable water supplies. NO FURTHER ACTION BY FIRE DUE TO STAFF AND COMPETING PRIORITIES
		2016-17	E-1.11	Develop Community Garden Site	6/30/2017		QoL	Not Started	(Added July 2015)
		2016-17	E-1.12	Open Community Garden for Public Use	6/30/2017		QoL	Not Started	(Added July 2015)
		2016-17	E-1.13	Evaluate success of community garden concept and re-design as necessary	12/31/2016	6/30/2017	Fire	Not Started	
		2016-17	E-1.14	Design and construct recommendations identified in the non-motorized transportation plan not completed in previous fiscal year and based upon available funding	6/30/2017		MUED	Not Started	Pending available funding.
E-2	Community Risk Reduction Initiative: Reduce accidents, injuries and illness by 10%.	2014-15	E-2.1	Develop a Community Risk Reduction Plan (CRRP). Increase traffic enforcement in high accident areas	6/30/2015		Police	6/30/2015	CRRP Plan implemented to reduce traffic accidents and injuries by focusing enforcement efforts on locations and primary collision factors.
		2015-16	E-2.2	Implement CRRP Plan	12/31/2015		Police	12/30/2015	Plan implemented April 2015. Increased efforts have resulted in 13% decline in injury collisions and an 11% decrease in property damage collisions from January through November 2015 compared to the same period last year. Total collisions declined 11.21%.
		2016-17	E-2.3	Maintain CRRP Plan	6/30/2017		Police	In Progress	Through the use of Office of Traffic Safety grant funds, the Department continues to address traffic accidents through targeted enforcement of primary collision factors, education and location specific operations.
E-3	Increase regionalization of law enforcement for cost sharing of significant law enforcement programs	2014-15	E-3.1	Implement a regional SWAT Team	12/31/2014	9/30/2015	Police	9/3/2015	No other local cities were willing to regionalize with our department.
		2015-16	E-3.2	Evaluate combined law enforcement dispatch services	6/30/2016		Police	06/30/16	Staff reached out to several local agencies to discuss a regional communications center. At this time, no agency is interested in combining dispatch services, primarily due to associated costs.
E-4	Implement regionalization with adjoining Fire/EMS agencies to attain economies of scale	2014-15	E-4.1	Explore consolidation of training function with adjoining agencies.	9/30/2014	6/30/2015	Fire	6/30/2015	Meetings held with Homeland Security Grant Program Approval Authority promoting the concept. Also approaching other San Bernardino County Fire Agencies regarding application for an Assistance to Firefighters grant for shared training staff. Have conducted multi-agency Swiftwater Rescue and State Certified Driver Operator Training with adjoining agencies.

FOCUS AREA - E: Safety and Community Services					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
		2014-15	E-4.2	Develop Program	6/30/2015	12/31/2016	Fire	In Progress	Interagency training continues to be implemented on a case-by-case basis. Training committee is active with County Fire Chiefs Training Officers Section.
		2015-16	E-4.3	Develop funding mechanism for multi-agency training program	9/30/2015	12/31/2016	Fire	In Progress	Interagency training continues to be implemented on a case-by-case basis. Training committee is active with County Fire Chiefs Training Officers Section.
		2015-16	E-4.4	Implement program.	6/30/2016	6/30/2017	Fire	Not Started	
		2016-17	E-4.5	Evaluate success and redesign as necessary	6/30/2017		Fire	Not Started	
E-5	Adopt a traffic preemption strategy to reduce emergency response times by 10% by 2017	2014-15	E-5.1	Develop traffic preemption plan based on most common routes of response.	3/31/2015	6/30/2017	Fire	In Progress	Meeting scheduled with vendor on 1/28/15 to review program. Fire, PD, MUED, and QoL invited. Staff is working with larger developers to make the installation of at least one intersection's traffic preemption equipment in order to make progress on this action item. However, staff is continuing to seek grant funding for this purpose.
		2015-16	E-5.2	Seek grant funding for preemption system	9/30/2015	6/30/2017	Fire	In Progress	MUED is facilitating grant application process.
		2015-16	E-5.3	Procure preemption system and install	6/30/2016	6/30/2017	Fire	Not Started	
		2016-17	E-5.4	Conduct analysis of response times to determine net impact	6/30/2017	TBD	Fire	Not Started	
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.	2014-15	E-6.1	Develop incentivized public safety wellness program	9/30/2015		Police	2/17/2015	Police Wellness Program is in place, more than 50% of sworn officers are involved in the program. Baseline comparisons are developed for future evaluation. Fire wellness program was grant funded. Equipment has been purchased and installed at all Fire Stations
		2015-16	E-6.2	Maintain program.	6/30/2016		Police	06/30/16	Changes have been made to the Wellness Program, at the request of HR. Recently, those changes have been approved by HR. RPD Wellness Program reactivated.
		2016-17	E-6.3	Maintain program.	6/30/2017		Police	Not Started	
		2016-17	E-6.4	Conduct analysis of impact on workers compensation claims	12/31/2016	12/31/2017	HR	Not Started	
E-7	Update Independent Contractor agreements for recreational services	2014-15	E-7.1	<ul style="list-style-type: none"> • Introduce new business model for recreation contracts: (Cardenas) <ul style="list-style-type: none"> o Develop a standardized contract for use of recreation facilities by independent contractors to maximize revenue through facility reservation 	9/30/2015		QoL	9/30/2015	Standardized Agreements in use - 30% of collected fees now go to City with each Agreement.
E-8	Enhance Recreational Program Services by July 1, 2016	2014-15	E-8.1	Explore private/public financing opportunities by conducting outreach to local business groups and community groups to support recreational programs	3/31/2015	6/30/2015	QoL	6/30/2015	Recreation staff has been networking with various local businesses to seek private financing opportunities. Recently, the Friends of Prospect Park sponsored an inter generational program for senior and children. In addition, Prime Care and Beaver donated \$5,000 to provide healthy cooking classes and fitness scholarship programs. The Recreation Department most recently developed a partnership with the Redlands Community Music Association to create additional music outreach programs throughout the city. The Recreation Department continues to partner with various organizations and private citizens who donate funding specifically earmarked for Senior programs. Efforts will be on-going.
		2014-15	E-8.2	Complete an assessment of all recreation programs to measure effectiveness and participant satisfaction by using enrollment and customer survey data.	3/31/2015	6/30/2016	QoL	06/30/16	Created measurement benchmarks for customer satisfaction survey based on program development and use. Assessment is on-going.
		2014-15	E-8.3	<ul style="list-style-type: none"> Develop plan for neighborhood oriented programs. <ul style="list-style-type: none"> o Complete an assessment/plan for targeted neighborhoods o Create programs based on needs in specific areas o Look for grant/funding opportunities 	3/31/2015	9/30/2015	QoL	9/30/2015	Recreation Staff brought back the community Block Party, closing down the cul-d-sack of Lombard St. north of Brockton Ave. and provided recreation activities.
		2015-16	E-8.4	Seek local partnerships with community groups providing youth services to develop regional strategies to enhance youth services	9/30/2015		QoL	9/30/2015	Recreation staff recently partnered with the Boys and Girls club to provide a summer meal program which served 4,000 free meals. Also sponsored the Days for Kids program. Also entered into an agreement with Project 180 to serve healthy snacks and meals. Developed partnership with University of Redlands and their CHAMPS program to help with homework and mentoring. Efforts will be on-going.

FOCUS AREA - E: Safety and Community Services				Completed	In Progress	Pending Outside	Not Started		
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
		2015-16	E-8.5	<ul style="list-style-type: none"> • Introduce new recreational youth programs. o Expand physical oriented programs by 10% o Expand tutoring programs by 10% o Expand physical oriented senior programs by 10% o Expand healthy cooking by 10% o Expand mental exercise activities by 10% 	3/31/2016	6/30/2017	QoL	In Progress	<p>The new program guide has resulted in an approximate increase in enrollment by 10%. The Division continues to expand its programs in an effort to meet the goals. Below is a list of some of the recent additions:</p> <ul style="list-style-type: none"> • During the summer months of June and July the division partnered with Development Services to provide cooking demonstrations with professional chefs using fresh local ingredients from the local farmer's market. The demonstrations were followed by trips to the local Saturday Morning Certified Farmers' Market • The Senior Services popular day trips for older adults have added 2 mile walking tours of Los Angeles to its calendar • A Carfit technician from the Auto Club of Southern California was available at the Redlands Community Senior Center on November 7, 2015 providing free one-on-one help, safety information and resources for mature drivers based on a 12-point checklist • The Division has partnered the Redlands Community Music Association to hold several free family-oriented events that allow young families to sing along to some of Latin America's most beautiful folk songs • In partnership with many local organizations, the City of Redlands Quality of Life-Recreation Division, and the Redlands Police Department, held its annual Back to School Jam on Saturday, August 1st from 10 a.m. to 12 p.m. at Sylvan Park. This event attracted over 1,000 participants, with over 600 children received free backpacks filled with school supplies, and nearly 500 children received a free nutritious meal, provided by Project 180 • The Recreation Division has partnered with the Friends of the A.K. Smiley Public Library and the Redlands Police Department to host a series of Story Time programs for children.
		2015-16	E-8.6	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	6/30/2016		QoL	06/14/16	In an effort to connect with residents better, the Recreation Division partnered with the Solid Waste Division to produce a comprehensive Activity Guide with a complete listing of the activities and programs offered through the Recreation Division. This partnership combined resources to develop a Winter/Spring Activities Guide that was distributed through the Redlands Unified School District, providing local families with information on local recreation programs and educate the public on the various services available through the Solid Waste Division. Summer/Fall catalog published and distributed (Summer 2016). The guide is also available online for the convenience of residents. Just one click provides customers with a PDF, printable version of the guide
E-9	Increase water conservation efforts to reduce water consumption by 20% for the next three fiscal years.	2014-15	E-9.1	Increase water conservation efforts, including enhanced advertisement and rebate programs to reduce water consumption by 20%.	6/30/2015		MUED	06/30/15	Staff collaborated with other agencies in the IE to complete a regional marking campaign to promote water conservation. Council also approved an enhanced water conservation rebate program to incentivize the utilization of the program.

FOCUS AREA - E: Safety and Community Services					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
		2015-16	E-9.2	Increase water conservation efforts, including enhanced advertisement and rebate programs to reduce water consumption by 20%.	6/30/2016		MUED	12/31/2015	<ul style="list-style-type: none"> Securing agreement with the Santa Ana Watershed Project Authority to study implementation of allocation based rates; Drought Task Force coordination with Street Tree Committee; Newspaper publications on mandated water restrictions; Hiring and training of two water waste investigators; Mailing to highest 10% water users; Working with RUSD on landscape efficiency; Water Conservation Street Banners Participation in regional water conservation campaign event; Presence at public events; Construction of water efficient landscape at Fire Station #1; Development of design at Fire Station #2, #3, #4; Preparation to launch hold call messaging on MUED's main phone line and Customer Service line (to be launched mid-Sept); Development of infographic on utility bills to be launched at time of billing system update; and Securing rebate monies available from San Bernardino Valley Municipal Water District and Prop. 84 Emergency Drought response funds. Maintaining existing programs (August): water efficient rebate program (over 100 rebates were completed, inspected and processed), water audit program, irrigation timer scheduling program, water waste reports (over 70 were reported and followed up on) and new customer contacts (approximately 140 phone calls were responded to).
		2016-17	E-9.3	Increase water conservation efforts, including enhanced advertisement and rebate programs to reduce water consumption by 20%.	6/30/2017		MUED	In Progress	
E-10	Implement Emergency Preparedness Outreach Programs: Community Emergency Response Team (CERT), Business Emergency Response Team (BERT) and Disaster Council	2014-15	E-10.1	Develop communication resource guide which encompasses all phone numbers for faith-based community, senior community, access and functional needs facilities and business owners	9/30/2014		CMO	12/31/2014	Resource guide complete and distributed.
		2014-15	E-10.2	Develop a plan to meet with these organization and present the importance of being prepared for a disaster	9/30/2014		CMO	12/31/2014	Plan complete.
		2014-15	E-10.3	Schedule meetings to meet with faith-based organizations, senior community, access and functional needs and business owners	3/31/2015		CMO	3/31/2015	Some meetings have been held and will continue to be on-going.
		2014-15	E-10.4	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	6/30/2015		CMO	6/30/2015	Completed
E-11	Implement a training and exercise program for City staff and Emergency Operations Center responders	2014-15	E-11.1	Develop a training matrix to compile and track training of city staff.	9/30/2014		CMO	9/30/2014	Completed
		2014-15	E-11.2	Develop training program for city staff and schedule training dates for staff to attend	3/31/2015	6/30/2015	CMO	6/30/2015	
		2014-15	E-11.3	Evaluate training program based on the results of the staff that have taken the required training	6/30/2015	12/31/2016	CMO	In Progress	Training is in progress. Program will be evaluated by December 2016
E-12	Seek grant funding for the continual growth of the Emergency Management Program	2014-15	E-12.1	Research grant opportunities and apply for a minimum of three (3) grants to support Emergency Management Program	6/30/2015		CMO	4/22/2015	Grant applications submitted for UASI, Target and Lowes.
		2015-16	E-12.2	Research grant opportunities and apply for a minimum of three (3) grants to support Emergency Management Program	6/30/2016		CMO	12/19/2015	Minimum grant applications have been completed. Staff will continue to apply for grants as opportunities arise.
		2016-17	E-12.3	Research grant opportunities and apply for a minimum of three (3) grants to support Emergency Management Program	6/30/2017		CMO	In Progress	

FOCUS AREA - E: Safety and Community Services					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
E-13	Seek funding for Mobile Command Center (NOTE: Added by Council on 07/21/2015)	2015-16	E-13.1	Allocate funding in the amount of \$100,000 I FY 2015-2016 budget for purchase of Mobile Command Trailer	9/30/2015		Police, Fire, Finance	12/19/2015	
		2015-16	E-13.2	Develop plan for outreach funding efforts	9/30/2015		Police, Fire	7/30/2015	
		2015-16	E-13.3	Target potential institutional sources that could provide support and prepare letters to illicit participation for funding	12/31/2015		Police, Fire	12/31/2015	
		2015-16	E-13.4	Integrate Command Trailer into community events to gain support of local organizations	12/31/2015		Police, Fire	09/01/16	The Command Trailer has been received and will be displayed at community events on an on-going basis and utilized as the command and communication center for Police and Fire.

FOCUS AREA - A: Fiscal Accountability					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Status or Date Completed	Comments
A-1	Enhance fiscal and operational practices to support fiscal stability, transparency and data-driven decisions.	2014-15	A-1.1	Implement provisions of recently adopted Resolution Nos. 7354 (Interfund Loan Policy), 7346 (Fund Balance Policy) and 7318 (Enterprise Fund Policy).	9/30/2014	9/1/2015	Finance	09/30/15	Implementation of the policies has been completed.
		2014-15	A-1.2	Develop monthly General Fund Summary Report for City Council distribution.	9/30/2014		Finance	9/30/2014	A monthly General Fund Summary Report has been developed and is distributed to the City Council and departments along with all other monthly financial reports (via email and on the shared network J:drive).
		2014-15	A-1.3	Establish General Fund Appropriations Report for City Council distribution	9/30/2014		Finance	9/30/2014	A General Fund Appropriations Report has been developed and is being provided to the City Council on a quarterly basis via memorandum.
		2014-15	A-1.4	Schedule and hold department meetings to strategize and evaluate potential for savings and revenue generation to develop a fiscal action plan.	6/30/2015		Finance	12/18/2015	Plan for savings was brought forward for Council consideration in February 2016 (Mid-Year Budget review) and approved.
		2015-16	A-1.5	Evaluate success of financial policies in terms of balanced budget, loan repayment and established minimum reserves; and report effectiveness	9/30/2015		Finance	6/30/2016	Evaluation will be conducted on an on-going basis. At this point,
		2015-16	A-1.6	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	12/31/2015		Finance	12/18/2015	
A-2	Build Sustainable Enterprise Funds	2014-15	A-2.1	Develop an action plan to address the adverse financial position of the Cemetery in accordance with the Enterprise Fund Policy.	12/31/2014		Finance	3/17/2015	Cemetery Business Plan and CIP work plan were approved by Council on March 17, 2015.
		2014-15	A-2.2	Implement action plan developed for cemetery	6/30/2015		Finance	4/8/2015	Cemetery Business Plan and CIP work plan were approved by Council on March 17, 2015. Began implementation of plan on April 8, 2015. Ryan Lee retained as consultant to assist in implementation of plan.
		2015-16	A-2.7	Develop a Business Plan for the Redlands Municipal Airport (Added by City Council March 2016 as a result of staff recommendation)	6/30/2016		QoL	07/19/16	Airport Consultant retained in January 2016. Stakeholder outreach conducted to assist in plan development
		2015-16	A-2.8	Present Airport Business Plan to the City Council for consideration. (Added by City Council March 2016 as a result of staff recommendation)	6/30/2016		QoL	06/30/16	Airport Business Plan presented and approved by City Council on July 19, 2016.
A-3	Develop a systematic approach to recognize, develop and retain employees for future leadership roles.	2014-15	A-3.1	Identify critical skill needs for City staff for next five years.	9/30/2014		HR	9/23/2014	Skills identified by succession planning committee.
		2014-15	A-3.2	Explore climate survey options for Council consideration by December 2014	12/31/2014		HR	9/30/2015	At the April 28, 2015, Special Council meeting, staff was requested to consider rescheduling the survey. The survey was administered in the fall of 2015 and presented to the Council.
		2014-15	A-3.3	Develop and deploy succession program to close critical skill gap	12/31/2014	3/31/2016	HR	03/31/16	A Succession Program was developed and later revised due to limited funding resources. Program deployed in February 2016.
		2014-15	A-3.4	Identify 25 high-potential leaders in organization and provide 70/20/10 learning model to close critical skill gap.	12/31/2014	6/30/2015	HR	12/31/2015	Action item revised - Potential leaders/Succession Program participants to be approved by Department Directors.
A-4	Conduct review of Utility Rate Structure (NOTE: Added by Council on 07/21/2015)	2015-16	A-4.1	Select consultant to develop conservation based rates	12/30/2015		MUED	7/15/2015	Raftelis Financial Consultants was selected to develop the rate.
		2015-16	A-4.2	Seek SAWPA grant funding to implement conservation based water rates	12/30/2015		MUED	7/31/2015	MOU with SAWPA approved
		2015-16	A-4.3	Coordinate with consultant and appropriate committees to develop appropriate water rate structure.	12/30/2015		MUED	12/17/2015	Staff worked with RFC to develop the rate. Several meetings with the UAC were held. The UAC approved a recommended rate increase on December 17, 2015.
		2015-16	A-4.4	Provide ninety (90) date status report to City Council	12/30/2015		MUED	12/16/2015	
		2015-16	A-4.5	Present new rate structure to City Council for consideration	12/30/2015	3/30/2016	MUED	01/19/16	
		2015-16	A-4.6	Prepare and seek Council approval of appropriate ordinance and public notices in support of new conservation based rate structure	12/30/2015	3/30/2016	MUED	03/15/16	
A-5	Develop "Community Communication Tool on City's Website (NOTE: Added by Council on 07/21/2015)	2015-16	A-5.2	Complete maps, apps, self-services (PRA, work order) and social media links	9/30/2015	6/30/2016	DoIT	09/15/16	Services are currently available on different web pages. Once OpenGov deployment is complete, all relevant links will be added to form the Communication Hub.
		2015-16	A-5.4	Discuss and select method for online reporting of Strategic Plan progress	12/31/2015	6/30/2016	DoIT	06/30/16	Staff has posted each City Council Strategic Plan Update to the website. The links will be released upon the formal deployment of OpenGov on or before 10/31/2016.

FOCUS AREA - B: Economic Development					Completed	In Progress	Pending Outside	Not Started			
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments		
B-1	Business Attraction: Increase efforts to identify/target/ attract new retail, service, healthcare and technology businesses as identified in the Economic Development Action Plan (Section 1.1; 1.2; 1.3)	2014-15	B-1.1	Research and identify target sectors, budget and metrics	9/30/2014		Dev. Serv.	7/30/2014	Target sectors identified; current budget being utilized; metrics (vacancy rates; unemployment rate; new businesses and new business licenses licenses) monitored.		
		2014-15	B-1.2	Create marketing strategy to include: advertising, trade show participation and direct mail efforts	12/31/2014		Dev. Serv.	7/30/2014	Marketing strategy defined and currently being implemented.		
		2014-15	B-1.3	Implement at least one item from each marketing strategy segment and adjust as necessary	6/30/2015		Dev. Serv.	6/30/2015	Target advertising, trade show, email activity underway; traditional (direct) mail not addressed at this time.		
		2015-16	B-1.5	Participate in a least two industry-related trade show activities	3/31/2016		Dev. Serv.	10/2/2014	Esri User Conference (07/14); ICSC (10/14)-repeat efforts in '15-'16 pending		
		2015-16	B-1.6	Measure effectiveness and adjust as needed	6/30/2016		Dev. Serv.	06/30/16			
		2015-16	B-1.7	Begin development placement of advertising in 5 industry-specific publications or online media	6/30/2016		Dev. Serv.	12/31/2015	Completed 06/30/15 - Ahead of schedule.		
		2015-16	B-1.8	Initiate direct mail campaign	6/30/2016		Dev. Serv.	06/30/16			
		B-2	Tourism: 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>	2014-15	B-2.1	Create two-year maintenance program for downtown core, including budget, staffing, physical enhancement maintenance schedule and metrics.	9/30/2014	6/30/2015	Dev. Serv.	6/30/2015	Maintenance Plan and Schedule Created. Dedicated downtown staffing approved in FY 2015-2016 budget.
2014-15	B-2.2			Establish community tourism group protocols, special events, budget, metrics, etc	9/30/2014		Dev. Serv.	11/5/2014	Tourism Partners Group candidates identified; outreach efforts/follow-up completed; first invite meeting (11/14); first official quarterly meeting (02/15).		
2014-15	B-2.3			Develop sponsorship program	9/30/2014	9/30/2015	Dev. Serv.	12/31/2015			
2014-15	B-2.5			Create centralized community-wide events calendar	12/31/2014	6/30/2015	Dev. Serv.	6/30/2015	Completed and online.		
2014-15	B-2.6			Evaluate maintenance program and modify	6/30/2015		Dev. Serv.	6/30/2015			
2015-16	B-2.7			Begin to host quarterly tourism group meetings	9/30/2015		Dev. Serv.	2/28/2015	Invitation/introduction meeting (02/14); first official quarterly meeting (02/15)		
2015-16	B-2.8			Implement one new City-Sponsored event	12/31/2015		Dev. Serv.	12/31/2015	Implemented Broadway and Brunch; additional Movie in the park		
2015-16	B-2.9			Develop downtown tourism visitor tool	3/31/2016		Dev. Serv.	12/31/2015	Completed first Digital Tour project; others in work.		
2015-16	B-2.11			Provide new physical enhancements to downtown core	6/30/2016		Dev. Serv.	12/31/2015	Landscaping and electrical improvements.		
B-3	Workforce Development: 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)			2014-15	B-3.1	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.	9/30/2014		Dev. Serv.	8/30/2014	Currently, Chamber of Commerce, County of San Bernardino and SCORE have been identified as resource partners. No budgetary or specific commitments required at this time other than providing SCORE workshop facilities (City Council Chambers - Monthly)
				2014-15	B-3.2	Assess local company workforce needs and identify a minimum of three market segments in need of assistance	12/31/2014	12/31/2015	Dev. Serv.	12/31/2015	Addressed via ongoing Business Visitation Program and other outreach.
		2014-15	B-3.3	Enter into agreements (if needed) to participate with County and other agencies in regional business attraction and work force development efforts	12/31/2014		Dev. Serv.	8/28/2014	Participated with County of San Bernardino and Redlands businesses in East Valley Regional Job Fair event; will participate in 2015 as well.		
		2014-15	B-3.4	Develop programs with measurable targets that will address City needs	3/31/2015	3/31/2016	Dev. Serv.	12/31/2015	Communicated with County. City will participate in spring 2016 job fair. Will seek to recruit minimum of five Redlands employers for event.		
		2014-15	B-3.5	Initiate discussions with resource partners to develop technology incubator and identify three primary programs/needs.	3/31/2015	9/30/2015	Dev. Serv.	9/30/2015	Initial discussions with University of Redlands (technology focus only). Follow-up discussions with Esri and U of R in work.		
		2015-16	B-3.6	Obtain membership to Inland Empire Economic Partnership	9/30/2015		Dev. Serv.	08/15/15	Added by City Council on 07/21/2015		
		2015-16	B-3.7	Assess workforce program efficacy and make the necessary changes; continue year one participation with regional partners as appropriate	9/30/2015		Dev. Serv.	09/30/15	City will participate in spring 2016 job fair with County and other partners.		
B-4	Permit Streamlining: Conduct a comprehensive review and update of the entitlement process, including staffing, regulatory provisions,	2014-15	B-4.1	Develop comprehensive Permit Streamlining Program (PSP), including implementation program. Approval by the City Council	9/30/2014	6/30/2016	Dev. Serv.	06/30/16	Matrix Consulting Evaluation Complete.		
		2014-15	B-4.2	Complete 25% of PSP program provisions.	6/30/2015	6/30/2016	Dev. Serv.	6/30/2016			
B-5	Inspection & Plan Review: Develop plan review and inspection protocols designed to expedite the permitting process.	2014-15	B-5.1	Identify all plan review types.	9/30/2014		Dev. Serv.	9/30/2014			
		2014-15	B-5.2	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	12/30/2014	6/30/2016	Dev. Serv.	06/30/16	Action plan based on Matrix Consultant Report		
		2014-15	B-5.3	Obtain the necessary budgetary appropriation	3/31/2015		Dev. Serv.	7/1/2015			
		2014-15	B-5.4	Complete 100% of inspections within 24 business hours of request.	6/30/2015		Dev. Serv.	12/31/2015			

Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
B-7	Business Retention: Implement business outreach and business recognition activities, and increase awareness of available resources and	2014-15	B-7.1	Develop business outreach/visitation program. Identify business and schedule. Identify local, regional, state and federal business assistance resources.	9/30/2014		Dev. Serv.	7/30/2014	Program developed; procedures implemented; resource packet/handouts and follow-up survey developed.
		2014-15	B-7.2	Implement business outreach/visitation program.	12/31/2014		Dev. Serv.	8/15/2014	Business Visitation Program implemented 08/2014.
		2014-15	B-7.3	Conduct 4-6 business visitations per quarter	6/30/2015		Dev. Serv.	6/30/2015	3rd & 4th quarter (2014) activity included 10 visits (50% w/downtown merchants)
B-8	Special Projects: 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	2014-15	B-8.1	Assist with property acquisition activities of the Mall; specifically the due diligence, development/ design options	9/30/2014		Dev. Serv.	9/30/2014	Assisted previous owner with sale process; assisted new owner with due diligence process; preliminary development meeting held.
		2014-15	B-8.2	Obtain Department of Finance approval of the Long Range Property Plan	9/30/2014		Dev. Serv.	9/1/2015	Long-Range Property Management Plan being reviewed by DOF.
		2014-15	B-8.4	Place the remaining Successor Agency properties for sale	6/30/2015	6/30/2016	Dev. Serv.	6/30/2016	Assigned to Planning. All properties offered for sale.
		2015-16	B-8.5	Develop an ombudsman process/program specially tailored to assist major development projects such as the Redlands Mall, Packing House, Promenade and others	9/30/2015	6/30/2016	Dev. Serv.	6/30/2016	Completed with the PSP report by Matrix Consulting. Assigned to Planning.
B-9	Reduce the dollar loss to businesses resulting from crime by 10% by educating businesses in Crime Prevention through Environmental Design	2014-15	B-9.1	Develop a crime prevention unit to improve crime reduction education	6/30/2015	6/30/2016	Police	06/30/16	Staff has determined the current baseline statistics to compare with future statistics for accurate measurement of this goal. In process of developing a crime prevention unit to proactively prevent crime. 04/16/15 - A CSO has been assigned to implement the Crime Prevention Unit. Implementation started in March 2015.
B-11	Reduce Part 1 Crime by 5% to create an attractive	2014-15	B-11.1	Seek authorization to add three police officers in FY 2015-2016 Budget	6/30/2015		Police	7/1/2015	Two police Officers, a dispatcher and a CSO were added to the department during the FY 2015/ 2016 budget.
B-13	Develop new tag line for the City (NOTE: Added by Council	2015-16	B-13.1	Establish internal staff committee to plan process for developing new tag line for City	9/30/2015		CMO	9/30/2015	
		2015-16	B-13.2	Develop plan to establish a new tag line for City	9/30/2015		CMO	9/30/2015	
B-14	Conduct Development Fee Review (NOTE: Added by City Council on 07/21/2015)	2015-16	B-14.1	Prepare and distribute Request for Proposal to various consulting firms for User Fee Study	9/30/2015		Dev. Serv.	9/30/2015	
		2015-16	B-14.2	Select consultant to perform a Development Impact Fee Study for open space and parks, transportation improvements, storm drain facilities and public facilities and obtain contract approval.	9/30/2015		MUED	6/12/2015	David Taussig and Associates was selected to perform DIF Study.
		2015-16	B-14.3	Select consultant to perform User Fee Study and obtain contract approval by City Council	12/31/2015	3/31/2016	Dev. Serv.	03/31/16	User Fee Study complete.

FOCUS AREA - C: Infrastructure				Completed	In Progress	Pending Outside	Not Started		
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
C-1	Implement Information and Communications Technology Upgrades	2014-15	C-1.1	Develop capital replacement schedule for 100% of the Police Department and City hardware	6/30/2015		DoIT	12/31/15	A hardware inventory and assessment was conducted (6/30/2015). Addition of inventory evaluation, status and recommendation for replacement was completed.
		2014-15	C-1.2	Operationalize 50% of potential mobility tools, replace 40% of workstations in Police Department and City	6/30/2015		DoIT	12/31/2014	As of 12/31/2014, the total amount of desktop workstations replaced is 220 out of 400, or 55%. This exceeded the goal (40%) and is attributed to the additional appropriation of reserve funds. For mobility tools, the City owns 141 laptops across the City & PD operations, 98 of which are at the end of serviceable use. As of 6/30/2015, 49 of those 98 have been replaced (or 50% of the inoperable fleet).
		2015-16	C-1.4	Virtualize 75% of servers and storage	6/30/2016		DoIT	06/30/16	The server environment has reach capacity for virtualization. A combination of consolidating databases and servers has resulted in a lower net number of servers and the environment has been virtualized to the extent practical to do so. 90% of data storage has been virtualized as a result of the purchase of the storage area network approved on 9/15/2015. Installation and data migration has been completed.
		2015-16	C-1.5	Complete 60% of workstation refresh/update	6/30/2016		DoIT	06/30/16	FY 15-16 Budget included the replacement of 22 desktop workstations, bringing the total replacement to 242 out of 400 (60.5%).
		2016-17	C-1.6	Implement WiFi in 100% of centrally located public City offices	6/30/2017		DoIT	09/15/16	Comprehensive WiFi/wireless system was awarded in FY 15-16 and is currently being implemented. This project will fund 45 wireless access points throughout various City facilities and will provide a centrally managed console.
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	2015-16	C-2.2	Create a practice of budgeting to replace 25% of patrol vehicles each year as needed	6/30/2016		Police	06/30/16	A replacement plan has been created. It is reviewed and updated yearly based on current use, total mileage, anticipated mileage and maintenance costs.
		2015-16	C-2.3	Create a practice of budgeting to replace vehicles each year as delineated in the vehicle replacement plan	6/30/2016		Fire	06/30/16	Replacement plan is being reviewed and updated for re-submittal this year.
C-4	Fire Station 262 Remodel	2014-15	C-4.1	Implement fund planning phase	6/30/2015	6/30/2016	Fire	06/30/16	Plans have been drafted (with the help of MUED) and have been submitted to the station for review.
C-6	Citywide Drainage Master Plan Implementation	2014-15	C-6.1	Identify funding sources and locations to construct bioretention areas throughout the City. Once funding is available construct based on cost benefit ratio.	6/30/2015		MUED	6/30/2015	
		2015-16	C-6.4	Identify and obtain funding for projects identified in the Drainage Master Plan	6/30/2016		MUED	06/30/16	Staff continues to work with our lobbyist to identify funding sources.
		2015-16	C-6.5	Identify funding sources and locations to construct bioretention areas throughout the City. Once funding is available construct based on cost benefit ratio	6/30/2016		MUED	06/30/16	On-going effort, see C-6.8
C-7	Water Reservoir Rehabilitation Program: Complete the rehabilitation of three	2014-15	C-7.1	Rehabilitate the Ward Way Reservoir	6/30/2015		MUED	6/30/2015	This project has been completed
		2016-17	C-7.3	Rehabilitate the Crafton Reservoir	6/30/2017		MUED	09/01/16	This project has been completed
C-8	Implement Nonpotable Water Use for irrigation by June 30, 2015	2014-15	C-8.2	Continue to work with state agencies to receive approval to use recycled water for irrigation purposes.	6/30/2015		MUED	8/31/2014	This approval has been received.
C-9	Water and Wastewater Pipeline Replacement Program	2014-15	C-9.1	Identify and replace old and leaking pipelines to reduce water loss and service interruptions and sewer back-ups	6/30/2015		MUED	6/30/2015	
		2015-16	C-9.2	Identify and replace old and leaking pipelines to reduce water loss and service interruptions and sewer back-ups	6/30/2016		MUED	06/30/16	
C-10	Implement Wastewater Alternatives for cost reduction	2014-15	C-10.1	Research cost-effective alternatives for wastewater biosolids disposal and implement	6/30/2015		MUED	6/30/2015	URS evaluated an alternative which is not viable at this time. As alternatives arise staff will evaluate on an on-going basis.
C-11	PARIS Program: Continue paving improvements of 220 lane miles by June 30, 2017	2014-15	C-11.1	Continue to implement the citywide paving improvements (140 lane miles) and obtain I-Bank Financing	6/30/2015		MUED	6/30/2015	
		2015-16	C-11.2	Continue to implement the citywide paving improvements (40 lane miles).	6/30/2016		MUED	06/30/16	
C-12	Redlands/Alabama and Redlands/Colton Intersection Improvement Project by December 31, 2014	2014-15	C-12.1	Complete the construction of Redlands/Alabama intersection, which will eliminate the 22' off set and the level of service from F to B.	12/31/2014		MUED	12/31/2015	Project complete.

FOCUS AREA - C: Infrastructure				Completed	In Progress	Pending Outside	Not Started		
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
		2014-15	C-12.2	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.	12/31/2014		MUED	06/30/16	Project complete.
		2015-16	C-12.3	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.	6/30/2016		MUED	06/30/16	Project complete.
C-13	Provide facility location assistance to the Redlands Historical Museum	2014-15	C-13.1	Develop plan for the establishment of the Redlands Historical Museum (Cardenas) -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	6/30/2015		QoL	9/16/2014	Resolution No. 7445 adopted on 09/16/2014 designating 700 Brookside Ave. as the site for the proposed Redlands Historical Museum and establishing interim and permanent improvement, repair, operational, and maintenance obligations for the museum. Property has been acquired by Redlands Historical Museum. Current occupant leasing through June 13, 2015. City improvements will be carried out in accordance with the Resolution.
C-14	Sidewalk Replacement Program (NOTE: Added by City Council on 07/21/2015)	2015-16	C-14.1	Identify and categorize needs for sidewalk replacement program	12/31/2015		MUED, QoL	9/1/2015	Sidewalk repair matrix approved by City Council on Sept. 1, 2015.
		2015-16	C-14.2	Initiate sidewalk replacement projects based on funding availability	12/31/2015	6/30/2016	MUED	06/30/16	
C-15	Israel Beal Park Expansion (NOTE: Added by City Council on 07/21/2015)	2015-16	C-15.1	Obtain approval of Newland Homes Subdivision	12/31/2015		Dev. Serv	12/1/2015	
		2015-16	C-15.2	Obtain approval by City Council to accept the donation of a private park in lieu of Park Fees once improvements have been completed and accepted	12/31/2015		Dev. Serv	12/1/2015	Approved by City Council on December 1, 2015.

FOCUS AREA - D: Land Resource Management					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
D-1	Complete Redlands Passenger Rail Project: Transit Village Plans	2015-16	D-1.9	Conduct public outreach to downtown merchants	6/30/2016		Dev. Serv.	06/30/16	Added by Council on 07/21/2015 - On-going outreach, see D-1.12
		2015-16	D-1.10	Report outcome of public outreach efforts to City Council	6/30/2016		Dev. Serv.	06/30/16	Added by Council on 07/21/2015 - On-going outreach, see D-1.13
D-3	General Plan Update	2014-15	D-3.1	Review existing contract and amend or issue new contract	9/30/2014	5/5/2015	Dev. Serv.	3/3/2015	On January 20, 2015, the City Council appropriated funding for the General Plan. Designated contract staff hired on April 6, 2015 for General Plan. Although the entire schedule has been updated to reflect a new timeline for task items, completion of the General Plan update is still anticipated in 2017. This timeline reflects contract amendment with Dyett Bhatia scheduled for the May 5, 2015 City Council Meeting
		2014-15	D-3.2	Authorize work	9/30/2014	5/6/2015	Dev. Serv.	5/6/2015	
		2014-15	D-3.3	Conduct a kick-off meeting with staff	9/30/2014	5/26/2015	Dev. Serv.	5/26/2015	
		2014-15	D-3.4	Provide necessary data, and establish project schedule	9/30/2014	5/4/2015	Dev. Serv.	5/4/2015	
		2014-15	D-3.5	Establish a Citizen Advisory Committee and create Public Participation Program	12/31/2014	5/12/2015	Dev. Serv.	7/31/2015	
		2014-15	D-3.6	Establish Project Website	12/31/2014	6/16/2015	Dev. Serv.	9/1/2015	
		2014-15	D-3.7	Conduct land survey/vacant parcel survey	3/31/2015	8/17/2015	Dev. Serv.	9/30/2015	
		2014-15	D-3.8	Prepare Opportunities and Challenges report	3/31/2015	9/21/2015	Dev. Serv.	11/18/2015	
		2014-15	D-3.9	Request funding to continue preparation of the General Plan	3/31/2015		Dev. Serv.	1/20/2015	
		2014-15	D-3.10	Prepare Final Opportunities and Challenges report	6/30/2015	10/27/2015	Dev. Serv.	12/15/2015	
		2014-15	D-3.11	Present Opportunities and Challenges report to Decision-Makers	12/15/2015	1/27/2016	Dev. Serv.	01/27/16	
		2015-16	D-3.12	Conduct Scoping Meeting	8/16/2015	2/29/2016	Dev. Serv.	02/29/16	
		2015-16	D-3.19	Prepare general plan outline and format.	3/7/2016	3/7/2016	Dev. Serv.	03/07/16	
		2015-16	D-3.23	Obtain funding for completion of the general plan and environmental impact report (EIR).	3/31/2016		Dev. Serv.	1/20/2015	
D-4	Modernize RMC: Modernize Title 15 (Building and Construction), Title 17	2014-15	D-4.1	Review code and identify changes to Title 18	9/30/2014		Dev. Serv.	3/30/2015	Staff has completed its review of the codes
		2014-15	D-4.2	Adopt 2013 California Codes	9/30/2014		Dev. Serv.	4/7/2015	Adoption to the California Code, Ordinance No. 2816 Adopted 04/07/2015
D-11	Zanja Trail and Greenway Park Development (NOTE: Added by Council on 07/21/2015)	2015-16	D-11.1	Review the Redlands Conservancy's Conceptual Master plan of the Zanja Trail and Greenway Park project	12/31/2015		QoL	12/31/2015	
		2015-16	D-11.2	Evaluate and identify required resources to support operations and maintenance of the Zanja Trail and Greenway Park project	12/31/2015		QoL	12/31/2015	
		2015-16	D-11.3	Present Conceptual Master Plan to City Council for consideration	12/31/2015		QoL	12/19/2015	
		2015-16	D-11.4	Seek grant funding from the California River Parkways grant program for construction of Laramie Park	12/31/2015		QoL, MUED	9/1/2015	MUED and QOL submitted the grant application for this project, but was unsuccessful.
	Santa Ana River Trail and Parkway Development (NOTE: Added by City council on 07/21/2015)	2015-16	D-12.1	Coordinate with appropriate agencies and attend regional meetings in support of the Santa Ana River Trail Development	6/30/2016		MUED	06/30/16	MUED and/or QOL attend these meetings on a regular basis. On-going effort
		2015-16	D-12.2	Incorporate trail development for new development projects along the Santa Ana River Trail	6/30/2016		Dev. Serv.	06/30/16	Incorporated into projects as applicable. On-going effort.
		2015-16	D-12.3	Report trail status to the City Council as part of the annual Trails Status Communication Report	6/30/2016		MUED	04/30/16	Trail update provided to City Council in April 2016.

FOCUS AREA - E: Safety and Community Services					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
E-1	Implement enhancements to the Healthy Redlands Program by January 2016.	2014-15	E-1.1	Plan expansion of Fire Department Open House to include Healthy Redlands initiatives / focus.	9/30/2014		Fire	10/11/2014	Second Open House / Healthy Redlands event held on October 11, 2014. Planning for coming year will be scheduled.
		2014-15	E-1.2	Develop plan to repurpose fire demonstration garden to incorporate community garden concept	3/31/2015		Fire	3/31/2015	No action required due to demand for fire prevention in new-construction.
		2014-15	E-1.3	Conduct research for possible grant opportunities to support the Healthy Redlands Program and apply as appropriate	3/31/2015		QoL	3/31/2015	Staff is researching grant opportunities and submitted a grant through CALFIRE Urban Forrest Management. The Redlands Recreation Division has received support from local business for healthy Redlands programs. Grants will continue to be sought on an on-going basis.
		2015-16	E-1.6	Conduct further outreach to local businesses that have expressed interest in supporting the Healthy Redlands Program	12/31/2015		QoL	12/31/2015	
		2015-16	E-1.7	Implement community garden concept	3/31/2016		Fire	06/30/16	On-going effort, see E-1.11
		2015-16	E-1.8	Include the Healthy Redlands program in the comprehensive recreational services guide	3/31/2016		QoL	03/31/16	Staff is distributing quarterly <i>Redlands Recreation</i> newsletters to residents
		2015-16	E-1.9	Design and construct recommendations identified in the non-motorized transportation plan based upon available funding	6/30/2016		MUED	06/30/16	On-going effort, see E-1.14
		2015-16	E-1.10	Identify a parcel (1.5 acres) to be used as a Community Garden	6/30/2016		Fire	06/30/16	(Added July 2015) Maps have been developed which highlight where we have City property that is adjacent to nonpotable water supplies. NO FURTHER ACTION BY FIRE DUE TO STAFF AND COMPETING PRIORITIES
E-2	Community Risk Reduction Initiative: Reduce accidents, injuries and illness by 10%.	2014-15	E-2.1	Develop a Community Risk Reduction Plan (CRRP). Increase traffic enforcement in high accident areas	6/30/2015		Police	6/30/2015	CRRP Plan implemented to reduce traffic accidents and injuries by focusing enforcement efforts on locations and primary collision factors.
		2015-16	E-2.2	Implement CRRP Plan	12/31/2015		Police	12/30/2015	Plan implemented April 2015. Increased efforts have resulted in 13% decline in injury collisions and an 11% decrease in property damage collisions from January through November 2015 compared to the same period last year. Total collisions declined 11.21%.
E-3	Increase regionalization of law enforcement for cost sharing of significant law enforcement programs	2014-15	E-3.1	Implement a regional SWAT Team	12/31/2014	9/30/2015	Police	9/3/2015	No other local cities were willing to regionalize with our department.
		2015-16	E-3.2	Evaluate combined law enforcement dispatch services	6/30/2016		Police	06/30/16	Staff reached out to several local agencies to discuss a regional communications center. At this time, no agency is interested in combining dispatch services, primarily due to associated costs.
E-4	Implement regionalization with adjoining Fire/EMS agencies to attain economies of scale	2014-15	E-4.1	Explore consolidation of training function with adjoining agencies.	9/30/2014	6/30/2015	Fire	6/30/2015	Meetings held with Homeland Security Grant Program Approval Authority promoting the concept. Also approaching other San Bernardino County Fire Agencies regarding application for an Assistance to Firefighters grant for shared training staff. Have conducted multi-agency Swiftwater Rescue and State Certified Driver Operator Training with adjoining agencies.
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.	2014-15	E-6.1	Develop incentivized public safety wellness program	9/30/2015		Police	2/17/2015	Police Wellness Program is in place, more than 50% of sworn officers are involved in the program. Baseline comparisons are developed for future evaluation. Fire wellness program was grant funded. Equipment has been purchased and installed at all Fire Stations
		2015-16	E-6.2	Maintain program.	6/30/2016		Police	06/30/16	Changes have been made to the Wellness Program, at the request of HR. Recently, those changes have been approved by HR. RPD Wellness Program reactivated.
E-7	Update Independent Contractor agreements for recreational services	2014-15	E-7.1	<ul style="list-style-type: none"> • Introduce new business model for recreation contracts: (Cardenas) <ul style="list-style-type: none"> o Develop a standardized contract for use of recreation facilities by independent contractors to maximize revenue through facility reservation 	9/30/2015		QoL	9/30/2015	Standardized Agreements in use - 30% of collected fees now go to City with each Agreement.

FOCUS AREA - E: Safety and Community Services					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
E-8	Enhance Recreational Program Services by July 1, 2016	2014-15	E-8.1	Explore private/public financing opportunities by conducting outreach to local business groups and community groups to support recreational programs	3/31/2015	6/30/2015	QoL	6/30/2015	Recreation staff has been networking with various local businesses to seek private financing opportunities. Recently, the Friends of Prospect Park sponsored an inter generational program for senior and children. In addition, Prime Care and Beaver donated \$5,000 to provide healthy cooking classes and fitness scholarship programs. The Recreation Department most recently developed a partnership with the Redlands Community Music Association to create additional music outreach programs throughout the city. The Recreation Department continues to partner with various organizations and private citizens who donate funding specifically earmarked for Senior programs. Efforts will be on-going.
		2014-15	E-8.2	Complete an assessment of all recreation programs to measure effectiveness and participant satisfaction by using enrollment and customer survey data.	3/31/2015	6/30/2016	QoL	06/30/16	Created measurement benchmarks for customer satisfaction survey based on program development and use. Assessment is on-going.
		2014-15	E-8.3	Develop plan for neighborhood oriented programs. o Complete an assessment/plan for targeted neighborhoods o Create programs based on needs in specific areas o Look for grant/funding opportunities	3/31/2015	9/30/2015	QoL	9/30/2015	Recreation Staff brought back the community Block Party, closing down the cul-de-sack of Lombard St. north of Brockton Ave. and provided recreation activities.
		2015-16	E-8.4	Seek local partnerships with community groups providing youth services to develop regional strategies to enhance youth services	9/30/2015		QoL	9/30/2015	Recreation staff recently partnered with the Boys and Girls club to provide a summer meal program which served 4,000 free meals. Also sponsored the Days for Kids program. Also entered into an agreement with Project 180 to serve healthy snacks and meals. Developed partnership with University of Redlands and their CHAMPS program to help with homework and mentoring. Efforts will be on-going.
		2015-16	E-8.6	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	6/30/2016		QoL	06/14/16	In an effort to connect with residents better, the Recreation Division partnered with the Solid Waste Division to produce a comprehensive Activity Guide with a complete listing of the activities and programs offered through the Recreation Division. This partnership combined resources to develop a Winter/Spring Activities Guide that was distributed through the Redlands Unified School District, providing local families with information on local recreation programs and educate the public on the various services available through the Solid Waste Division. Summer/Fall catalog published and distributed (Summer 2016). The guide is also available online for the convenience of residents. Just one click provides customers with a PDF, printable version of the guide
E-9	Increase water conservation efforts to reduce water consumption by 20% for the next three fiscal years.	2014-15	E-9.1	Increase water conservation efforts, including enhanced advertisement and rebate programs to reduce water consumption by 20%.	6/30/2015		MUED	06/30/15	Staff collaborated with other agencies in the IE to complete a regional marking campaign to promote water conservation. Council also approved an enhanced water conservation rebate program to incentivize the utilization of the program.

FOCUS AREA - E: Safety and Community Services

FOCUS AREA - E: Safety and Community Services					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
		2015-16	E-9.2	Increase water conservation efforts, including enhanced advertisement and rebate programs to reduce water consumption by 20%.	6/30/2016		MUED	12/31/2015	<ul style="list-style-type: none"> Securing agreement with the Santa Ana Watershed Project Authority to study implementation of allocation based rates; Drought Task Force coordination with Street Tree Committee; Newspaper publications on mandated water restrictions; Hiring and training of two water waste investigators; Mailing to highest 10% water users; Working with RUSD on landscape efficiency; Water Conservation Street Banners Participation in regional water conservation campaign event; Presence at public events; Construction of water efficient landscape at Fire Station #1; Development of design at Fire Station #2, #3, #4; Preparation to launch hold call messaging on MUED's main phone line and Customer Service line (to be launched mid-Sept); Development of infographic on utility bills to be launched at time of billing system update; and Securing rebate monies available from San Bernardino Valley Municipal Water District and Prop. 84 Emergency Drought response funds. Maintaining existing programs (August): water efficient rebate program (over 100 rebates were completed, inspected and processed), water audit program, irrigation timer scheduling program, water waste reports (over 70 were reported and followed up on) and new customer contacts (approximately 140 phone calls were responded to).
E-10	Implement Emergency Preparedness Outreach Programs: Community Emergency Response Team (CERT), Business Emergency Response Team (BERT) and Disaster Council	2014-15	E-10.1	Develop communication resource guide which encompasses all phone numbers for faith-based community, senior community, access and functional needs facilities and business owners	9/30/2014		CMO	12/31/2014	Resource guide complete and distributed.
		2014-15	E-10.2	Develop a plan to meet with these organization and present the importance of being prepared for a disaster	9/30/2014		CMO	12/31/2014	Plan complete.
		2014-15	E-10.3	Schedule meetings to meet with faith-based organizations, senior community, access and functional needs and business owners	3/31/2015		CMO	3/31/2015	Some meetings have been held and will continue to be on-going.
		2014-15	E-10.4	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	6/30/2015		CMO	6/30/2015	Completed
E-11	Implement a training and exercise program for City staff and Emergency Operations Center responders	2014-15	E-11.1	Develop a training matrix to compile and track training of city staff.	9/30/2014		CMO	9/30/2014	Completed
		2014-15	E-11.2	Develop training program for city staff and schedule training dates for staff to attend	3/31/2015	6/30/2015	CMO	6/30/2015	
E-12	Seek grant funding for the continual growth of the Emergency Management Program	2014-15	E-12.1	Research grant opportunities and apply for a minimum of three (3) grants to support Emergency Management Program	6/30/2015		CMO	4/22/2015	Grant applications submitted for UASI, Target and Lowes.
		2015-16	E-12.2	Research grant opportunities and apply for a minimum of three (3) grants to support Emergency Management Program	6/30/2016		CMO	12/19/2015	Minimum grant applications have been completed. Staff will continue to apply for grants as opportunities arise.
E-13	Seek funding for Mobile Command Center (NOTE: Added by Council on 07/21/2015)	2015-16	E-13.1	Allocate funding in the amount of \$100,000 I FY 2015-2016 budget for purchase of Mobile Command Trailer	9/30/2015		Police, Fire, Finance	12/19/2015	
		2015-16	E-13.2	Develop plan for outreach funding efforts	9/30/2015		Police, Fire	7/30/2015	
		2015-16	E-13.3	Target potential institutional sources that could provide support and prepare letters to illicit participation for funding	12/31/2015		Police, Fire	12/31/2015	

FOCUS AREA - E: Safety and Community Services					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
		2015-16	E-13.4	Integrate Command Trailer into community events to gain support of local organizations	12/31/2015		Police, Fire	09/01/16	The Command Trailer has been received and will be displayed at community events on an on-going basis and utilized as the command and communication center for Police and Fire.

FOCUS AREA - A: Fiscal Accountability					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Status or Date Completed	Comments
A-1	Enhance fiscal and operational practices to support fiscal stability, transparency and data-driven decisions.	2015-16	A-1.7	Propose new revenue generation concepts and required actions to City Council for consideration and approval	6/30/2016	3/31/2017	Finance	In progress	New revenue concepts are currently being explored and will be presented to City Council for consideration in early 2017.
		2015-16	A-1.8	Begin actions for new revenue generation concepts approved	6/30/2016	TBD	Finance	Not Started	Date will be determined based upon Council direction received.
		2016-17	A-1.9	Report outcomes of financial policies in terms of balanced budget, loan repayment and established minimum reserves; and provide recommendations for policy revisions as necessary	9/30/2016	6/30/2017	Finance	Not Started	
A-2	Build Sustainable Enterprise Funds	2015-16	A-2.3	Continue implementation of action plan developed for cemetery and adjust as required to improve its financial condition	9/30/2015	6/30/2017	Finance	In progress	Projects to be completed in accordance to the Cemetery CIP Work Plan for FY 2014-15, FY 2015-16 and FY 2016-17. Periodic progress reports will be made.
		2015-16	A-2.4	Conduct internal audit of Solid Waste enterprise fund and prepare a report of those operations for consideration	12/31/2015	6/30/2017	Finance	Not Started	Rescheduled initially due to limited staffing resources resulting from the December 2015 retirement of the Asst. Finance Director; redirection of internal auditor to undertake additional accounting tasks, as well as a greater role in development of the FY 16-17 budget. Phase II of the IT/Finance/HR reorganization includes Internal Auditor move to HR to oversee the Payroll function and perform audits. From October to December 2016/January 2017 internal auditor will be training for new role of overseeing the payroll function. Internal audit action plan of Solid Waste is expected to occur thereafter.
		2016-17	A-2.5	Measure results of cemetery action plan by performing a follow-up internal audit	9/30/2016	9/30/2017	Finance	Not Started	Cemetery CIP Work Plan is expected to be completed 6/30/2017. A follow-up internal audit will be undertaken thereafter.
		2016-17	A-2.6	Develop action plan for next priority enterprise fund, the Solid Waste enterprise fund	3/31/2017	12/31/2017	Finance	Not Started	Develop plan for Solid Waste Enterprise based on results of internal audit of SW operations performed as per A-2.4.
		2016-17	A-2.10	Implement Airport Business Plan Action Plan (Added by City Council March 2016 as a result of staff recommendation)	12/31/2016		QoL	In progress	
		2016-17	A-2.11	Provide Airport Business Plan Progress Report to City Council (Added by City Council March 2016 as a result of staff recommendation)	6/30/2017		QoL	Not Started	
A-3	Develop a systematic approach to recognize, develop and retain employees for future leadership roles.	2015-16	A-3.5	Continue year two of succession program	6/30/2016	3/31/2017	HR	Not Started	Schedule adjusted due to revised program deployment date.
		2016-17	A-3.6	Measure success of first cohort of succession program o Identify gaps in program and make appropriate program changes.	9/30/2016	3/31/2017	HR	Not Started	Schedule adjusted due to revised program deployment date.
		2016-17	A-3.7	Re-identify critical City skill gap and update succession program	9/30/2016	3/31/2017	HR	Not Started	Schedule adjusted due to revised program deployment date.
		2016-17	A-3.8	Select second cohort and begin new program	12/30/2016	1/1/2017	HR	Not Started	Schedule adjusted due to revised program deployment date.
A-5	Develop "Community Communication Tool on City's Website (NOTE: Added by Council on 07/21/2015)	2015-16	A-5.1	Complete OpenGov deployment (financial transparency centerpiece of the communication hub	9/30/2015	10/31/2016	DoIT	In progress	Refinements to the OpenGov communication hub are underway based upon feedback received from Executive Management. Due date adjusted.
		2015-16	A-5.3	Advertise completed portal	12/31/2015	12/1/2016	DoIT	In progress	Staff is currently developing a strategy for advertising the new platform.
		2015-16	A-5.5	Promote communication hub to all constituencies using marketing methods (QR Codes, brochures, etc.	12/31/2015	12/1/2016	DoIT	In progress	Staff is currently developing a strategy for advertising the new platform.
		2015-16	A-5.6	Present all content through a mobile-friendly site	6/30/2016	4/30/2017	DoIT	In progress	The upgrade and redesign of the City's website has been procured and a contract awarded. The current project implementation plan is to complete the design, training and conversion in April 2017.
		2015-16	A-5.7	Develop policy for consideration and integrate Open Data (make digitized records available online)	6/30/2016	6/30/2017	DoIT	In progress	Synthesis of an Open Data policy has been initiated.

FOCUS AREA - B: Economic Development					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
B-1	Business Attraction: Increase efforts to identify/target/ attract new retail, service, healthcare and technology businesses as	2015-16	B-1.4	Provide interactive GIS data to business/developer community online and on City's website	3/31/2016	1/31/2017	Dev. Serv.	In Progress	Working with DoIT for new updated tool.
		2016-17	B-1.9	Maintain advertising effort. Increase ad impressions by 20% by fourth quarter	9/30/2016	12/31/2016	Dev. Serv.	In Progress	
		2016-17	B-1.10	Maintain trade show participation/presence	3/31/2017		Dev. Serv.	In Progress	ICSC & ESRI Conf.
		2016-17	B-1.11	Increase direct mail campaigns by 100%	6/30/2017		Dev. Serv.	In Progress	
B-2	Tourism: Increase tourism by marketing Redlands as a destination and expand/enhance Downtown area and related events as identified in the <i>Economic Development</i>	2014-15	B-2.4	Obtain a minimum of 2 sponsorships	12/31/2014	6/30/2017	Dev. Serv.	In Progress	Will begin marketing program in 2016.
		2015-16	B-2.10	Renew or obtain 2 sponsors	3/31/2016	6/30/2017	Dev. Serv.	In Progress	Will begin marketing program in 2016.
		2015-16	B-2.12	Evaluate Tourism group effectiveness and adjust as needed	6/30/2016	10/31/2016	Dev. Serv.	In Progress	Tentative Meeting in October
		2016-17	B-2.13	Collaborate with tourism partners for a community special event	9/30/2016	6/30/2017	Dev. Serv.	Not Started	Partners will consider event in 2016.
		2016-17	B-2.14	Secure two additional event sponsorships for City events. (e.g. Market Nights)	12/31/2016		Dev. Serv.	In Progress	Pending part-time staff
		2016-17	B-2.15	Continue year two downtown enhancements and maintenance program	6/30/2017		Dev. Serv.	In Progress	
B-3	Workforce Development: Collaborate with public and private sector partners to initiate workforce development and business attraction activities as identified in the <i>Economic</i>	2015-16	B-3.8	Enter into agreements/approvals for the development of incubator programs	12/31/2015	TBD	Dev. Serv.	Pending Outside	Task is dependent upon participation of Esri and U of R. Preliminary discussions are underway.
		2015-16	B-3.9	Develop pilot tech incubator program with resource partners	6/30/2016		Dev. Serv.	Pending Outside	Task is dependent upon participation of Esri and U of R. Preliminary discussions are underway.
		2016-17	B-3.10	Assess workforce program efficacy and make the necessary changes; continue year two participation with regional partners as appropriate	9/30/2016		Dev. Serv.	Pending Outside	
		2016-17	B-3.11	Review pilot tech incubator program and adjust as needed	6/30/2017		Dev. Serv.	Pending Outside	
B-4	Permit Streamlining: Conduct a comprehensive review and update of the entitlement process, including staffing, regulatory provisions,	2015-16	B-4.3	Complete 25% of PSP program provisions.	6/30/2016	12/31/2016	Dev. Serv.	In Progress	
		2016-17	B-4.4	Complete the balance of the PSP.	6/30/2017		Dev. Serv.	Not Started	
B-5	Inspection & Plan Review: Develop plan review and	2015-16	B-5.5	Comply with 50% of the program implementation	6/30/2016	12/31/2016	Dev. Serv.	In Progress	Pending "One Stop" Review Committee
		2016-17	B-5.6	Complete the remaining program implementation	6/30/2017		Dev. Serv.	Not Started	Pending "One Stop" Review Committee
B-6	Downtown Specific Plan: Complete revised Downtown Specific Plan and Environmental Impact Report (EIR)	2015-16	B-6.1	Amend contract with Torti Gallas & Partners. (City Consultant for Specific Plan)	9/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
		2015-16	B-6.2	Update Specific Plan with recent changes	9/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
		2015-16	B-6.3	Recirculate Draft EIR	9/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
		2015-16	B-6.4	Conduct 45-day public review period	9/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
		2015-16	B-6.5	Complete final EIR	9/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
		2015-16	B-6.6	Conduct public hearing with Planning Commission	12/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
		2015-16	B-6.7	Conduct public hearing with City Council	12/30/2015	TBD	Dev. Serv.	Not Started	Date to be determined after approval of General Plan Update
B-7	Business Retention: Implement business outreach and business recognition activities, and increase awareness of available resources and support for business	2015-16	B-7.4	Implement business recognition program (establish quarterly schedule).	9/30/2015	12/31/2016	Dev. Serv.	In Progress	Planned to launch during last quarter of 2016.
		2016-17	B-7.5	Continue year two full implementation of business outreach/visitation program outreach activities	6/30/2017		Dev. Serv.	Not Started	In planning stages/Pending
		2016-17	B-7.6	Continue year two recognition activities (quarterly) and work with Chamber of Commerce to develop annual business recognition event	6/30/2017		Dev. Serv.	Not Started	
B-8	Special Projects: Continue to assist and support ongoing economic	2014-15	B-8.3	Complete sale of Packing House Property	3/31/2015	12/31/2016	Dev. Serv.	In Progress	Purchase and sale agreement in progress
		2015-16	B-8.6	Complete the sale of all Successor Agency properties	6/30/2016	6/30/2017	Dev. Serv.	In Progress	
B-10	Develop business friendly Fire Prevention Publications by 2017.	2014-15	B-10.1	Meet with sample stakeholders to identify potential local fire prevention code updates	9/30/2014	12/31/2016	Fire	In Progress	Materials being drafted for initial sharing with stakeholders
		2015-16	B-10.2	Draft updated guidelines and proposed code updates	9/30/2015	6/30/2017	Fire	Not Started	
		2016-17	B-10.3	Publish updated/adopted materials	12/30/2016	6/30/2017	Fire	Not Started	
B-11	Reduce Part 1 Crime by 5% to create an attractive business environment for incoming business by 2017.	2016-17	B-11.2	Partially deploy swing shift, seven days a week	6/30/2017		Police	In Progress	No progress has been made on partially deploying swing shift on Sundays, Mondays and Tuesdays due to a lack of personnel; however, the two aforementioned officers are currently assigned to work those days to provide additional coverage.
B-12	Complete construction of the Gateway	2015-16	B-12.1	Solidify funding and complete construction of the Gateway Improvement Project by end of Fiscal Year.	6/30/2016	12/31/2016	MUED	In Progress	Approximately \$1.5 million is available

Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
B-13	Develop new tag line for the City (NOTE: Added by Council)	2015-16	B-13.3	Implement plan and meet with appropriate stakeholders for tag line development	12/31/2015	12/31/2016	CMO	Not Started	Plan will be implemented upon completion of the General Plan.
		2015-16	B-13.4	Propose new tag line option(s) to the City Council for consideration	3/31/2016		CMO	Not Started	
B-14	Conduct Development Fee Review	2015-16	B-14.4	Complete User Fee Study	6/30/2016	12/31/2016	Dev. Serv.	In Progress	Scheduled for October 18, 2016 City Council Meeting
		2015-16	B-14.5	Complete Development Impact Fee Study	6/30/2016	12/31/2016	MUED	In Progress	Report is complete and will be presented to City Council in November 2016.

FOCUS AREA - C: Infrastructure				Completed	In Progress	Pending Outside	Not Started		
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
C-1	Implement Information and Communications Technology Upgrades	2015-16	C-1.3	Implement 100% City network redundancy and 100% disaster recovery and COO plan	6/30/2016	6/30/2018	DoIT	In Progress	During FY 2014-2015, additional network storage was added in order to reorganize backup storage methods. In 2015-2016, uninterruptable power supplies were added to the server room and a disaster recovery / IT operation continuity plan was started. At this time, the implementation of this item is pending the outcome of the Disaster Recovery Plan GAP analysis as well as sufficient funding being appropriated to fund the resultant gap. Funding limitations. Over 1,000,000 pages from records across four departments have been converted to digital, index format. Upon the hiring of a database administrator at Fiscal Year 2016-2017 mid-year, a priority project will be to create a database cluster upon which to integrate multiple systems in order to use a singular set of data. Cut from FY 16-17 Budget Request (for 100 new PCs) to exceed this value (~82%)
		2016-17	C-1.7	Identify 50% sinking fund for ERP investment	6/30/2017	6/30/2018	DoIT	Not Started	
		2016-17	C-1.8	Identify 50% redundant data capture in order to integrate data resources from multiple applications	6/30/2017		DoIT	In Progress	
		2016-17	C-1.9	Complete 80% of workstation refresh/upgrade	6/30/2017	6/30/2018	DoIT	Not Started	
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.	2014-15	C-2.1	Replace all public safety vehicles with mileage or desired service life over best practices standards	6/30/2015	6/30/2017	QoL	In Progress	The Police Department has replaced approximately 25 police pursuit vehicles and 6 non-pursuit vehicles beginning in FY 14/15. The average age of the police department fleet is 8.3 years; approximately 100 vehicles require replacement to meet APWA standards; the estimated cost to replace the aging fleet is \$2,469,415. QOL developed a replacement priority list based on APWA standards. A Reserve for General Fund Vehicle Replacement in the amount of \$350,000 was established. Staff will continue to request City Council allocate funding towards vehicle replacements when available. As of September 2016, the fund has been utilized to replace a portion of vehicles ranked "High Priority" replacements. The average age of the City's fleet is 11 years old; 264 of the 379 vehicles are beyond the recommended replacement age; the estimated cost to replace the City's ageing fleet is \$16,247,889.
		2016-17	C-2.4	Maintain vehicle replacement budget plan	6/30/2017		QoL	In Progress	
C-3	Identify funding mechanisms for construction of new Safety Hall	2014-15	C-3.1	Identify grant / bond funding mechanisms to build Safety Hall	6/30/2015	6/30/2017	Police	In Progress	A viable funding mechanism has yet to be identified to finance this project. Not Started
		2016-17	C-3.2	Develop action plan and commence Safety Hall Project	6/30/2017		Police	Not Started	
C-4	Fire Station 262 Remodel	2015-16	C-4.2	Secure funding for remodel project	6/30/2016	12/31/2017	Fire	In Progress	Not Started
		2016-17	C-4.3	Complete remodel and unveil to community	6/30/2017	6/30/2018	Fire	Not Started	
C-5	Complete a City Building Inventory and Assessment by July 1, 2015	2014-15	C-5.1	Create a working model of a GAP based program for all City buildings: o Condition Inventory Assessment - Inspect all 43 buildings owned by the City by end of the fiscal year 2014-2015 o Needs Assessment - Each building will be assessed on the condition of the following items listed in order of importance: 1. HVAC 2. Roof 3. Lighting 4. Flooring 5. Paint o 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 o Road Map ☒ Establish a capital improvement program to address five criteria. ☒ Establish a standardized schedule of manufacturers for each category of rehabilitation. *Priority of buildings by City Manager	6/30/2015	3/30/2017	QoL	In Progress	Inventory of City owned buildings including ranking system for all five categories is complete. The assessment provides a baseline of City facilities to determine how well they are functioning and what deficiencies exist. The second objective, which is underway, is to estimate the maintenance and repair costs for capital items within the five categories. This "roadmap" will provide a baseline from which to begin the budgeting process. The list of equipment identified by the assessment forms the basis for a preventive maintenance program. The building deficiencies identified will also assist in maintenance budget forecasting. The audit also provides facility size and usage criteria on which general maintenance (janitorial) will be based and is being used in the janitorial bid advertised September 2016.

FOCUS AREA - C: Infrastructure				Completed	In Progress	Pending Outside	Not Started		
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
C-6	Citywide Drainage Master Plan Implementation	2015-16	C-6.2	Complete the construction of the Opal Basin	6/30/2016	TBD	MUED	Not Started	As the necessary funding is significantly greater than what is available, MUED continues to look to identify alternative sources of funding to start the project. At this time staff has contacted County Flood, UOR, DWR, and has worked with the City lobbyist to ID grant and other sources of funding. As the remaining funding needed is approximately \$7M the project cannot start until the remaining funding is secured. Munich is to set a meeting to discuss assistance funding the basin, however it is unlikely they will fund.
		2015-16	C-6.3	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	6/30/2016	06/30/17	MUED	In Progress	MUED continues to look to identify locations that bioretention areas are feasible and when identified they are incorporated in to the project.
		2015-16	C-6.6	Develop bioretention/bioswale demonstration at Fire Station 2	6/30/2016	06/30/17	MUED	Not Started	Added by City Council on 07/21/2015. Staff will implement if available funding is identified. Staff is researching cost effective approach.
		2016-17	C-6.7	Complete the construction of 50% of the necessary flood control improvements	6/30/2017		MUED	In Progress	
		2016-17	C-6.8	Identify funding sources and locations to construct bioretention areas throughout the City. Once funding is available construct based on cost benefit ratio.	6/30/2017		MUED	In Progress	
C-7	Water Reservoir Rehabilitation Program:	2015-16	C-7.2	Rehabilitate the Sunset Reservoir	6/30/2016	6/30/2017	MUED	In Progress	Currently under design, to start in winter 2016
C-8	Implement Nonpotable Water Use for irrigation by June 30, 2015	2014-15	C-8.1	Construct nonpotable water reservoir to allow the use of recycled water for irrigation	6/30/2015	3/31/2017	MUED	In Progress	Design is complete. Contract awarded in May 2016. Construction in-progress.
		2015-16	C-8.3	Construct nonpotable booster station and pipelines to fully utilize the use of recycled water	6/30/2016	6/30/2018	MUED	In Progress	Pipeline is being designed. Commencement of construction is dependent of available funding.
C-9	Water and Wastewater Pipeline Replacement Program	2016-17	C-9.3	Identify and replace old and leaking pipelines to reduce water loss and service interruptions and sewer back-ups	6/30/2017		MUED	In Progress	
C-11	PARIS Program: Continue paving improvements of 220 lane miles by June	2016-17	C-11.3	Continue to implement the citywide paving improvements (40 lane miles)	6/30/2017		MUED	In Progress	On schedule.
C-12	Redlands/Alabama and Redlands/Colton Intersection Improvement Project by December 31, 2014	2016-17	C-12.4	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.	6/30/2017		MUED	In Progress	Working with SANBAG to complete their portion of the project. City portion is complete.
C-14	Sidewalk Replacement Program (NOTE: Added by City Council on	2016-17	C-14.3	Initiate sidewalk replacement projects based on funding availability	6/30/2017		MUED	In Progress	

FOCUS AREA - D: Land Resource Management					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
D-1	Complete Redlands Passenger Rail Project: Transit Village Plans	2014-15	D-1.1	Obtain City Council approval of Memorandum of Understanding with SANBAG	9/30/2014	PENDING SANBAG	Dev. Serv.	In Progress	SANBAG is currently processing CEQA/NEPA for the rail improvements. Redlands is the Responsible Agency and is participating accordingly. The Transit Village Plan activity will occur after this process. SANBAG withdrew funding for CEQA. Will include Buildout of Transit Village Plan in EIR for GPU
		2014-15	D-1.2	Send Notice of Preparation of an Environmental Impact Report (EIR) to State Clearinghouse	9/30/2014	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2014-15	D-1.3	Conduct Scoping Meetings	9/30/2014	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2014-15	D-1.4	Complete Draft EIR	9/30/2014	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2014-15	D-1.5	Conduct 45-day public review period	9/30/2014	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2014-15	D-1.6	Complete Final EIR	9/30/2014	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2015-16	D-1.7	Conduct public hearing with Planning Commission on land use changes to General Plan, EVCSP, Municipal Code, and Transit Village Plans	9/30/2015	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2015-16	D-1.8	Conduct public hearing with City Council on land use changes to General Plan, EVCSP, Municipal Code, and Transit Village Plans.	12/31/2015	TBD	Dev. Serv.	Not Started	Pending General Plan Update
		2016-17	D-1.11	Construct Park Once Facility to improve downtown parking availability.	6/30/2017		MUED	In Progress	Staff will budget for the needed environmental effort needed in FY 16-17. Staff is seeking grant funds to complete.
		2016-17	D-1.12	Conduct public outreach to downtown merchants	6/30/2017		Dev. Serv.	Not Started	Added by Council on 07/21/2015
2016-17	D-1.13	Report outcome of public outreach efforts to City Council	6/30/2017		Dev. Serv.	Not Started	Added by Council on 07/21/2016		
D-2	Affordable housing (Measure U): Implement the 2014-2021 Housing Element's Programs	2014-15	D-2.1	Complete 33% of programs in Checklists 1 and 2, attached	6/30/2015	12/30/2016	Dev. Serv.	In Progress	Program 7.1-1& 2: Conducted Planning Commission Workshop for SRO units. Results will be brought back to Commission and then City Council. Program 7.2-4: City Council directed Staff to become a Participating City with the County's CDBG program in 2015; this will allow the City to explore the HOME program with the PSA. Staff also worked with a developer for the construction of a multi-family utilizing various funding sources, including HOME funds. Program 7.4-3 Staff is assessing the user fees and will be developing interim and long term options for the City Council's consideration.
		2015-16	D-2.2	Complete 66% of programs in Checklist 3, attached	6/30/2016	6/30/2017	Dev. Serv.	In Progress	Program 7.2-10 & 7.9-3: Staff has prepared Draft Transit Village Plans with a density bonus component. The draft plans will be provided for the Planning Commission and City Council review along with the corresponding CEQA. SANBAG will fund environmental activity. Program 7.2-12 & 13: Working with developers that will consolidate properties for the development of multi-family affordable housing to veterans.
D-3	General Plan Update	2015-16	D-3.13	Conduct Neighborhood Workshops and develop two land use plans.	9/29/2016	1/20/2017	Dev. Serv.	In Progress	
		2015-16	D-3.14	Evaluate alternative plans.	11/30/2015	1/20/2017	Dev. Serv.	In Progress	
		2015-16	D-3.15	Prepare final alternative plans report.	12/30/2016	1/20/2017	Dev. Serv.	Not Started	
		2015-16	D-3.16	Prepare Newsletter, on planning alternatives.	12/10/2016	1/20/2017	Dev. Serv.	Not Started	
		2015-16	D-3.17	Conduct community and decision-maker workshops.	12/31/2015	2/28/2017	Dev. Serv.	Not Started	
		2015-16	D-3.18	Prepare and present preferred alternative.	12/31/2015	2/28/2017	Dev. Serv.	Not Started	
		2015-16	D-3.20	Establish forecast information.	12/31/2015	9/30/2017	Dev. Serv.	In Progress	
		2015-16	D-3.21	Conduct Traffic Assessment.	3/31/2016	9/30/2017	Dev. Serv.	In Progress	
		2015-16	D-3.22	Prepare General Plan.	3/31/2016	2/28/2017	Dev. Serv.	Not Started	
		2015-16	D-3.24	Continue with the preparation of the general plan	6/30/2016	2/28/2017	Dev. Serv.	Not Started	
		2015-16	D-3.25	Prepare Screencheck Draft EIR.	6/30/2016	2/28/2017	Dev. Serv.	Not Started	
		2016-17	D-3.26	Continue with the preparation of the general plan	9/30/2016	3/30/2017	Dev. Serv.	Not Started	
		2016-17	D-3.27	Prepare Screencheck Draft EIR	9/30/2016	3/30/2017	Dev. Serv.	Not Started	
		2016-17	D-3.28	Prepare newsletter and conduct an open house	12/31/2016	3/30/2017	Dev. Serv.	Not Started	
		2016-17	D-3.29	Prepare final EIR	12/31/2016	4/30/2017	Dev. Serv.	Not Started	
2016-17	D-3.30	Prepare mitigation monitoring and reporting program	3/31/2017	5/30/2017	Dev. Serv.	Not Started			
2016-17	D-3.31	Prepare findings of fact and overriding consideration	3/31/2017	6/30/2017	Dev. Serv.	Not Started			
2016-17	D-3.32	Adopt the General Plan and EIR	6/30/2017	7/31/2017	Dev. Serv.	Not Started			
D-4	Modernize RMC: Modernize Title 15 (Building and Construction), Title 17 (Subdivision Ordinance), Title 18 (Zoning Ordinance) and Title 19 (Growth Management)	2014-15	D-4.3	Process and obtain approval on changes to Title 18	6/30/2015	TBD	Dev. Serv.	In Progress	Some revisions have been made in accordance with State law. Additional revisions to be made once General Plan Update has been completed.
		2015-16	D-4.4	Review code and identify changes to Title 17	9/30/2015	9/30/2017	Dev. Serv.	Not Started	Items to be addressed as time and funding are available.
		2015-16	D-4.5	Process and obtain approval on changes to Title 17.	6/30/2016	6/30/2017	Dev. Serv.	Not Started	

FOCUS AREA - D: Land Resource Management					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
	Growth Management	2016-17	D-4.6	Review code and identify changes to Title 19.	9/30/2016	6/30/2017	Dev. Serv.	Not Started	
		2016-17	D-4.7	Process and obtain approval on changes to Title 19	6/30/2017	6/30/2017	Dev. Serv.	Not Started	
D-5	Open Space Weed Abatement	2014-15	D-5.1	Meet with open space stakeholders to identify potential updates to weed abatement provisions of the codes and standards	9/30/2014	6/30/2017	Fire	Not Started	New Fire Marshal Penny Overstreet-Murphy is reviewing
		2015-16	D-5.2	Draft potential updates for stakeholder review	9/30/2015	12/31/2017	Fire	Not Started	
		2015-16	D-5.3	Confirm identification of all designated open space to facilitate appropriate enforcement	6/30/2016	3/31/2018	Fire	Not Started	
		2016-17	D-5.4	Publish updates and conduct public outreach.	9/30/2016	6/30/2018	Fire	Not Started	
D-6	Update Citrus Business Plan to expand private/public partnerships	2014-15	D-6.1	Pursue private and public partnership opportunities for the citrus business plan	6/30/2015	6/30/2017	QoL	In Progress	The Citrus Preservation Commission is currently discussing opportunities for private and public partnerships during their regular meetings. This is an ongoing effort
		2015-16	D-6.2	Present findings to the City Council regarding partnership opportunities	9/30/2015	6/30/2017	QoL	In Progress	As opportunities become available, Citrus Commission will make recommendations to Council.
		2015-16	D-6.3	Develop Citrus Business Plan	6/30/2016	6/30/2017	QoL	In Progress	Specific Staff has been assigned; project is in progress with discussions at Commission level.
D-7	Parks Capital Improvement Plan	2014-15	D-7.1	Create a working model of a GAP based program for all City parks and open spaces	9/30/2014	2/28/2017	QoL	In Progress	Staff is preparing and RFP for advertisement in October 2016. The RFP will identify a firm to assess and grade the City parks to better understand the suite of repairs or renovations needed to maintain and improve the parks for the community. Additionally, the grades derived from this assessment tool will provide useful data on the overall health of Redland's developed parks.
		2014-15	D-7.2	<ul style="list-style-type: none"> • Initiate a parks capital improvement plan to do the following: <ul style="list-style-type: none"> o Conduct an internal survey evaluating the condition of existing parks o Conduct an internal survey to measure current usage of each park o Conduct an internal survey of current demand for sports fields o 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 o Pursue the expansion of the partnership with RUSD for joint use of parks and school fields 	9/30/2014	6/30/2017	QoL	In Progress	The survey will be based on the RFP assessment schedule for advertisement in October 2016. Staff will work with consulting firm to develop a set of park facility assessment criteria which will be used in an initial field assessment for each of the City 18 developed parks. Subsequent assessments will be performed by City staff every two years. Assessment criteria will be developed with guidance from the National Recreation and Parks Association (NRPA), other public agency's assessment criteria, and will be based on features found in most developed parks. These features may include play equipment, paved courts, sports fields, general turf areas, park trees, paths, pathway lighting, site furnishings, park structures (restrooms, picnic shelters, etc.) irrigation, roads, and parking lots. Once the criteria are developed, they will be put into a spreadsheet format for use in performing the field assessment. To perform the assessment, a three-point scale grading (A,B or C) system will be utilized.

FOCUS AREA - D: Land Resource Management					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
D-8	Conduct Asset Inventory Assessment by July 1, 2015	2014-15	D-8.1	Conduct inventory assessment and evaluation of the following assets: o Streets, Parks, Trees, Sidewalks, Storm drains, Cemetery, Airport, Citrus Groves and Fleet	6/30/2015	12/30/2016	QoL	In Progress	<p>PARKS: RFP for parks assessment is schedule for advertisement in October 2016.</p> <p>STREETS: Pavement management plan developed and incorporated into PARIS Paving Program.</p> <p>TREES: Inventory scheduled for 2016 as part of council awarded agreement with West Coast Arborists. Estimated completion date of inventory is January 2017.</p> <p>SIDEWALKS: GIS database has been updated to identify all sidewalk discontinuities. Council recently awarded \$900,000.00 to address high priority issues. Maps and spreadsheets are available upon request.</p> <p>STORM DRAINS: Assessment of storm drains occur annually. In Late 2015 QOL staff coordinated with the IT Staff and created an electronic data base and inspection program which utilizes real time data collection to monitor storm drain conditions and identify necessary repairs and/or replacement.</p> <p>CEMETERY: Streets repaved in 2015/2016. GIS inventory of 31,000 internments is on-going. Capital replacement and improvement projects are outline in the Council adopted Business Plan and presented to Council as an annual update.</p> <p>AIRPORT: Airport Business Plan was adopted by Council in 2016. Staff has begun the implementation process of the recommendations outlined in the plan. Grant acceptance and award for the Lighting and Signage CIP Project sis scheduled for September 2016.</p> <p>CITRUS GROVES: Inventory and Assessments are on going.</p> <p>FLEET: Inventory and Assessments are updated annually and available upon request.</p>
		2014-15	D-8.2	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	6/30/2015	6/30/2017	QoL	In Progress	<p>PARKS: RFP for parks assessment is schedule for advertisement in October 2016. This assessment will establish benchmarks and rating system to identify needs within the City park system.</p> <p>STREETS: Pavement management plan developed and incorporated into PARIS Paving Program. Program identifies needs and repair methods. Program currently funded and underway.</p> <p>TREES: Inventory scheduled for 2016 as part of council awarded agreement with West Coast Arborists. Estimated completion date of inventory is January 2017. QOL staff has implemented a system of block trimming utilizing outside contractual services. This program is a systematic approach to addressing the maintenance needs of the urban forest that will ensure all trees are trimmed on a scheduled cycle. Implementation of the tree trimming district concept has increased the number of trees trimmed annually by 400-500, reduced the average trim cycle by three years, and reduced the average trimming cost per tree by \$30.</p> <p>SIDEWALKS: GIS database has been updated to identify all sidewalk discontinuities. Council recently awarded \$900,000.00 to address high priority issues. Maps and spreadsheets are available upon request. FY15/16 replaced 4.5 miles of 5' sidewalk or 23,760 square feet of sidewalk. 1.5 miles of 5' sidewalk or 39,600 square feet proposed for FY16/17.</p> <p>STORM DRAINS: Assessment of storm drains occur annually. In Late 2015 QOL staff coordinated with the IT Staff and created an electronic data base and inspection program which utilizes real time data collection to monitor storm drain conditions and identify necessary repairs and/or replacement.</p> <p>CEMETERY: Streets repaved in 2015/2016. GIS inventory of 31,000 internments is on-going. Capital replacement and improvement projects are outline in the Council adopted Business Plan and presented to Council as an annual update.</p> <p>AIRPORT: Needs assessment was included in the Airport Business Plan (adopted by Council in 2016). Staff has begun the implementation process of the recommendations outlined in the plan. Grant acceptance and award for the Lighting and Signage CIP Project is scheduled for September 2016.</p> <p>CITRUS GROVES: Inventory and Assessments are on going.</p> <p>FLEET: City vehicle needs and assessment is conducted and updated annually. Replacement schedule and benchmarks are available upon request.</p>

FOCUS AREA - D: Land Resource Management					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
D-9	Develop road map for capital improvement program by July 1, 2015	2014-15	D-9.1	Develop Capital Improvement Program Road Map* o Initiate the establishment of a capital improvement program to address each asset type (e.g. Streets-PARIS Program) o Identify additional funding sources to rehabilitate each asset type o *Priority of parks and open spaces by City Manager	6/30/2015	6/30/2017	QoL	In Progress	
D-10	Complete the construction of Orange Blossom Trail Phases 2 and 3 by July 1, 2017	2014-15	D-10.1	Complete the design and construction of Orange Blossom Trail Phases 2 and 3	6/30/2015	6/30/2017	MUED	In Progress	
		2015-16	D-10.2	Obtain funding and complete the design of the final segment of the Orange Blossom Trail	6/30/2016	6/30/2017	MUED	In Progress	Staff continues to submit grant applications for the final phase of OBT.
		2016-17	D-10.3	Complete the construction of the final segment of the Orange Blossom Trail.	6/30/2017		MUED	Not Started	
D-11	Zanja Trail and Greenway Park Development (NOTE: Added by Council on 07/21/2015)	2015-16	D-11.5	Begin environmental review process once the project is submitted by the Redlands Conservancy - due date subject to change	3/30/2016	6/30/2017	Dev. Serv.	In progress	
		2015-16	D-11.6	Identify action items for FY 2016-17 in support of the project	6/30/2016	6/30/2017	QoL	In Progress	Development of the first reach of the trail from Wabash to Lincoln: • Environmental documents in progress tentative completion date of 12/2016 • Construction drawings submitted to the County Flood for permit -in progress • Approval of MOU with County Flood for use of the trail – in progress Development of the second reach of the trail from University to Cook: • Street Vacation for Sylvan Boulevard and Cook Street – in progress • Preparation of environmental documents and Construction drawings – when funding becomes available
	Santa Ana River Trail and Parkway Development (NOTE: Added by City council on 07/21/2015)	2016-17	D-12.4	Coordinate with appropriate agencies and attend regional meetings in support of the Santa Ana River Trail Development	6/30/2017		MUED	In Progress	
		2016-17	D-12.5	Incorporate trail development for new development projects along the Santa Ana River Trail	6/30/2017		Dev. Serv.	In Progress	Will be incorporated into projects as applicable
		2016-17	D-12.6	Report trail status to the City Council as part of the annual Trails Status Communication Report	6/30/2017		MUED	Not Started	
D-13	Skate Park / BMX Park Development (NOTE: Added by City council on 07/21/2015)	2016-17	D-13.1	Seek City Council direction for development of a Skate Park / BMX Park Development	3/30/2017		QoL, MUED	In Progress	On September 17, 2013, City Council approved the use of \$200,000 of proceeds from the sale of the Nevada Palmetto Grove to be used as matching funds for design and construction of a skate park. \$115,235 of the \$200,000 was awarded to California Skateparks for design; a balance of \$84,765 remains. The design of the proposed skate park was adopted by Council on June 21, 2016. The remaining fund balance is scheduled to be released to the Nevada Palmetto Grove Fund on September 17, 2017. Design team is currently working on 60% design submittals. Concept is under environmental review with Development Services Department.
D-14	Establish Conservation Easements on City-Owned natural and Agricultural Open Space (Note: Added by City Council On 03/01/2016)	2016-17	D-14.1	Complete management guidelines to identify roles and responsibilities between City and conservator	12/31/2016		QoL	In Progress	
		2016-17	D-14.2	Establish process for ongoing maintenance and monitoring of included properties	12/31/2016		QoL	In Progress	
		2016-17	D-14.3	Identify conservator and create draft conservation easement deeds for City Council consideration	12/31/2016		QoL	In Progress	
		2016-17	D-14.4	Present conservation easement deeds for City Council consideration and approval	12/31/2016		QoL	Not Started	
		2016-17	D-14.5	Record conservation easement deeds with San Bernardino County	12/31/2016		QoL	Not Started	

FOCUS AREA - E: Safety and Community Services					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
E-1	Implement enhancements to the Healthy Redlands Program by January 2016.	2014-15	E-1.4	Complete the non-motorized transportation plan and identify funding to plan's recommendations	6/30/2015	12/31/2016	MUED	In Progress	Staff submitted a grant application to fund the preparation of the Plan, but was unsuccessful in securing the grant. Additionally, the bike master plan portion of the plan is complete. Staff staff will work on grants for the remaining portion of a complete nonmotorized master plan.
		2014-15	E-1.5	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	6/30/2015	6/30/2017	MUED	In Progress	Nonpotable for Gateway and State Street currently in progress. Next project includes Sylvan Park. P. Gilbreath and Fire are working on identifying a location for a community park, once this is identified MUED will determine if NO water is available at that location and if so plan for its installation.
		2016-17	E-1.11	Develop Community Garden Site	6/30/2017		QoL	Not Started	(Added July 2015)
		2016-17	E-1.12	Open Community Garden for Public Use	6/30/2017		QoL	Not Started	(Added July 2015)
		2016-17	E-1.13	Evaluate success of community garden concept and re-design as necessary	12/31/2016	6/30/2017	Fire	Not Started	
		2016-17	E-1.14	Design and construct recommendations identified in the non-motorized transportation plan not completed in previous fiscal year and based upon available funding	6/30/2017		MUED	Not Started	Pending available funding.
E-2	Community Risk Reduction Initiative: Reduce accidents, injuries and illness by 10%.	2016-17	E-2.3	Maintain CRRP Plan	6/30/2017		Police	In Progress	Through the use of Office of Traffic Safety grant funds, the Department continues to address traffic accidents through targeted enforcement of primary collision factors, education and location specific operations.
E-4	Implement regionalization with adjoining Fire/EMS agencies to attain economies of scale	2014-15	E-4.2	Develop Program	6/30/2015	12/31/2016	Fire	In Progress	Interagency training continues to be implemented on a case-by-case basis. Training committee is active with County Fire Chiefs Training Officers Section.
		2015-16	E-4.3	Develop funding mechanism for multi-agency training program	9/30/2015	12/31/2016	Fire	In Progress	Interagency training continues to be implemented on a case-by-case basis. Training committee is active with County Fire Chiefs Training Officers Section.
		2015-16	E-4.4	Implement program.	6/30/2016	6/30/2017	Fire	Not Started	
		2016-17	E-4.5	Evaluate success and redesign as necessary	6/30/2017		Fire	Not Started	
E-5	Adopt a traffic preemption strategy to reduce emergency response times by 10% by 2017	2014-15	E-5.1	Develop traffic preemption plan based on most common routes of response.	3/31/2015	6/30/2017	Fire	In Progress	Meeting scheduled with vendor on 1/28/15 to review program. Fire, PD, MUED, and QoL invited. Staff is working with larger developers to make the installation of at least one intersection's traffic preemption equipment in order to make progress on this action item. However, staff is continuing to seek grant funding for this purpose.
		2015-16	E-5.2	Seek grant funding for preemption system	9/30/2015	6/30/2017	Fire	In Progress	MUED is facilitating grant application process.
		2015-16	E-5.3	Procure preemption system and install	6/30/2016	6/30/2017	Fire	Not Started	
		2016-17	E-5.4	Conduct analysis of response times to determine net impact	6/30/2017	TBD	Fire	Not Started	
E-6	Implement Employee Wellness Program – Public Safety Officers: incentivize wellness and fitness for public safety	2016-17	E-6.3	Maintain program.	6/30/2017		Police	Not Started	
		2016-17	E-6.4	Conduct analysis of impact on workers compensation claims	12/31/2016	12/31/2017	HR	Not Started	

FOCUS AREA - E: Safety and Community Services					Completed	In Progress	Pending Outside	Not Started	
Objective	Description	Fiscal Year	No.	Action Items	Original Due Date	Revised Due Date	Lead Dept.	Date Completed	Comments
E-8	Enhance Recreational Program Services by July 1, 2016	2015-16	E-8.5	<ul style="list-style-type: none"> • Introduce new recreational youth programs. o Expand physical oriented programs by 10% o Expand physical oriented senior programs by 10% o Expand healthy cooking by 10% o Expand mental exercise activities by 10% 	3/31/2016	6/30/2017	QoL	In Progress	<p>The new program guide has resulted in an approximate increase in enrollment by 10%. The Division continues to expand its programs in an effort to meet the goals. Below is a list of some of the recent additions:</p> <ul style="list-style-type: none"> • During the summer months of June and July the division partnered with Development Services to provide cooking demonstrations with professional chefs using fresh local ingredients from the local farmer's market. The demonstrations were followed by trips to the local Saturday Morning Certified Farmers' Market • The Senior Services popular day trips for older adults have added 2 mile walking tours of Los Angeles to its calendar • A Carfit technician from the Auto Club of Southern California was available at the Redlands Community Senior Center on November 7, 2015 providing free one-on-one help, safety information and resources for mature drivers based on a 12-point checklist • The Division has partnered the Redlands Community Music Association to hold several free family-oriented events that allow young families to sing along to some of Latin America's most beautiful folk songs • In partnership with many local organizations, the City of Redlands Quality of Life-Recreation Division, and the Redlands Police Department, held its annual Back to School Jam on Saturday, August 1st from 10 a.m. to 12 p.m. at Sylvan Park. This event attracted over 1,000 participants, with over 600 children received free backpacks filled with school supplies, and nearly 500 children received a free nutritious meal, provided by Project 180 • The Recreation Division has partnered with the Friends of the A.K. Smiley Public Library and the Redlands Police Department to host a series of Story Time programs for children.
E-9	Increase water conservation efforts to reduce water consumption by 20% for the next three fiscal years.	2016-17	E-9.3	Increase water conservation efforts, including enhanced advertisement and rebate programs to reduce water consumption by 20%.	6/30/2017		MUED	In Progress	
E-11	Implement a training and exercise program for City staff and Emergency	2014-15	E-11.3	Evaluate training program based on the results of the staff that have taken the required training	6/30/2015	12/31/2016	CMO	In Progress	Training is in progress. Program will be evaluated by December 2016
E-12	Seek grant funding for the continual growth of the Emergency Management Program	2016-17	E-12.3	Research grant opportunities and apply for a minimum of three (3) grants to support Emergency Management Program	6/30/2017		CMO	In Progress	