

Priority Goals

<p>Public Safety</p> <p>We will work collaboratively to ensure all neighborhoods and business areas are safe, clean, and attractive for residents, workers, and visitors, so that our City is a place of choice for people and businesses.</p> <p>Together with regional partners, we will work to ensure the City is ready to respond and recover from any man-made or natural threats to public safety of any scale.</p>	<p>Education & Workforce Development</p> <p>We are a City that embraces the concept of lifelong learning. Together with our educational partners, we will provide a network of support services from birth through retirement that optimizes educational and job training opportunities for all residents of all ages, aligned to industry growth sectors for our region.</p>	<p>Quality of Life, Infrastructure & Housing</p> <p>We will provide for well-planned, sustainable infrastructure designed for long term economic growth and prosperity for our residents and businesses.</p> <p>We will work to create a City that is beautiful, clean and attractive to residents and visitors, filled with civic and cultural amenities that foster the development of high-quality housing (from affordable to luxury) and attracts and retains healthy businesses.</p>	<p>Business Development & Job Creation</p> <p>We will create a vibrant and sustainable economy with a skilled workforce that attracts employers in industry growth sectors who capitalize on the unique assets and opportunities of the City, and who provide jobs that create prosperity throughout the city.</p> <p>We will collaborate to create opportunities and develop a business environment that makes our City known for incubating and sustaining entrepreneurs.</p>	<p>Community Engagement & Public Relations</p> <p>We will intentionally, strategically and consistently tell the whole story of our City, highlighting the successes of our residents, businesses and families.</p> <p>We will work with community partners to consistently and effectively engage all the diverse residents, businesses, and sectors of our community, seeking input and partnership that fosters an environment of hope and opportunity.</p>	<p>Governance & Charter</p> <p>We will implement and follow the leadership agreement executed by the Mayor, Council, City Manager, and City Attorney, reinforcing its principles and strengthening its tenants throughout the organization.</p> <p>We will emphasize inter-agency cooperation and adhere to good governmental practices that consistently demonstrate leadership devotion to enhancing the City's image as one that is open and ethical, and in which businesses and residents thrive.</p>	<p>Fiscal Sustainability, Efficiency & Productivity</p> <p>We will provide the highest level of service feasible consistent with available fiscal resources and appropriate level of reserves, and in a cost-effective manner, so the method of service delivery contributes towards achieving fiscal sustainability.</p> <p>We will maximize organizational productivity and efficiency by developing and maintaining a streamlined workforce comprised of highly trained, dedicated, and accountable employees that are competitively compensated.</p>
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Guiding Principles for Strategic Action Plans

- 1. The end result of the bankruptcy restructuring process and strategic plan implementation must be a sustainable local government delivering a competitive mix of municipal services.**
- 2. The City's plans must demonstrate financial stability over at least a ten-year period, with all costs of service covered and appropriate reserve levels maintained.**
- 3. In realigning expenditures with resources, the City will balance competing needs in an equitable manner. Priority will be placed on continued delivery of basic and satisfactory municipal services, including deferred maintenance.**
- 4. The City must deliver services in an effective and efficient manner following industry best practices.**
- 5. The City recognizes it will need to be a viable employer for the types of employees it needs to recruit and retain. The City will need to offer "market" salary and benefits, consistent with the labor market for such employees.**
- 6. The City must have a form and system of governance that is proven to support satisfactory performance by other municipal corporations of comparable size and complexity.**

Strategic Action Plans

After the Core Planning Team meeting on March 18 and 19, 2015, the City Management Team reviewed the framework completed by the Core Planning Team, including the core principles and specific goals. Acting on the framework, the City Management Team (consisting of the City Manager and Department Directors) created specific Strategic Action Plans aimed at achieving the priority goals established by the Core Planning Team. The Strategic Action Plans are still in development and the City Management Team is working on integration and prioritization as part of the Plan of Adjustment for exiting bankruptcy. Currently the draft Strategic Action Plans are as follows:

1. **Objective:** Adopt a form, system, and structure of governance for San Bernardino based on generally accepted principles and modern municipal management practices that have been proven to support strong municipal performance to streamline the elected and management superstructure, to eliminate long-standing systemic organizational dysfunction, to greatly improve lines of authority and accountability, and to facilitate and sustain a culture of teamwork, unity, and problem-solving.

Suggested Performance Measurements (to be further refined and developed):

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- a. **Action:** Direct a citizen charter review committee to develop a ballot measure that will repeal and replace the existing charter with a modernized system of city governance based on the objectives set forth in this action plan, and to ensure the ballot measure preparation process is completed in time to place the measure on the November 2016 ballot.

Estimated Costs: \$75,000 one-time costs for charter expertise, legal drafting/review of new governance document, and administrative support of the committee's work

- b. **Action:** Immediately develop and deploy a public outreach, communications, and education strategy to engage residents and stakeholders in the design and drafting of a new city governance document, and to educate the public on best practices and forms of municipal governance.

Estimated Costs: \$250,000 one-time costs for designing and implementing the communications and public education strategy.

- c. **Action:** Until the reforms described in Action 1a have been completed, continue implementing and adhering to the Operating Practices for Good Government executed by the Mayor, Council, City Manager, and City Attorney on April 15, 2015, and reinforcing its principles and strengthening its tenants throughout the organization, to promote and provide more effective, efficient and functional elected and management leadership for the City despite the obstacles set forth in the current charter.

Estimated Costs: none expected at this time.

2. **Objective:** Increase and invest in the human and technological capacity of the Police Department, and develop strategic community partnerships and opportunities, to enable the City to fully embrace, deploy, and evolve with the best practices and strategies of community policing and creating safe neighborhoods.

Suggested Performance Measurements (to be further refined and developed):

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- a. **Action:** Expand the Police Department's use of license plate reader technology, crime cameras, and DNA technology to better enable the department to be proactive in addressing problem areas and crime-prevention, and more effective in investigating and solving crimes.

*Estimated Costs: \$500,000 annually for five years to build camera and license plate technology infrastructure
\$250,000 annually for expanding use of DNA technology to solve both Part 1 and property crimes*

- b. **Action:** Increase the workforce capacity of the Police Department with additional sworn and civilian staff to expand the department's capacity to deploy and evolve with the best practices of community policing.

Estimated Costs: Annual costs depend on ramp-up. Department proposes to add 32 officers, 10 civilian support officers (CSO), 10 civilian investigators, and 3 dispatchers over a 5-year time period at a total cost of \$5.65 million.

- c. **Action:** Develop a targeted anti-violence crime initiative involving increased community outreach and collaboration, strategic partnerships, and increased crime-data analysis modeled after similar evidence-based programs in Chicago and Northern California that have demonstrated strong results in violence and crime reduction.

Estimated Costs: \$900,000 annually for increased data analysis, community partnerships and outreach, and program oversight.

- d. **Action:** In partnership with San Bernardino City Unified School District (SBCUSD), expand the local public safety career pipeline program to create a public safety career pathway for local youth, and to increase the Police Department's reflection of the community and employment of local residents both of which add value to the department's overall mission and objectives.

Estimated Costs: \$300,000 annually for management and implementation of the program with identified partners.

- e. **Action:** Increase capacity to close marijuana dispensaries that are persistent, defiant, or dangerous, and increase remediation of nuisance properties or areas that have prevalent drug activity and/or prostitution, to reduce crime associated with these illegal activities and to improve the safety and business climate in the affected neighborhoods.

Estimated Costs: \$500,000 annually for specialized legal services, criminal prosecutions, and increased investigations.

- 3. **Objective:** Develop and implement a sustainable plan that revitalizes and maintains city infrastructure (streets, storm-drains, sewers, sidewalks, street-lighting, traffic signals, parks, buildings, and other public facilities), to create a foundation for economic revitalization, and to align infrastructure investments to a unified and targeted economic impact strategy that increases economic opportunities and prosperity for residents and businesses.

Suggested Performance Measurements (to be further refined and developed):

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- a. **Action:** Develop an updated strategic capital improvement plan that prioritizes and focuses the City’s increased infrastructure investments (as set forth in the “City Infrastructure and Maintenance” section of the proposed Plan of Adjustment) in targeted neighborhoods or areas, to ensure the public investments are deployed in the most effective, efficient, and sustainable manner, and to ensure public infrastructure investments are coordinated with the City’s other targeted neighborhood actions for improving public safety (Actions 2a and 2c), stimulating change and investment in housing (Action 4a), enhancing blight removal and beautification (Action 4b), and fostering sustainable economic development (Action 7a).

Estimated Costs: \$200,000 one-time costs for development of an updated strategic capital improvement plan.

- b. **Action:** Assess, develop, and implement the organizational restructuring and increased capacity in public infrastructure construction and maintenance required to effectively and efficiently deploy and manage an increase in the repair, replacement and maintenance of the city’s public rights-of-way (streets, sidewalks, streetlights, traffic lights, and medians) by \$5 to \$6 million annually, and the city’s public facilities (city hall, police station, fire stations, parks, libraries and other essential facilities) by \$4 to \$5 million annually, as set forth in the “City Infrastructure and Maintenance” section of the proposed Plan of Adjustment and in furtherance of the capital improvement plan identified in Action 3a.

Estimated Costs: \$75,000 one-time costs for organizational assessment and restructuring.

\$TBD annual costs for construction design, engineering, and management capacity required by the augmented capital improvement program.

- c. **Action:** Partner with the City Water Department (operator of the regional wastewater treatment system) to have that entity assume responsibility for implementing and managing a repair, replacement, and maintenance program that addresses the estimated \$25 to \$40 million in critical sewer collection system improvements needed to ensure the integrity of the city’s

overall sewer system, to protect the City's significant groundwater resources, and to protect the public's health, safety and welfare.

Estimated Costs: Additional funding required for this action would be collected through adjusted sewer user rates.

- d. **Action:** In partnership with the County of San Bernardino and the San Bernardino Valley Municipal Water District, evaluate, design, and implement where appropriate one or more Enhanced Infrastructure Financing Districts (EFID) to construct new and/or improved infrastructure that supports transit-oriented development, water projects, transportation facilities, renewable energy, community parks and recreation facilities, work-force and mixed-income housing, and other sustainable communities projects that help expand the local economy, attract and retain businesses and residents, and grow the tax revenue base for improved local government services.

Estimated Costs: Funding for infrastructure would come from one or more of the following sources identified in the EFID law: a dedicated portion of property tax revenue growth within the EFID or city-wide, a benefit assessment against properties within the EFID, and federal and state grants.

4. **Objective:** Develop and implement a sustainable plan for revitalizing neighborhoods through the development of high-quality housing, elimination of blight, beautification of neighborhood assets, and aggressive code enforcement to create stable and upwardly mobile neighborhoods capable of supporting long-term economic growth and prosperity for residents and businesses.

Suggested Performance Measurements (to be further refined and developed):

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- a. **Action:** In partnership with the County, the Housing Authority, SBCUSD, and various nonprofit and community service organizations, develop a housing strategy and related programs that best ensures limited public housing resources are focused and deployed in a manner to leverage existing housing investments, to attract new private housing investment, to re-energize the housing market in the targeted areas, and to stimulate the development of a full-range of high-quality, healthy, safe and affordable housing options for all residents and household types.

Estimated Costs: \$150,000 one-time cost for development of strategy and programs.

- b. **Action:** Develop criteria and plan for prioritizing and focusing housing programs, blight removal and beautification programs, and code enforcement activities in targeted neighborhoods or areas to ensure these public investments are aligned and deployed in coordination with the other targeted neighborhood actions that improve public safety (Actions 2a and 2c), revitalize city infrastructure (Actions 3a, 3b, and 3d), and foster sustainable economic development (Actions 7a).

Estimated Costs: Proposed action can be accomplished within available resources.

- c. **Action:** Rebuild housing and human services capacity of the City that was completely eliminated in 2012 when the State of California abolished housing funding through redevelopment agencies, to effectively manage the development and implementation of the housing strategy and programs identified under Actions 4a and 4b, and to properly manage the allocation and expenditure of funds received by the City for human services (homelessness, senior services, food assistance, etc.) in coordination and collaboration with other local housing and human service agencies such as the County, the Housing Authority, SBCUSD, and various nonprofit and community service organizations.

Estimated Costs: \$300,000 annually for rebuilding the capacity required to create and implement the housing strategy and programs identified under Actions 4a-c. This represents approximately ___% of the funding (\$___ annually) dedicated to this critical function before the funding was taken in 2012 by the State of California under ABx1 26. Funding will be leveraged by strategic alignment of resources and efforts with identified partners.

- d. **Action:** Increase the City's code enforcement capacity to implement the more aggressive and targeted code enforcement actions identified under Action 4b, to quickly respond and enhance the cleanliness, safety, and beauty of the targeted neighborhoods and areas, and to improve the quality of life throughout the City.

Estimated Costs: \$500,000 annually net of program fine and other revenues for increased code enforcement capacity.

- e. **Action:** Create a Rapid Response and Receivership Team to implement an aggressive strategy for remediating and rehabilitating vacant and boarded-up structures, to increase the city's receivership program for problematic properties, and to quickly respond to other identifiable blighting conditions in order to raise property values and make San Bernardino a more attractive community for residents and businesses.

Estimated Costs: \$300,000 annually for physical labor and resources associated with increased blight remediation, board-ups, and demolition activity that will be coordinated with the augmented code enforcement capacity identified in Action 4d.

\$200,000 annually for an increased legal and other services required by demolition and receivership programs.

- f. **Action:** Develop and implement an Adopt-a-Street Program through the Integrated Waste Division to harness the power and engagement of community residents, businesses, and organizations, and to improve the City's overall appearance.

Estimated Costs: Proposed action can be accomplished within available resources to the Integrated Waste Fund.

5. **Objective:** Deliver high-quality emergency response services (fire and medical) in the most efficient and economical manner, and in accordance with industry standards and response times, to ensure proper response to the emergency medical aid needs of residents, workers, and visitors within the city, to provide fire services that meet the standards and correct the deficiencies set forth in the

CityGate study commissioned by the City, and to ensure capacity to appropriately respond and recover from other natural or man-made threats to public safety.

Suggested Performance Measurements (to be further refined and developed):

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- a. **Action:** Assess and evaluate all options for the organizational structure, deployment, and delivery of emergency response services to ensure available resources are being utilized to optimize the efficient delivery of quality services to the community.

Estimated Costs: CityGate study evaluating needs, opportunities, and deficiencies of the current structure and model for delivering of emergency services has already been completed.

\$TBD costs for evaluating efficacy, efficiency, and opportunities of other structures and models for delivering emergency response services.

- b. **Action:** If the existing organizational structure and model are maintained, improve emergency response service delivery by increasing the deployment capabilities with the addition of two paramedic squads. (Additional investment may not be necessary if a less expensive, compatible, and sustainable contracting option exists).

Estimated Costs: \$430,000 one-time primarily for call/dispatch improvements or contractual services.
\$1,700,000 ongoing additional personnel.

6. **Objective:** Revitalize civic and cultural amenities (parks, libraries, theatres, sports-facilities, community centers, and other public spaces), by reactivating and improving sustainable levels of programming, activities, and events for these amenities to enhance the quality of life for San Bernardino residents and workers, and to attract new businesses, employers, and visitors to San Bernardino.

Suggested Performance Measurements (to be further refined and developed):

- Progress towards achieving national accreditation of city parks and recreation operations and programs pursuant to the 144 qualitative standards established by the Commission for Accreditation of Park and Recreation Agencies; and maintenance of accreditation thereafter pursuant to the five-year re-accreditation cycle.
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- a. **Action:** In partnership with SBCUSD, CSUSB, and SBVC, develop a community-wide strategic plan for library and information services (literacy, education, technology access, workforce training, etc.) to coordinate and leverage resources, programs and facilities of identified partners, to augment and sustain funding for expanding library and information services, to align library and information services with community educational and workforce development objectives, and to improve the overall quality of life of residents.

Estimated Costs: \$150,000 one-time costs for the development of a community-wide strategic library and information services plan in partnership and collaboration with the identified partners.

- b. **Action:** Rebuild funding allocated to library services to a level of at least 60% of the per capita average for peer cities, and ensure existing and restored library resources are deployed in alignment with the strategic plan developed under Action 5a, to optimize the efficiency and effectiveness of city resources dedicated to library and information services, to maximize community partnership opportunities, and to leverage the limited city resources available for quality of life services.

Estimated Costs: \$1.5 million annually for funding improved hours, operations, resources, materials and technology for libraries, which would result in city per capita funding at approximately 63% of peer city average. Funding will be leveraged by strategic alignment of resources and efforts with identified partners under Action 5a.

- c. **Action:** In partnership with SBCUSD, CSUSB, SBVC, youth sports organization, and other community recreation providers, develop and implement a community-wide strategic plan for a broad and diverse offering of high-quality youth sports, after-school programs, and recreational activities for families and residents of all ages, including the joint use of well-maintained sports and recreation facilities, to achieve multiple reinforcing goals of the identified partners such as: better health and wellness for residents through increased participation; improved facilities and shared administrative support that reduce the cost, and increase accessibility and affordability of recreation and sports programs; and implementation of consistent standards, procedures and expectations that ensures the safety and well-being of youth and other participants.

Estimated Costs: \$150,000 one-time costs for development of a community-wide youth sports and recreation strategic plan in partnership and collaboration with the identified partners.

- d. **Action:** Rebuild funding allocated to recreational and sports activities, youth and senior programming, and other quality of life services to a level of at least 60% of the per capita average for peer cities in the Inland Empire, and ensure resources are deployed in alignment with the strategic plan developed under Action 5c, to optimize the efficiency and effectiveness of city resources dedicated to recreation, sports and quality of life programs, to maximize community partnership opportunities, and to leverage the city's available resources.

Estimated Costs: \$3 million annually for funding improved recreation, sports, and quality of life services, which would result in city per capita funding at approximately 60% of peer city average. Funding will be leveraged by strategic alignment of resources and efforts with identified partners under Action 5c.

- e. **Action:** In partnership with SBCUSD, CSUSB, SBVC, community arts and cultural groups, and the business community, develop and implement a strategic plan for the sustainable funding and growth of arts, culture, entertainment, and special events in San Bernardino, to attract and retain creative talent to the community, to increase youth and resident participation in arts and

cultural activities in alignment with community educational objectives, to enhance overall quality of life for residents, and to retain and attract businesses and employers by creating an arts economy in San Bernardino.

Estimated Costs: \$150,000 one-time costs for development of strategic plan in partnership and collaboration with the identified partners (expected to be funded through the City's cultural impact fee). No additional annual costs at this time. Strategic arts and culture plan is expected to identify one-time and sustainable sources of funding to implement the plan and to leverage the City's cultural impact fee and resources from identified partners.

7. **Objective: Develop and implement an economic development strategic plan** to attract and retain business investment and employers in growth industry sectors to San Bernardino, to build a stronger and more resilient local economy, to create prosperity for city residents and businesses, and to help grow the City revenue base.

Suggested Performance Measurements (to be further refined and developed):

- *Growth in assessed valuation of property in targeted areas and citywide*
- *Growth in sales tax revenue*
- *Growth in transit occupancy tax revenue*
- *Increase in median household income*
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- a. **Action: In partnership with the business community, educational institutions, the County, IVDA, local health providers, and other community stakeholders and institutions, create an economic development plan that identifies target opportunity areas and strategies for incubating and sustaining economic growth**, to ensure economic development strategies and initiatives are aligned with the regional economy and industry growth sectors; to coordinate with the investments and objectives of local partners; and to deploy resources in coordination with the City's other targeted neighborhood actions for improving public safety (Actions 2a and 2c), revitalizing city infrastructure (Actions 3a, 3b and 3d), stimulating change and investment in housing market (Action 4a), and enhancing blight removal and beautification (Action 4b).

Estimated Costs: \$150,000 one-time costs for creating the economic development plan in partnership and collaboration with identified partners.

- b. **Action: Rebuild economic development capacity of the City that was completely eliminated in 2012 when the State of California abolished funding for redevelopment agencies**, to efficiently and effectively create and implement the economic development plan identified in Action 7a, to align the management and strategic use of public properties and resources with the economic development plan, to be timely and responsive to strategic economic opportunities, and to help create a more responsive, accessible, and user-friendly business climate in San Bernardino.

Estimated Costs: \$750,000 annually for restoring the capacity required to create and implement the economic development plan and strategies identified under Action 5a. This represents approximately 20-25% of the funding (\$3 to \$4 million annually) dedicated to this critical function before the funding was taken in 2012 by the State of California under ABx1 26. Funding will be leveraged by better strategic alignment of resources and efforts with identified partners.

- c. **Action: Update and modernize Development Code (last updated in 1991)** to incorporate contemporary planning and business practices and procedures, to set objective criteria for new development, to streamline the entitlement and permit process, and to facilitate economic opportunities and growth.

Estimated Costs: Project is currently underway with \$175,000 funding from CDBG. Additional \$125,000 one-time costs are needed to complete and implement the Development Code update.

- d. **Action: Assess and implement physical and process improvements in Community Development Department that will integrate and streamline the City's development services functions (planning, building, and engineering) across the organization** to make the City of San Bernardino a more desirable and opportunistic place to do business.

Estimated Costs: \$TBD one-time or annual costs for physical and process improvements as determined by the assessment.

- e. **Action: Develop and implement a strategy that aligns the resources, assets, and programs of the San Bernardino Employment and Training Agency (SBETA) with existing and planned educational career pathways and workforce development strategies of SBCUSD, CSUSB and SBVC**, to better leverage limited workforce development funding, to create a more prepared workforce that attracts employers to the city, and to better prepare residents to successfully access employment and grow their prosperity within our regional economy.

Estimated Costs: Proposed action can be accomplished within available resources.

8. **Objective: Ensure corporate support functions (information technology, finance, human resources, and risk management) are organized and delivered efficiently, have sufficient capacity, and can be scaled to be responsive to the changing needs of the service departments**, to improve the overall efficiency and effectiveness of city operations and services to residents and businesses, to enhance workforce productivity, and to ensure all decision-making is informed by reliable, up-to-date, and accurate financial data and projections.

Suggested Performance Measurements (to be further refined and developed):

- *Develop annual report on progress towards implementation of Strategic Plan.*
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- a. **Action:** Conduct a citywide organizational assessment of corporate support functions to develop and prioritize recommendations around improving efficiency and effectiveness of City staff in human resources, information technology, finance, and risk management.
*Estimated Costs: \$200,000 one-time costs to conduct and implement assessment
 \$TBD annual costs (staffing and/or contractual services, etc.) as determined by the assessment.*

- b. **Action:** Increase City capacity for obtaining grants and ensuring proper coordination of grant applications, management, and reporting, to better leverage city investments and funding, and to augment the resources available to improve city services.
Estimated Costs: \$TBD annual costs as determined by the assessment under Action 8a.

- c. **Action:** Develop and implement an information technology strategic reorganization plan, including investment in a new software system that integrates and streamlines development permitting, code enforcement, and business licensing, to ensure the City can efficiently and effectively deploy, service, and maintain the \$1.5 to \$2.5 million annual investment technology modernization called for the Plan of Adjustment, to ensure the City's ongoing technology investments align with service needs and citywide goals and objectives, and to increase employee efficiency and productivity.
*Estimated Costs: \$100,000 one-time costs to develop information technology strategic plan
 \$1,200,000 one-time costs for purchase, installation and training of new development services software system
 \$TBD annual costs for managing and maintaining the \$1.5 to \$2.5 million annual investment in technology modernization called for in the Plan of Adjustment and IT Strategic Plan.*

- d. **Action:** Assess, develop, and implement the organizational and service restructuring required for the City's fleet maintenance operations to efficiently and effectively address the over 50% of the city fleet that is due or past due for replacement (estimated at a cost of more than \$41 million), to ensure the efficient and sustainable maintenance of the City's fleet, and to scale fleet maintenance operations and needs with citywide policies and restructuring.
*Estimated Costs: \$50,000 one-time costs for conducting assessment of city's fleet service needs and the most efficient method for delivering the service.
 \$TBD annual costs (staffing and/or contractual services, etc.) as determined by the assessment.*

- e. **Action:** Increase investment in professional education and training of city workforce on best practices in their profession, skill development for career advancement, reinforcement of corporate culture and expectations, and improved customer-service to increase the capabilities and productivity of the city workforce, to increase employee retention, and to improve the engagement and commitment of employees to achieving the City's strategic plan, objections, and actions through professional education and training.

Estimated Costs: \$50,000 one-time costs to design and create a comprehensive city-wide professional development and training program tailored to the various professions and disciplines within the city workforce. \$TBD annual costs to implement program.

9. **Objective:** Consistently and effectively engage and communicate with the diverse residents, businesses, and sectors of our community, seeking input and partnership that fosters an environment of hope and opportunity, expands access to information, and creates opportunities for stakeholders to play an active role in discussing public policy and setting priorities.

Suggested Performance Measurements (to be further refined and developed):

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- a. **Action:** In partnership with local public institutions (school districts, universities, the County, and other public agencies) develop a comprehensive community engagement and communications plan to increase outreach and awareness of programs and events among residents, business, employees and visitors; to educate residents on issues and opportunities that can improve their health, employment, and quality of life; and to increase overall levels of civic participation and volunteerism.

Estimated Costs: \$100,000 one-time costs to develop community engagement and communications plan.

- b. **Action:** Develop coordinated city-wide internal and external communications capacity, including optimizing the use of various mediums for communications available to the City, to create a culture of community engagement and to better leverage community partnerships.

Estimated Cost: \$400,000 annually for creating communications capacity that has not previously existed within the City, and that will be required to create and implement the community engagement and communications plan identified under Action 9a. Funding to be leveraged by use of technology and use of communications channels established by identified partners.

Table 1. Draft Strategic Action Plans within Priority Goals

Strategic Action Plans	Public Safety	Education & Workforce Development	Quality of Life, Infrastructure & Housing	Business Development & Job Creation	Community Engagement & Public Relations	Governance & Charter	Fiscal Sustainability, Efficiency & Productivity
1. Create a new governance structure and charter for San Bernardino.							
a. Task citizen Charter Committee to develop new charter ballot measure for November 2016.					✓	✓	✓
b. Develop and implement public outreach and education campaign to engage public in charter change process.					✓	✓	
c. Until ballot measure approved, continue Operating Practices for Good Government agreement.						✓	✓
2. Increase human and technological capacity of Police Department to fully embrace and implement best practices in community policing.							
a. Expand use of license plate reader technology, crime cameras and DNA testing as workforce multipliers.	✓						✓
b. Increase workforce capacity of Police Department to fully implement best community policing practices.	✓				✓		✓
c. Develop targeted anti-crime and violence initiative with increased community engagement.	✓				✓		✓
d. Expand public safety career pipeline program with SBCUSD to strengthen and diversify workforce.	✓	✓		✓			✓
e. Increase capacity to close marijuana dispensaries and remediate drug-infested properties and areas.	✓		✓	✓			✓
3. Implement sustainable infrastructure revitalization plan (streets, storm drains, sewers, sidewalks,							

Strategic Action Plans	Public Safety	Education & Workforce Development	Quality of Life, Infrastructure & Housing	Business Development & Job Creation	Community Engagement & Public Relations	Governance & Charter	Fiscal Sustainability, Efficiency & Productivity
street lighting, traffic signals, parks, building and other public facilities).							
a. Develop updated strategic capital improvement plan that prioritizes and focuses investments.			✓	✓	✓		✓
b. Increase capacity to implement and manage the significant annual increase in infrastructure projects called for in POA.			✓	✓			✓
c. Partner with Water Dept. to assume responsibility for implementing the significant improvements required to sewer collection system.			✓			✓	✓
d. Partner with County and SBVMWD to explore and implement appropriate Enhanced Infrastructure Financing District.			✓	✓		✓	✓
4. Implement plan for sustainable revitalization of neighborhoods through high-quality housing, blight remediation, beautification, and aggressive code enforcement.							
a. Partner with housing, school, and related service nonprofits to develop comprehensive housing strategy.	✓	✓	✓	✓	✓	✓	✓
b. Prioritize and focus housing, blight remediation, beautification and code enforcement programs in target areas to leverage investments.	✓		✓	✓			✓
c. Rebuild housing and human services capacity of City (eliminated by RDA dissolution) to effectively implement and manage housing plan and related strategies.			✓			✓	✓
d. Increase City's code enforcement capacity to implement more aggressive and targeted strategies.			✓	✓			✓
e. Create Rapid Response and Receivership Team to implement aggressive blight remediation,	✓		✓	✓			

Strategic Action Plans	Public Safety	Education & Workforce Development	Quality of Life, Infrastructure & Housing	Business Development & Job Creation	Community Engagement & Public Relations	Governance & Charter	Fiscal Sustainability, Efficiency & Productivity
board-up and property receivership program.							
f. Implement Adopt-a-Street Program to engage community in leveraging city beautification efforts.			✓		✓		✓
5. Deliver high-quality emergency response services (fire and medical) in the most efficient and economical manner, and in accordance with industry standards and response times.							
a. Assess and evaluate all options for the organizational structure, deployment, and delivery of emergency response services.	✓		✓	✓		✓	✓
b. Improve emergency response capacity within existing organizational structure and service model, by increasing the deployment capabilities with the addition of two paramedic squads.	✓		✓	✓			
6. Revitalize civic and cultural amenities (parks, libraries, theatres, sports facilities, community centers, and other public spaces) with sustainable programming, activities and events.							
a. Partner with education institutions to develop community-wide library and information services plan.		✓	✓	✓	✓	✓	✓
b. Rebuild library funding to be at least 60% of per capita average for peer cities, and deploy funding in alignment with plan.	✓	✓	✓				✓
c. Partner with education institutions, youth sports organizations and community recreation providers to develop community-wide recreation and sports plan.		✓	✓		✓	✓	✓
d. Rebuild funding for recreational and sports activities, senior and youth program, and other quality of life services to at least 60% of per	✓		✓				✓

Strategic Action Plans	Public Safety	Education & Workforce Development	Quality of Life, Infrastructure & Housing	Business Development & Job Creation	Community Engagement & Public Relations	Governance & Charter	Fiscal Sustainability, Efficiency & Productivity
capita average for peer cities, and deploy funding in alignment with plan.							
e. Partner with education institutions to develop and implement a strategic arts, culture, entertainment, and special events plan.		✓	✓	✓	✓	✓	✓
7. Implement a strategic economic development plan to attract business, to grow the local economy, and to create jobs.							
a. Partner with business community, education institutions, County, IVDA and others to develop plan that identifies target opportunity areas and creates sustainable strategies for economic growth.	✓	✓	✓	✓	✓	✓	✓
b. Rebuild economic development capacity of the City (eliminated by RDA dissolution) to effectively and efficiently implement the economic development plan.		✓		✓			✓
c. Update and modernize city development code to stimulate economic growth and improve business climate.		✓		✓	✓		
d. Implement physical and process improvements in Community Development Department to streamline operations and improve business climate/customer service.				✓	✓		✓
e. Align SBETA resources, assets, and programs with educational career pathways and the workforce development strategies and investment of partners.		✓		✓		✓	✓
8. Restructure corporate support functions (IT, finance, HR, and risk management) to ensure support services are delivered efficiently and effectively, and are scalable to city's changing needs.							

Strategic Action Plans	Public Safety	Education & Workforce Development	Quality of Life, Infrastructure & Housing	Business Development & Job Creation	Community Engagement & Public Relations	Governance & Charter	Fiscal Sustainability, Efficiency & Productivity
a. Conduct citywide organization assessment of corporate support functions.						✓	✓
b. Increase City's grant application, management, and reporting capacity to better leverage city funding.	✓	✓	✓	✓			✓
c. Implement information technology strategic reorganization plan, including investing in new coordinated development services software.	✓	✓	✓	✓	✓		✓
d. Assess and implement organizational and service restructuring for fleet maintenance.	✓		✓				✓
e. Increase professional education and training of city workforce to increase productivity and employee retention.	✓	✓	✓	✓	✓	✓	✓
9. Consistently and effectively engage and communicate with the city's rich diversity of residents, businesses and constituencies.							
a. Partner with local public institutions to develop a comprehensive community engagement and communications plan.	✓	✓	✓	✓	✓	✓	
b. Develop citywide internal and external communications capacity, including optimizing use of all mediums and channels for communications with constituencies.	✓	✓	✓	✓	✓	✓	