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# Department Key

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<b>CD</b>	<b>Community Development</b>
<b>CM</b>	<b>City Manager</b>
<b>ED</b>	<b>Economic Development</b>
<b>F</b>	<b>Finance</b>
<b>HR</b>	<b>Human Resources</b>
<b>PW</b>	<b>Public Works</b>
<b>SD</b>	<b>Sheriff's Department</b>

# 2030 Vision Implementation Plan, Phase 1

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## **Goal #1: Ensure Our Fiscal Viability**

All City departments have an important role in helping the City reach its short and long-term fiscal goals. The City of Grand Terrace is committed to maintaining a balanced budget and working towards a long-term viability as a municipality. As noted in the City's 2013-2014 Five Year Fiscal Analysis and Budget Stabilization Plan, since incorporation in 1978, the City relied heavily on Redevelopment Funds. With the State's dissolution of Redevelopment Agencies the City's General Fund was negatively impacted by \$738,000 a year annually. All departments have reduced staff, made budget cuts and streamlined operations as much as possible.

Moving forward, all departments will work collaboratively to ensure best practices in fiscal management and optimize the cost of delivery of services to our community.

### **Strategies:**

#### **1.1 Commit to a Balanced Budget**

##### *City Manager*

CM 1.1.1 The City Manager will oversee the development of a balanced annual budget that reflects the priorities of the City Council and maintains adequate funding levels for public safety and community development.

CM 1.1.2 The City Manager will explore and identify opportunities to outsource services when doing so provides a cost-benefit to the City, such as Information Technology and Animal Services.

CM 1.1.3 The City Manager will oversee the development of the annual department budget and ensure that all costs and expenditures remain consistent with the Council's approved annual City budget.

##### *Finance*

F 1.1.1 Working closely with the City Manager, the Finance Department will develop an annual budget for the City based on projected market conditions and conservative fiscal projections.

F 1.1.2 Finance will provide City Council with clear, accurate and concise information regarding revenues and expenditures on a monthly basis.

F 1.1.3 Finance will perform financial responsibilities in accordance with the City of Grand Terrace fiscal policies, statutory regulations and standards promulgated by professional associations and regulatory agencies.

F 1.1.4 Account for the City's fiscal activities in an accurate and timely manner within generally accepted accounting principles (GAAP) and other legal requirements.

F 1.1.5 Finance will provide all departments with online access to the financial system for ongoing departmental budget analysis, forecasting and report generation purposes.

F 1.1.6 The Finance Director will oversee the development of the annual department budget and ensure that all costs and expenditures remain consistent with the Council's approved annual City budget.

#### *Community Development*

CD 1.1.1 The Community Development Director will oversee the development of the annual department budget, verify payment of invoices, and ensure all costs and expenditures remain consistent with the Council's approved annual City budget.

#### *Economic Development*

ED 1.1.1 The Economic Development Manager will oversee the development of the annual department budget and ensure that all costs and expenditures remain consistent with the Council's approved annual City budget.

#### *Human Resources*

HR 1.1.1 Review classifications and compensation packages for employees to ensure appropriate level of pay for services.

HR 1.1.2 Review administrative policies and procedures and update accordingly.

### *Public Works*

PW 1.1.1 Oversee the development of the annual department budget and ensure all costs and expenditures remain consistent with the Council's approved annual City budget.

### *Sheriff's Department*

SD 1.1.1 Oversee the department contract budget and ensure all costs and expenditures remain consistent with the Council's approved annual City budget.

SD 1.1.2 Continue to identify and implement technology-based law enforcement programs and activities at no cost to the City.

## **1.2 Identify Additional Revenue Sources**

### *City Manager*

CM 1.2.1 Explore potential sales, utility, and/or parcel tax measures to fund services and infrastructure improvements.

CM 1.2.2 Review services offered by the City that may be provided to other agencies on a fee basis.

CM 1.2.3 Aggressively implement Economic Development Strategic Plan.

### *Economic Development*

ED 1.2.1 Working with the City Manager and the Community Development and Finance Directors, the Economic Development Manager will oversee the analysis of projected revenue streams based upon certain economic development and land use assumptions at General Plan build-out.

### *Finance*

F 1.2.1 Explore potential sales, utility and/or parcel tax measures to fund services and infrastructure improvements.

F 1.2.2 Review service areas in all departments and coordinate with staff to identify potential new revenue sources.

F 1.2.3 Work with Community Development staff to ensure appropriate cost recovery for services provided.

### *Community Development*

CD 1.2.1 Review all service areas to identify potential new revenue sources.

CD 1.2.2 Implement appropriate cost recovery programs for application processing and permitting services.

*Public Works*

PW 1.2.1 Review all service areas to identify potential new revenue sources.

PW 1.2.2 Explore opportunities for providing landscape and/or maintenance services to outside agencies on a fee basis.

**1.3 Review Expenditures and Seek Savings**

All departments will continue to review expenses and costs of providing services to identify cost savings, including adherence to the City's Purchasing Ordinance.

*City Manager*

CM 1.3.1 Implement energy audit for the purpose of identifying potential savings to the City.

*Finance*

F 1.3.1 Review expenditures by department and identify potential savings opportunities detailed in the 2013-2014 Five Year Fiscal Analysis and Budget Stabilization Plan and provide annual updates and/or recommendations for new savings/revenue opportunities.

F 1.3.2 Institute comprehensive business licensing/audit program.

**1.4 Explore Creative Means to Provide Services**

*City Manager*

CM 1.4.1 Explore viability of forming special district(s) to provide specific services and/or maintenance.

CM 1.4.2 Continue to manage outsourced contracts for finance, information technology, City attorney, police and other services that result in efficiency increases and decreased cost to the City.

### *Community Development*

CD 1.4.1 Explore potential for outsourcing expedited planning services via a cost recovery model, which allows developers to pay for Fas-Track application processing and permitting services.

CD 1.4.2 Explore potential for utilization of students/interns from local colleges and universities to support staffing.

### *Finance*

F 1.4.1 Work with City Manager to explore viability of forming special district(s) to provide specific services and/or fund infrastructure investment and/or maintenance.

### *Public Works*

PW 1.4.1 Review current service contracts and create new agreements to provide better, more cost effective services.

PW 1.4.2 Work in conjunction with neighboring agencies and utility providers to provide services and pool resources.

## **1.5 Ensure Appropriate Cost Recovery for Services**

### *City Manager*

1.5.1 Review and manage cost recovery opportunities with all departments.

### *Community Development*

CD 1.5.1 Review planning, engineering and building fees to ensure appropriate cost recovery for services.

CD 1.5.2 Begin review of development impact fees and determine if an update is required.

CD 1.5.3 Establish a policy and procedure relating to fee waivers.

### *Finance*

F 1.5.1 Review cost of services for all departments, including Parks and Recreation.

*Public Works*

PW 1.5.1 Review costs of delivering services and identify, where appropriate, opportunities for cost recovery via fees, assessments and/or other means of underwriting costs.

## **Goal #2: Maintain Public Safety**

Public safety continues to be an exceptionally high priority for the City of Grand Terrace. Public Safety includes services related to law enforcement as well as infrastructure maintenance and code enforcement.

### **Strategies:**

#### **2.1 Ensure Staff Levels for Police Services Remain Adequate for Our Community**

##### *City Manager*

2.1.1 Work with City Council and staff to prioritize annual budget to allocate adequate funding for police services.

2.1.2 Explore sales or parcel tax measure and/or special district financing to ensure adequately funded public safety.

##### *Finance*

2.1.1 Prioritize annual budget to allocate adequate funding for police services.

##### *Sheriff's Department*

SD 2.1.1 Continue to provide appropriate staffing levels to maintain low crime rate and adequate response times.

SD 2.1.2 Continue to identify and implement technology-based law enforcement programs and activities at no cost to the City.

SD 2.1.3 Continue to enhance mutual aid relationships and identify task force-oriented law enforcement programs, such as SMASH, to increase law enforcement services in Grand Terrace.

#### **2.2 Invest in Critical Improvements to Infrastructure**

##### *City Manager*

CM 2.2.1 Explore potential sale, utility, and/or parcel tax measure to fund infrastructure improvements.

CM 2.2.2 Continue to work with legal counsel and the Community Development and Finance Directors to gain control of former redevelopment public financing proceeds for infrastructure development purposes.

### *Community Development*

CD 2.2.1 Ensure through inspections via Building & Safety that all residential, commercial, and other construction in the City meets or exceeds the minimum requirements of codes that have been adopted by both the State of California and the City of Grand Terrace.

CD 2.2.2 Continue to manage the City's Stormwater Master Plan and identify areas of deficiency for future investment.

CD 2.2.3 Support efforts for Code Enforcement to educate the community in preventive maintenance and encourage residents to maintain their property and property values, keeping the city clean and beautiful.

CD 2.2.4 Continue to coordinate efforts for public safety with San Bernardino County Fire Department Office of Emergency Services (OES) and the Multi-Jurisdictional Multi-Hazard Mitigation Plan.

CD 2.2.5 Position the City so it can competitively apply for grant funding, which includes a certified Housing Element.

### *Public Works*

PW 2.2.1 Monitor the condition of City streets, pavement, sidewalks and lighting; make recommendations for repairs and maintenance.

PW 2.2.2 Initiate process for the development of a Pavement Management System (PMS) so, when funding is acquired, street improvement priorities will have been identified.

PW 2.2.3 Maintain and repair City properties including parks and recreation facilities, City Hall and child care services facilities.

PW 2.2.4 Ensure all new street construction, drainage, traffic signal and street lighting plans are checked by staff to assure compliance with adopted standards and specifications.

PW 2.2.5 Identify potential projects for capital improvement planning.

## Goal #3: Promote Economic Development

Increasing revenue through property tax, sales tax, transient occupancy tax and revenues generated by local businesses is critical to the City's future success. The City Council has made attracting and retaining businesses a key goal. All departments are engaged in this effort.

### Strategies:

#### 3.1 Develop Proactive Economic Development Plan to Attract New Businesses and Support Retention and Expansion of Existing Businesses

##### *City Manager*

CM 3.1.1 Working with Economic Development and the Community Development Department, develop a comprehensive plan prioritizing economic development efforts for the next five years.

##### *Economic Development*

ED 3.1.1 Working with the City Manager and Community Development Department, develop a comprehensive plan prioritizing economic development efforts for the next five years.

ED 3.1.2 Prepare a market assessment to identify potential specific types of businesses and or economic opportunities suitable for the City of Grand Terrace.

ED 3.1.3 Working with Community Development, prepare an analysis of available properties and infrastructure to support economic development.

ED 3.1.4 Coordinate local economic development plans with local, regional and statewide efforts.

ED 3.1.5 Gain approval of the Long Range Property Management Plan (LRPMP) for the purpose of facilitating the development of parcels owned by successor to the former redevelopment agency.

ED 3.1.6 Develop a marketing plan and collateral materials for new business attraction.

ED 3.1.7 Identify needs and connect local businesses with educational resources and technical assistance.

## 3.2 Invest in Infrastructure Needed to Support Business Attraction and Retention

### *City Manager*

CM 3.2.1 Identify and prioritize key infrastructure requirements based on current and projected market conditions and General Plan build-out.

### *Economic Development*

ED 3.2.1 Identify and prioritize key infrastructure requirements based on current and projected market conditions and General Plan build-out.

### *Finance*

F 3.2.1 Continue to work with legal counsel and the City Manager to secure the release of former redevelopment funds from the State that may be used for infrastructure improvements to support economic development.

F 3.2.2 Work with the Community Development Department on the development of online development, application processing and permitting.

F 3.2.3 Establish use of credit/debit cards for City bills and development permitting.

### *Community Development*

CD 3.2.1 Identify infrastructure deficiencies related to circulation, drainage, water and sewer in the City and assist in the development of budgets for improvements and/or investments.

CD 3.2.2 Create a new “best practices” business packet that explains the development review process for new businesses, including sign provisions.

CD 3.2.3 In conjunction with the development of a new information technology program, assess and determine which development applications can be received, processed and permitted online.

### *Public Works*

PW 3.2.1 Identify infrastructure deficiencies in the City and assist in the development of budgets for improvements and/or investments.

PW 3.2.2 Ensure infrastructure is maintained to attract and retaining businesses

**3.3 Prepare for Development by Updating Zoning and Development Codes, including the Sign Code**

*Community Development*

CD 3.3.1 Prepare for future development by updating the zoning map and development code.

CD 3.3.2 Update current Sign Code ordinance.

CD 3.3.3 Continue management of the Long-Range Property Management Plan (“LRPMP”) and support the development and/or liquidation of parcels once approved by the State.

CD 3.3.4 Ensure adequate and creative staffing solutions to facilitate the entitlement process for new development.

*City Manager*

CM 3.3.1 Gain approval of the Long Range Property Management Plan (LRPMP) for the purpose of facilitating the development on parcels owned by successor to the former redevelopment agency.

## **Goal #4: Develop and Implement Successful Partnerships**

Successful partnerships with both public and private agencies can allow the City to provide desired community services related to recreation and seniors, as well as funding for local and regional programs and projects. Leveraging these partnerships will require the work of all City staff as well as all City Council Members.

### **Strategies:**

#### **4.1 Work Collaboratively with Community Groups and Private and Public Sector Agencies to Facilitate the Delivery of Services Benefitting Youth, Seniors & Our Community**

##### *City Manager*

CM 4.1.1 Continue to work proactively with community groups to provide programming for youth sports programs.

CM 4.1.2 Engage local Chamber of Commerce, identify opportunities for mutual benefit and assist in the City's business retention and expansion efforts.

CM 4.1.3 Continue to collaborate with neighboring cities, the County and other agencies, as appropriate, to identify mutual benefits for sharing physical and human resources to deliver services.

#### **4.2 Work with Local, Regional and State Agencies to Secure Funding for Programs and Projects**

##### *City Manager*

CM 4.2.1 Proactively contact local, regional and state agencies to identify new grant and/or funding opportunities for programs and projects.

##### *Community Development*

CD 4.2.1 Identify and apply for appropriate Community Development Block Grants to fund projects in the City.

CD 4.2.2 Identify and apply for appropriate funding for programs and projects through the State of California, the Southern California Association of Governments (SCAG), San Bernardino County and/or other outside agencies.

### *Economic Development*

4.2.1 Apply for applicable economic development and infrastructure funding from applicable regional, state and federal programs.

4.2.2 Participate, leverage and collaborate with economic development agencies/interests on a local, regional and statewide basis.

### *Public Works*

PW 4.2.1 Identify potential projects for inclusion in Regional Transportation Plan(s), Safe Routes to Schools and other state and federally funded transportation planning efforts.

### *Sheriff's Department*

SD 4.2.1 Continue to work with regional, state and federal law enforcement agencies to coordinate services.

## **Goal #5: Engage in Proactive Communication**

The City has a responsibility to provide transparent governance to the community and, as such, the City Council has made the development and implementation of a communications plan for residents, businesses, regional agencies, as well as internal stakeholders (staff and contractors) a priority for its Strategic Plan.

### **Strategies:**

#### **5.1 Develop and Implement a Cost Effective Proactive Communication Program**

##### *City Manager*

CM 5.1.1 Oversee the development and implementation of a comprehensive communication plan to reach residents, business interests and future economic development interests in Grand Terrace and the surrounding communities.

CM 5.1.2 Implement communication protocols for City staff.

CM 5.1.3 Implement communication protocols for City Council and Planning Commission.

##### *Human Resources*

HR 5.1.1 Provide employees and contractors up-to-date information regarding City policies, benefits and programs.

HR 5.1.2 Maintain appropriate employee records.

#### **5.2 Utilize Technology and Web-Based Tools to Disseminate Information**

##### *City Manager*

CM 5.2.1 Identify cost-effective means for online viewing of City Council and Planning Commission meetings and accessing meeting agendas, minutes and reports.

CM 5.2.2 Update the City's website design and content.

CM 5.2.3 Utilize electronic means of information distribution to the public including email, text, social media and RSS feeds.

### 5.3 Engage the Community by Participation

#### *City Manager*

CM 5.3.1 Coordinate with City Council and staff, as appropriate, to attend and/or make presentations in the community on behalf of the City.

#### *Community Development*

CD 5.3.1 Support effort for Code Enforcement to educate the community about preventive maintenance and encourage tenants, property owners and businesses to maintain their property to keep the city clean and beautiful.

CD 5.3.2 Provide adequate notification and education regarding proposed projects, land use and development activities.

#### *Economic Development*

ED 5.3.1 Provide education and outreach to local chamber of commerce and other local businesses.

#### *Sheriff's Department*

SD 5.3.1 Provide crime prevention and education programs for residents and local business owners.

SD 5.3.2 Assist with, and foster, neighborhood-based crime prevention programs and activities.

SD 5.3.3 Provide opportunities for youth engagement and crime prevention.

#### *Public Works*

PW 5.3.1 Encourage comments from residents, businesses, regional agencies as well as internal stakeholders on project planning or program implementation.