



*The following information comprises the minutes for a special meeting of the City Council, a joint meeting of the Banning City Council and Banning Utility Authority and a joint meeting of the Banning City Council and the Banning City Council sitting in its capacity as the Successor Agency Board.*

**MINUTES  
CITY COUNCIL**

**09/28/2021  
SPECIAL MEETING**

COUNCIL MEMBERS PRESENT: Mayor Colleen Wallace  
Council Member Mary Hamlin  
Council Member David Happe  
Council Member Alberto Sanchez \*\*  
\*\*arrived at 4:04 p.m.

COUNCIL MEMBERS ABSENT: Council Member Kyle Pingree

OTHERS PRESENT: Doug Schulze, City Manager  
Marie Calderon, City Clerk  
Caroline Patton, Deputy City Clerk  
Thomas Miller, Electric Utiltiy Director  
Ralph Wright, Parks and Recreation Director  
Adam Rush, Community Development Director\*  
Suzanne Cook, Finance Director\*  
A'ja Wallace, Financial Analyst\*  
Shannon Mead, Human Resources Technician\*  
Officer Sayeski, Banning Police Officer

\*Participated via Zoom

**1. CALL TO ORDER**

Mayor Wallace called the special meeting to order at 4:00 p.m.

Roll Call

COUNCIL MEMBER	PRESENT	ABSENT
Hamlin, Mary	×	
Happe, David	×	
Pingree, Kyle		×
Sanchez, Alberto	×	
Wallace, Colleen	×	

Council Member Sanchez arrived at 4:04 p.m.

**2. PUBLIC COMMENT**

None

### 3. **DISCUSSION ITEM(S)**

#### 3.1. Strategic Plan Workshop

City Manager Doug Schulze presented the staff report.

##### Public Comments

**Paul Perkins** said that several of the sections are outdated, and the city should hold a day-long workshop to update the strategic plan.

City Manager Schulze confirmed that he was asking Council to approve updating the existing Strategic Plan, after which time staff would schedule a full-day workshop. He noted several items that had been accomplished or needed to be updated to reflect current conditions.

##### **Motion to approve staff updating the strategic plan objectives.**

Motion by Council Member Hamlin  
Seconded by Council Member Happe

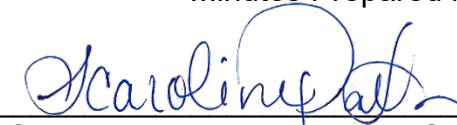
COUNCIL MEMBER	YES	NO	ABSTAIN	RECUSE	ABSENT
Hamlin, Mary	X				
Happe, David	X				
Pingree, Kyle					X
Sanchez, Alberto	X				
Wallace, Colleen	X				

Motion approved by a vote of 5-0.

### 4. **ADJOURNMENT**

Mayor Wallace adjourned the special meeting at 4:18 p.m.

Minutes Prepared by:

  
\_\_\_\_\_  
Caroline Patton, Deputy City Clerk

**This entire meeting may be viewed here:**  
<https://banninglive.viebit.com/index.php?folder=City+Council+Meetings>

**All documents related to this meeting are available here:**  
<http://banning.ca.us/ArchiveCenter/ViewFile/Item/2523>

# EXHIBIT A

## STRATEGIC PLAN DISCUSSION

September 28, 2021



1

## WHAT MAKES A CITY A CITY?

- Its architecture?
- Its landmarks?
- The flavor of its streets?
- Its public transportation?
- Restaurants and shops?
- Parks?
- Libraries?
- Pools?

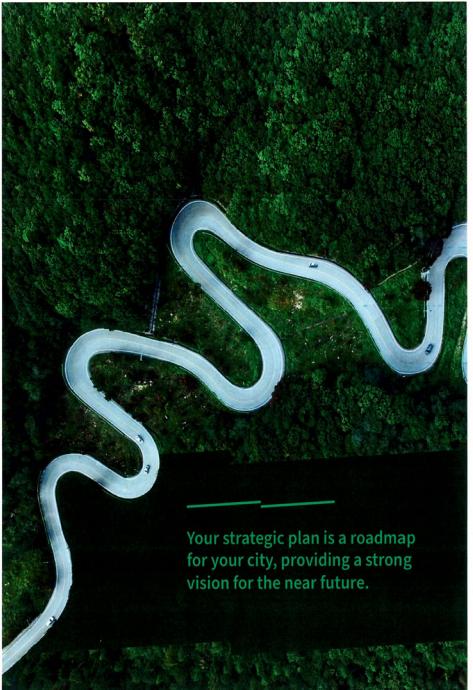


2

# EXHIBIT A

## STRATEGIC PLAN

- Built on a timeframe of between 2 – 5 years
- Sets big-picture objectives
- Touches on all aspects of livability – from health to culture to equity
- Maps out City's goals, but also the means by which to get there
- Biggest challenge is often knowing what to prioritize



Your strategic plan is a roadmap for your city, providing a strong vision for the near future.

3

UNDERSTANDING WHAT ALL OF A CITY'S RESIDENTS NEED NOT ONLY HELPS GOVERNMENTS SERVE THEIR ENTIRE COMMUNITY, IT ALSO MAKES THE STRATEGIC PLANNING PROCESS – SIMPLER, MORE EFFICIENT, AND MORE EFFECTIVE.



4

2

# EXHIBIT A

## STRATEGIC PLANNING BEST PRACTICES

1. Determining a vision
2. Obtaining community input
3. Getting stakeholders aligned
4. Measuring impact
5. Building on the past



5

## DETERMINING A VISION



6

## EXHIBIT A

### OBTAINING COMMUNITY INPUT



10 key principles of stakeholder engagement



7

### GETTING STAKEHOLDERS ALIGNED



8

# EXHIBIT A

## MEASURING IMPACT

Assess implementation and effectiveness  
Key performance indicators  
Data analysis  
Flexible and dynamic



9

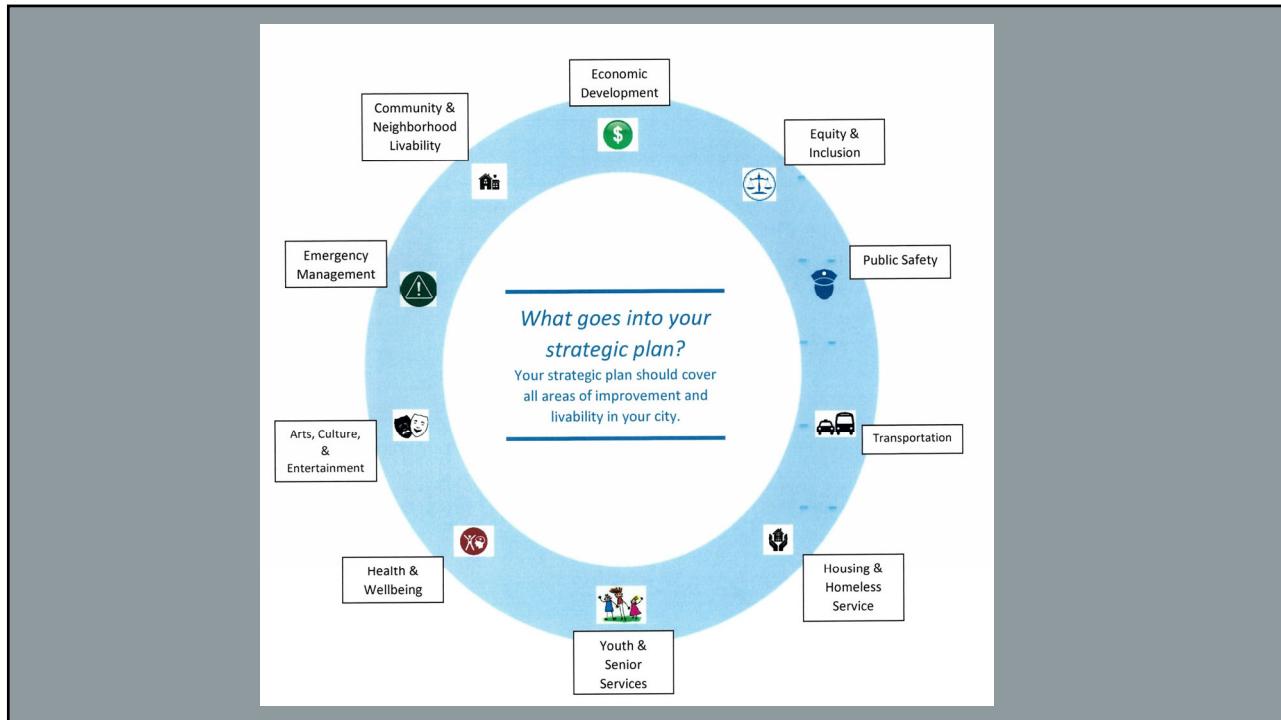
## BUILDING ON THE PAST



- No need to reinvent the wheel
- Build from previous strategic plans
- Use regional, state and nearby city plans as reference, framework or guideline

10

# EXHIBIT A



11



12

# EXHIBIT A



## RELIABLE INFRASTRUCTURE & CONNECTED MOBILITY

- Provides safe, integrated, convenient and connected travel options for pedestrians, cyclists & motorists to easily get around by:
  - Keeping citizens connected & informed, providing reliable communications network & leveraging opportunities to provide information to citizens through community activities.
  - Improving traffic flow on Highland Springs Boulevard.
  - Resolving water rights issues related to the Flume conveyance system.
  - Supporting an appropriate bypass to I-10 that protects local interests.

13

## DIVERSE ECONOMY

- Enhance the economic vitality of the community through measures targeted towards redevelopment and business retention, expansion and attraction resulting in increased revenue generation and job creation.
- Make appropriate use of City-owned assets to maximize return on investment.
- Actively recruits, retains and supports a diverse mix of quality businesses that meet both the seasonal and day-to-day needs of the community.
- Collaborates with local organizations & business groups to market & cultivate its amenities, attractiveness, location, livability & tourism opportunities.
- Develop promotional programs that will build a positive image of the City targeted at potential & existing residents & businesses.
- Leverage City and surrounding area attractions to stimulate economic development.
- Develop methodologies & policies that will facilitate the City's economic development programs consistent with the City's ordinances.



14

# EXHIBIT A

## GOOD GOVERNANCE

- Ensures that communication is effectively and regularly used to inform and educate residents, businesses, employees and regional partners about City programs and initiatives and do so in a manner that will enhance the City's image.
- Create a working environment that attracts and retains quality employees.
- Ensure taxpayer dollars are used in a manner which is fiscally responsible and transparent to the residents.
- Communicate regularly with public agencies and other regional partners and collaborate on mutually beneficial activities and programs.
- Ensure administrative policies are current and consistent with state, federal regulations and City ordinances.
- Maintain regular and ongoing direct communication with employees, citizens and businesses.



15

## QUALITY OF LIFE

- Develop, preserve and revitalize residential neighborhoods that are safe, attractive, accessible to public transportation and provide diverse, affordable housing options.
- Create and preserve access to open space, parks and recreational opportunities, including collaboration with other organizations and community partners.
- Achieve beautification of the City through major arterial improvements, aggressive code enforcement and promotion of programs that leverage the City's "small town" feel combined with a focus on sustainability and growth.
- Design, develop, and enhance parks, trails, open spaces and recreation facilities, ensuring they are convenient, safe, accessible, attractive and well-maintained.
- Ensure City facilities, including open spaces, reflect positively on the City's image by making them more attractive.



16

# EXHIBIT A



## QUESTIONS

17

<b>Goal I – Diverse Economy</b>	
Enhance the economic vitality of the community through measures targeted towards redevelopment and business retention, expansion and attraction resulting in increased revenue generation and job creation.	
<b>Objective No. I: Develop methodologies and practices that will facilitate the City's Economic Development programs consistent with the City's ordinances.</b>	
CD	Activity No. I: Examination of the Existing Permit and Impact Fees <ul style="list-style-type: none"><li>✓ A survey of the permit and impact fees of the surrounding cities will be conducted to ensure that the City of Banning is at a competitive position.</li></ul>
	Activity No. 2: Preparation of the City's CEQA Guidelines <ul style="list-style-type: none"><li>✓ The City's CEQA Guidelines will be updated in an effort to streamline the discretionary land use entitlement review process while at the same time ensuring the preservation of the City's environmental qualities and conditions.</li></ul>
CM	Activity No. I: Develop Economic Development Incentives <ul style="list-style-type: none"><li>✓ Identify and discuss opportunities to utilize Tax Allocation Bonds (TABs) proceeds to entice development projects. The TABs funded projects may include infrastructure projects such as street, water and wastewater improvements.</li><li>✓ Promote the New Market Tax Credit Program</li><li>✓ Promote the two Opportunity Zones designated in Banning</li></ul>
	Activity No. 2: Develop Marketing Materials <ul style="list-style-type: none"><li>✓ Create a City brochure</li><li>✓ Update and maintain Economic Development web page</li><li>✓ Purchase a portable Informational Display</li></ul>

18

# EXHIBIT A

**Objective No. 2: Make appropriate use of City-owned assets to maximize return on investment.**

Activity No. 1: Aggressively pursue airport decommissioning

- ✓ Notify FAA of City policy decision to decommission airport
- ✓ Develop a strategic plan for redevelopment of airport property
- ✓ Develop a RFP to solicit developer interest and consider an ENA with selected developer

Activity No. 2: Maintain Inventory of Available Properties

- ✓ City-owned and Successor Agency-owned
- ✓ Look for opportunities to consolidate properties
- ✓ Actively market to prospective developers
- ✓ Look for opportunities to consolidate properties
- ✓ Actively market to prospective developers

**Objective No. 3: Leverage City and surrounding area attractions to stimulate economic development.**

Activity No. 1: Explore feasibility of establishing partnerships with local hotels, businesses and area attractions to design "tourist packages" by December, 2020

Activity No. 2: Evaluate opportunities to increase activity/revenue generated by Gilman Ranch

- ✓ City acquisition of property from Riverside County
- ✓ Use of property for festivals, private events, etc.

Activity No. 3: Develop a "Weekend Itinerary" for visitors/tourists

- ✓ Cabazon Outlets
- ✓ Historic Gilman Ranch
- ✓ Highland Springs Ranch

Activity No. 4: Evaluation of Regional, State and Federal Incentive Programs

- ✓ Compile information regarding the New Market Tax Credits, EB5, Industrial Development Bonds, Foreign Trade Zone programs in order to determine appropriate applicability.

Activity No. 1:

- ✓ Continue providing the Economic Development Electric Rate to eligible new businesses, which provides a 25% discount for two years.

Activity No. 2:

- ✓ Continue providing the Business Retention Electric Rate to qualified existing businesses, which provides a 1<sup>st</sup> year 20% and 2<sup>nd</sup> year 10% discount.
- ✓ Objective No. 4: Support Economic Development Projects.

19

Activity No. 1: RFP for former San Gorgonio Inn Property

- ✓ Continue with Airport Committee meetings and provide updates to City Council.
- ✓ Develop a marketing program beginning fiscal year 2017 for the airport; this may include hiring a marketing firm to assist the City in promoting the airport.
- ✓ Stabilize the airport budget by reviewing and comparing hangar rental rates and increasing the rates as necessary.
- ✓ Attract high use tenants such as flight schools, county/state agencies (fire/sheriff department, emergency medical services, etc.).
- ✓ Work with development community to identify additional uses for the airport.

**Objective No. 5: Collaborates with local organizations and business groups to market and cultivate local amenities, attractiveness, location, livability and tourism opportunities.**

Activity No. 1:

- ✓ Support and develop relationship with Banning Chamber of Commerce
- ✓ Support and develop relationship with Morongo Band of Mission Indians

Activity No. 1:

- ✓ Provide a streamlined process for approval of Special Event Applications from outside organizations and agencies wishing to use City parks for events. These events bring visitors to our community, thus serving as economic drivers.

Objective No. 6: Improve City's competitive position by developing incentives that will encourage builders and developers to pursue projects within city limits whose business model would create revenue generation and job creation.

Activity No. 1: Review, Revise and Adopt Downtown Master Plan

20

# EXHIBIT A

## Goal 2 – Reliable Infrastructure & Connected Mobility

Provide safe, integrated, convenient and connected travel options for pedestrians, cyclists and motorists to easily get around. Designs, constructs and proactively maintains a reliable utility infrastructure that delivers safe, clean water, controls storm water drainage, effectively manages sewage treatment, and delivers clean energy.

### Objective No. 1: Improve traffic on Highland Springs Avenue

PW	<p>Activity No. 1: Coordination with City of Beaumont, CalTrans, and RCTC</p> <ul style="list-style-type: none"> <li>✓ Identify and prioritize transportation improvement projects that will alleviate traffic congestion on Highland Springs.</li> </ul>
	<p>Activity No. 2:</p> <ul style="list-style-type: none"> <li>✓ Code Enforcement will focus on the Entertainment District Corridor (Ramsey Street), working with all businesses located in this corridor, with the goal of achieving voluntary compliance. (This project was implemented at the beginning of this fiscal year and will be ongoing).</li> </ul>
PW	<p>Activity No. 1: Design/Construct City Monument Signs</p> <ul style="list-style-type: none"> <li>✓ Hire architect to redesign the City's monument signs on the west and east City limits.</li> <li>✓ Prepare Public Works project to construct new monument signs.</li> </ul> <p>Activity No. 2: Landscape Improvements and I-10 Off/On Ramps</p> <ul style="list-style-type: none"> <li>✓ Caltrans to develop projects to beautify the landscaping at the I-10 on/off ramps.</li> <li>✓ Develop a funding program to fund the landscaping improvements at the I-10 on/off ramps.</li> </ul>

### Objective No. 2: Resolve Water Rights issues related to the Flume conveyance

PD	<p>Activity No. 1:</p> <ul style="list-style-type: none"> <li>✓ Code Enforcement will focus on issues dealing with Weed Abatement and Vehicle Abatement (ongoing)</li> </ul> <p>Activity No. 2:</p> <ul style="list-style-type: none"> <li>✓ Code Enforcement will develop a program in partnership with local businesses to adopt specific thoroughfares throughout the City (ongoing).</li> </ul>
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21

EL	<p><b>Activity No. 1:</b></p> <ul style="list-style-type: none"> <li>✓ Complete the “undergrounding” of electric poles and wires in the Downtown Corridor by September, 2015.</li> </ul> <p>Activity No. 2:</p> <ul style="list-style-type: none"> <li>✓ Finish installing Decorative Streetlights in the Downtown Corridor by December, 2015.</li> </ul>
PW	<p>Activity No. 1: Effectively Manage the City's Street Assets</p> <ul style="list-style-type: none"> <li>✓ Maintain the City's asset management software to assure that the street rehabilitation funding is used effectively.</li> <li>✓ Implementation of annual sidewalk repair project.</li> <li>✓ Apply for annual SB-821 grant funding for the construction of new sidewalk improvements.</li> <li>✓ Implement a timely weed abatement program along the City's main thoroughfares and other street classifications.</li> <li>✓ Install illuminated street name signs at signalized intersections.</li> <li>✓ Review Street sweeping practices and reprioritize sweeping intervals and locations.</li> </ul>
	<p><b>Objective No. 3: Keep residents connected and informed, providing a reliable communications network and leveraging opportunities to provide information to residents through community activities</b></p>
PD	<p>Activity No. 1:</p> <ul style="list-style-type: none"> <li>✓ The Banning Police Department will add a static display in the main lobby, focusing on the rich history of our city and the police department (1 year goal)</li> </ul>
FI	<p>Activity No. 1:</p> <ul style="list-style-type: none"> <li>✓ After staff levels and duties are stabilized, require employees to set aside time to clean and declutter their work areas by the end of June, 2016</li> </ul> <p>Activity No. 2:</p> <ul style="list-style-type: none"> <li>✓ Reduce reliance on paper copies/files through enhanced electronic imaging by the end of June, 2016.</li> </ul> <p>Activity No. 3:</p> <ul style="list-style-type: none"> <li>✓ Facilitate repairs and overdue maintenance in the departments by the end of September, 2015.</li> </ul>
PW	<p>Activity No. 1: Develop Specific Improvement Programs for City Facilities including Open Spaces</p> <ul style="list-style-type: none"> <li>✓ Inspect/Assess all City facilities (i.e. buildings and parks) to develop an inventory of needed improvements and upgrades. This information will be used to develop budgets and implementation schedules.</li> <li>✓ Develop an asset management program for the continued maintenance of public facilities.</li> </ul>

22

# EXHIBIT A

<b>Objective No. 4: Ensure that I-10 Bypass provides benefits to Banning, Cabazon and Morongo</b>	
Activity No. 1:	<ul style="list-style-type: none"><li>✓ Code Enforcement will implement a notification program (post cards, mailers, social media, public access channel, etc.) with the goal of educating the citizens of Banning on specific issues dealing with Code Enforcement, Vehicle Abatement, Weed Abatement and water conservation (implementation within 3 months, ongoing). Part of this program will also address an active anti-graffiti campaign (end of year goal).</li></ul>
Activity No. 2:	<ul style="list-style-type: none"><li>✓ Add an additional full-time Code Enforcement position, allowing greater flexibility in dealing with compliance/complaint issues (mid-year budget).</li></ul>
Activity No. 1: Development and Implementation of a Graffiti Policy in accordance with City Ordinances.	<ul style="list-style-type: none"><li>✓ Review City Ordinances relating to graffiti abatement and revise if needed. Use ordinances to develop policies for the implementation of graffiti abatement.</li><li>✓ Train appropriate staff in the graffiti abatement policy.</li><li>✓ Develop a graffiti marketing program to educate the community about the graffiti abatement policy.</li></ul>

23

<b>Goal 3 – Safe City</b>	
Create a secure and healthy environment within the City in which our residents feel safe and which promotes the City as a location of choice for living, working, and playing	
Objective No. 1: Effectively manage the City's water resources to ensure system reliability and regulatory compliance	
PD	Activity No. 1: <ul style="list-style-type: none"><li>✓ Advertise ongoing programs (Neighborhood Safety, Disaster Preparedness, BPAL). Use of the Ride Along program will give our citizens an opportunity to see, first-hand what our officers deal with while on patrol and it will give our citizens a better understanding of the City demographics.</li></ul>
	Activity No. 2: <ul style="list-style-type: none"><li>✓ Increase Neighborhood Safety program participation, fraud awareness presentations and dissemination of crime statistics through the police website and the CrimeReports.com web portal. This activity would also focus on disseminating information on other valuable tools available through the Banning Police Department's website (ongoing).</li></ul>
FI	Activity No. 1: <ul style="list-style-type: none"><li>✓ Hold regular Staff Meetings with department employees to keep them informed on matters by the end of September, 2015.</li></ul>
	Activity No. 2: <ul style="list-style-type: none"><li>✓ Redesign City's Intranet site to make more useful, accessible and informative for City employees by the end of December, 2015.</li></ul>
EL	Activity No. 1: <ul style="list-style-type: none"><li>✓ Develop a "Key Account Program" to initiate and maintain regular communication with the Electric Utility's top 25 Commercial customers starting in Fiscal Year 16.</li></ul>
	Activity No. 2: <ul style="list-style-type: none"><li>✓ Hold regular bi-weekly Staff Meetings to ensure employees are kept informed of City issues and are able to share and exchange information with one another.</li></ul>
PW	Activity No. 1: Community Meetings <ul style="list-style-type: none"><li>✓ The Public Works Director and assigned staff shall participate in community meetings as they occur. It will be a department goal to participate in one community meeting every two months</li></ul>
	Activity No. 2 Staff Meetings <ul style="list-style-type: none"><li>✓ The Public Works Director shall meet with field staff once a month. Currently the Director meets with supervisors on a weekly basis.</li></ul>

24

# EXHIBIT A

## Goal 3 – Safe City

CS	Activity No. 1: ✓ Develop a quarterly activity guide which will provide information on upcoming programs, activities and events in our city.
Objective No. 2: Provide cost effective public safety services to safeguard the community.	
PD	Activity No. 1: ✓ The Banning Police Department will continue to develop good working and professional relationships with local and regional media services. The investigative unit will continue to use media as a resource to ensure complete and accurate information is being disseminated to our populace.
EL	Activity No. 1: ✓ Maximize the use of Press Releases to highlight significant programs, improvements and/or accomplishments of the Electric Utility.
PW	Activity No. 1: Participate in local and regional meetings. ✓ The Public Works Director and assigned staff will participate in local and regional meetings such as: WRCOG Public Works Committee, Regional Water Coordination, Whitewater River Region NPDES Task Force, Water Alliance, Beaumont Watermaster, Riverside County Transportation Commission, State Water Resources Control Board and more.
Objective No. 3: Promote and support programs that improve the quality of life and well-being for the City's residents	
PD	Activity No. 1: ✓ Use of Social Media (Facebook, Twitter, CrimeReports.com) to disseminate information to City employees, business owners and citizens on issues dealing with quality of life matters
FI	Activity No. 1: ✓ Update and enhance the City's website to make more informative and user friendly by October 2015. Activity No. 2: ✓ Promote customer use of City's website to provide enhanced Utility Billing data by December 2015.
EL	Activity No. 1: ✓ Develop Public Service Announcements (PSA's) highlighting and promoting the various Electric Utility programs, rebates and incentives, beginning July 2015. Activity No. 2: ✓ Develop process to better utilize electronic and social media to alert customers to both planned and unplanned electric system outage, beginning July 2015.
PW	Activity No. 1: Utilize the City's website and social outlets (Facebook, Twitter, etc.) ✓ Assign a staff member to post information (general and important announcements) for the Public Works Department. A goal will be set to have one posting per week. Activity No. 2: Install Electronic Reader Boards ✓ Create a budget and identify funding for the installation of an electronic reader board for the advertisement of City events/programs/etc.
CS	Activity No. 1: ✓ Continue participation in the Pass Collaborative, a monthly meeting of representatives from public agencies and other regional organizations that promote education, health and social service programs.
Objective No. 4: Well-prepared and adequately staffed to offer protection, enforce the law, and proactively prevent crime	

25

## Goal 4 – Good Governance

Implement administrative policies, procedures, and best practices which will result in efficient and cost effective management of City resources. Ensure that communication is effectively and regularly used to inform and educate residents, businesses, employees and regional partners about City programs and initiatives and do so in a manner that will enhance the City's image.	
Objective No. 1: Maintain regular and ongoing direct communication with employees, residents, and businesses.	
Activity No. 1: ✓ Code Enforcement will work with the Planning Department to establish solutions and parameters to water conservation and enforcement of violations related to water waste by the end of 2015.	
Activity No. 1: Update the City's Urban Water Management Plan ✓ Complete a new Update of the City's Urban Water Management Plan. The update shall be completed by July, 2016.	
Activity No. 2: Water Conservation Education Campaign ✓ Develop a program for educating the public on topics of water conservation.	
Activity No. 3: Implementation of the City's Capital Improvement Program ✓ Plan, design, construct and operate the City's water infrastructure to achieve maximum safety and reliability in accordance with the approved Capital Improvement Plan (CIP). ✓ Update the City's Water Master Plan in fiscal year 2017.	
Activity No. 4: Mitigation of Chromium-6 ✓ Analyze wells exceeding the new Chromium-6 requirements to determine the most efficient and fiscally responsible way of mitigating the Chromium-6 levels. ✓ Update City Council on staff progress of well analysis. ✓ Hire consultants for the design of treatment facilities, if needed.	
Objective No. 2: Communicate regularly with public agencies and other regional partners and collaborate on mutually beneficial activities and programs.	
PD Activity No. 1: ✓ Create/promote partnerships with Banning Unified School District, City of Banning Parks & Rec, and faith-based organizations to sponsor events geared at healthier living for our citizens (future goal).	
FI Activity No. 1: ✓ Encourage employees to attend wellness classes sponsored by the City and insurance broker by July 2015	
CS Activity No. 1: ✓ Continue participation in the Pass Collaborative, a monthly meeting of representatives from public agencies and other regional organizations that promote education, health and social service programs.	

26

# EXHIBIT A

## Goal 4 – Good Governance

CS	Activity No. 2: ✓ Staff will become actively involved in programs such as Let's Move and the Healthy Cities Campaign, making use of the resources.
Objective No. 3: Ensure Administrative Policies are current and consistent with state, federal regulations and City's ordinances.	
PD	Activity No. 1: ✓ Create a regional program which addresses homeless/transient social problems (currently working with Redlands PD, San Bernardino County Sheriff, Riverside County Sheriff, CHP, and Beaumont PD on a regional program (late 2016).
	Activity No. 2: ✓ Work with faith-based organizations with ongoing programs which address homelessness and quality of life matters (Faith in Action, ongoing).
EL	Activity No. 1: ✓ Continue to provide aid to Electric Utility customers through the Public Benefit Low-Income Assistance program.
CS	Activity No. 1: ✓ Continue work and build strong relationships with Community Action Partnership, Salvation Army, Riverside Office on Aging and Carol's Kitchen and seek additional opportunities for collaboration.
Objective No. 4: Ensure taxpayer dollars are used in a manner which is fiscally responsible and transparent to the residents	
PD	Activity No. 1: ✓ Encourage the use of the Self Reporting software available on the Banning Police Department website, allowing our citizens to self-report "no suspect" cases online. Activity No. 2: ✓ Expand the Citizen Volunteer program from 18 to 30 volunteers (ongoing). Increase the Police Reserve program from 3 to 10 (2 year goal)
Objective No. 5: Create a working environment that attracts and retains quality employees	
PD	Activity No. 1: ✓ Encourage the community and businesses to use the CrimeReports.com application better understand crime trends occurring in and around the vicinity of homes or businesses. Activity No. 2: ✓ Promote the Self Reporting software component software available on the Banning Police Department's website.

27

## Goal 5 – Quality of Life

Implement administrative policies, procedures, and best practices which will result in efficient and cost effective management of City resources.

Objective No. 1: Develop, preserve and revitalize residential neighborhoods that are safe, attractive, accessible to public transportation and provide diverse, affordable housing options

FI	Activity No. 1: ✓ Hire a Purchasing Manager by the end of September, 2015, whose duties would include reviewing and revising the City's Purchasing Policies by the end of June, 2016.
	Activity No. 2: ✓ Review all City financial policies and update, if necessary, to ensure relevance to current and best practices by the end of June, 2016.
	Activity No. 3: ✓ Work with Utility Departments to review, update and revise the Electric and Water Rules and Regulations by the end of June, 2016.
PD	Activity No. 1: ✓ Review police policy manual to ascertain we are in compliance with state federal regulations and City ordinances
EL	Activity No. 1: ✓ Update the Electric Utility's "Rules and Regulations" by June, 2016.
HR	Activity No. 1: ✓ Update the City Employee Handbook and Meet & Confer with the employee unions/associations for changes and acceptance. Completion date is approximately 1 to 1 ½ years. Initial review should begin by the end of the next quarter (September, 2015).
Objective No. 2: Create and preserve access to open space, parks and recreational opportunities, including collaboration with other organizations and community partners	
FI	Activity No. 1: ✓ Streamline processes by reviewing and improving workflows within the department – SunGard workflow analysis and setup by the end of June, 2016. Activity No. 2: ✓ Promote government transparency via "Open Budget" and later, additional "Open" software by the end of September 2015.
	Activity No. 3: ✓ Update the City's firewall protection to safeguard the City's data by the end of June 2016
	Activity No. 4: ✓ Conduct User Fee study by the end of October 2015
	Activity No. 5:

28

# EXHIBIT A

## Goal 5 – Quality of Life

PD	<p>Activity No. 1:</p> <ul style="list-style-type: none"> <li>✓ Create a system that allows monitoring of overtime expenditures in the department. This system will allow police administration to monitor and properly deploy resources, reducing the strain on the general budget.</li> </ul> <p>Activity No. 2:</p> <ul style="list-style-type: none"> <li>✓ Implement a “paperless” report system through the RIMS reporting system, effectively cutting back on paper and toner use (2 year goal).</li> </ul> <p>Activity No. 3:</p> <ul style="list-style-type: none"> <li>✓ Update the City's firewall protection to safeguard the City's data by the end of June, 2016.</li> </ul>
EL	<p>Activity No. 1</p> <ul style="list-style-type: none"> <li>✓ Perform “Cost of Service Study” for the Electric Utility to ensure proper cost recovery and that no subsidies exist between the various customer classes by June 2016.</li> </ul>
PW	<p>Activity No. I: Formation of a Public Works Committee</p> <ul style="list-style-type: none"> <li>✓ Form a Public Works Committee for reviewing subjects of a Public Works nature including the following Departments/Divisions: Engineering, Water, Wastewater, Capital Programs, Solid Waste, Transportation, Streets, and Environmental Programs</li> </ul>
<p>Objective No. 3: Achieve beautification of the City through major arterial improvements, aggressive code enforcement and promotion of programs that leverage the City's “small town” feel combined with a focus on sustainability and growth.</p>	
FI	<p>Activity No. I:</p> <ul style="list-style-type: none"> <li>✓ Implement the virtualization of the City's computer network by the end of September 2015.</li> </ul> <p>Activity No. 2:</p> <ul style="list-style-type: none"> <li>✓ Implement enhanced electronic functions within the City's existing software (electronic signatures, invoices, etc.) by the end of June 2016.</li> </ul> <p>Activity No. 3:</p> <ul style="list-style-type: none"> <li>✓ Update the backbone of the City's network infrastructure (core switch) by the end of June 2016.</li> </ul>
PD	<p>Activity No. 1:</p> <ul style="list-style-type: none"> <li>✓ Upgrade current communication infrastructure, implement the PSEC Communication System in collaboration with other City departments.</li> </ul>
EL	<p>Activity No. 1:</p> <ul style="list-style-type: none"> <li>✓ Implement “Smart Meter” technology throughout the City to all 12,000 electric utility customers by October 2016.</li> </ul> <p>Activity No. 2:</p> <ul style="list-style-type: none"> <li>✓ Update/replace the outdated Customer Information System (CIS) and Finance System.</li> </ul>