



Quality of Life

Addressing the City's Homeless Crisis

Presented by:

Cassandra Searcy, Deputy Director of Housing & Homelessness



Court Rulings & Settlements

Martin v. Boise

- In September 2018, the Federal Court ruled against Boise, Idaho for criminalizing (prosecuting) homeless people for sleeping in public places when the city lacked enough shelters.
- This Case severely restricts a city's ability to manage or control the spread of homeless encampments.

Judge Carter Settlements

- Orange County vs Orange County Catholic Worker (Case Settled October 2018)
- City of Los Angeles (Case Settled April 2022)
- County of Los Angeles (Case Settled September 2022)



City of San Bernardino Homeless Data

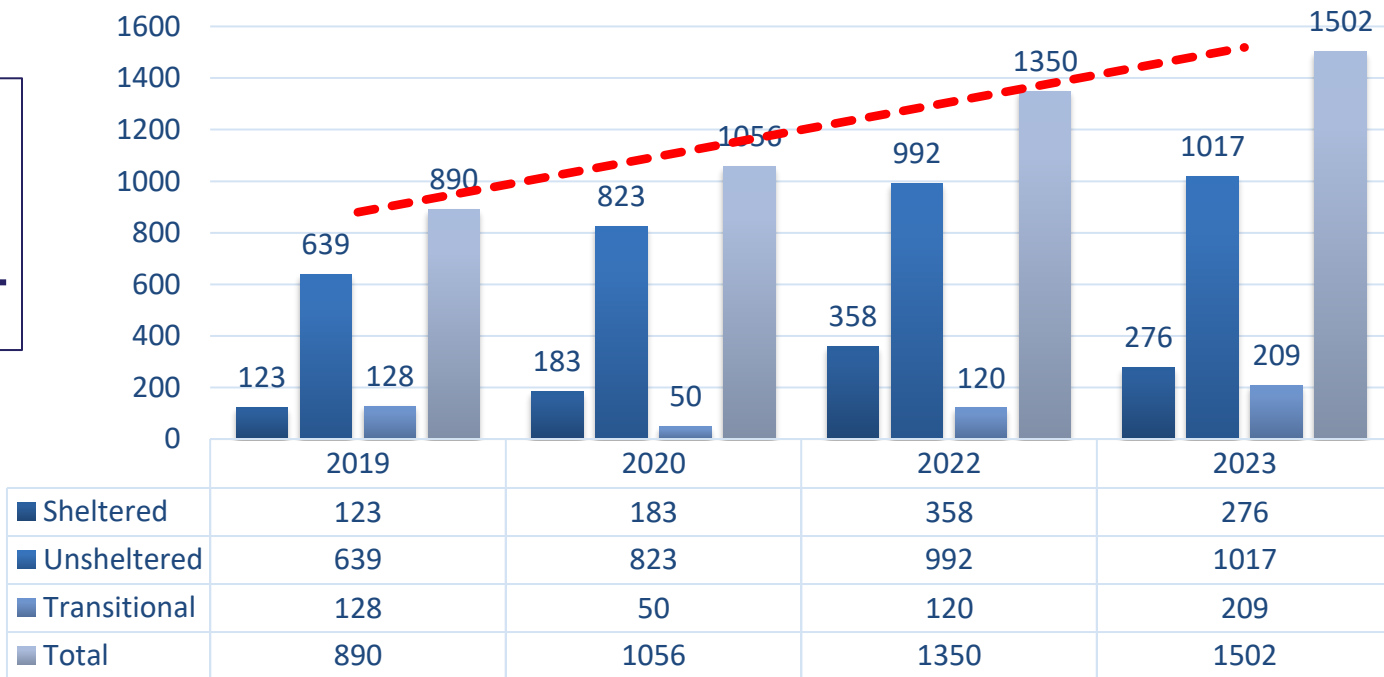
2019-2023

Shelter Beds

415 Currently Active

196 Still Needed

611 Total Required





Current Action

Programs & Services

- Homeless Outreach Team
 - City Police Dept
 - District Resource Officers
 - COAST Team
 - Code Enforcement
 - Public Works
 - Animal Control





Multi-Disciplinary Team



**SHERIFF'S HOPE
TEAM/INNROADS**



**SALVATION ARMY &
CATHOLIC CHARITIES**



**DRO'S/
COAST TEAM**



**HEALTHCARE
IN ACTION**



Background

Prior Council Action:

- December 7, 2022 – The Mayor and City Council allocated \$24.5 million in American Rescue Plan Act (ARPA) funds towards a Homelessness Initiative with the following projects and services:
 - SB HOPE Campus and Navigation Center – Development (\$12.45 million)
 - Navigation Center Operating Costs (\$4.5 million)
 - Homelessness Outreach Team (\$1.5 million)
 - Mobile Shower & Laundry Services (\$150k)
 - Project Homekey Round 3:
 - Lutheran Social Services (\$5 million)
 - San Bernardino Valley College (\$900k)



Background

Prior Council Action:

- February 1, 2023 - The Mayor and City Council declared a Homelessness State of Emergency.
- March 15, 2023 – The Mayor and City Council approved an additional \$4,299,672 of HOME-ARP funds to assist in the design, construction, and operation of the City's future Navigation Center.
- April 26, 2023 – The Mayor and City Council approved a joint application with Lutheran Social Services for Project Homekey 3.0 grant funding for the development of a 140-bed interim housing facility and 30 semi-private emergency shelter beds.
- May 3, 2023 - \$1.7 million in CDBG funding allocated towards a temporary emergency shelter; approved Emergency Solutions Grants to Homelessness providers.



Background

Prior Council Action:

- May 17, 2023:
 - Applied to Project Homekey 3.0 Grant funding for development of SB Hope Campus (Navigation Center)
 - The Mayor and City Council:
 - Approved a Professional Services Agreement (\$1.5 million) with Hope the Mission to oversee the City's Homeless Outreach Project and to act as developer and lead operator of the Navigation Center.
 - Approved a one-year Mobile Shower Pilot Agreement with Community Action Partnership for \$150,000.
 - Reallocated \$973,500 in ARPA funds from SBVC Project and ASU Relocation Assistance to provide interim housing



Interim Shelter

Core Components

- Up to 100 Motel Units
- Security & Housekeeping
- Case Management
- Wrap Around Supportive Services
- Meals (2 per day)

Council approval is needed to secure an Agreement with a local motel owner & interim shelter Lead Operator





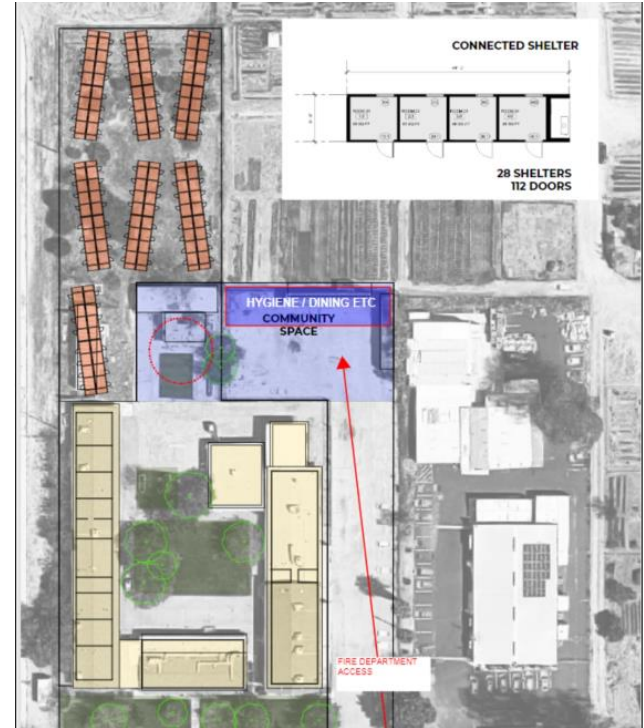
Conceptual SB Hope Campus

Interim Housing, Healthcare, and Services





Navigation Center Location





Recommendations

Staff will recommend at a future meeting the follow actions:

1. Approve the Professional Services Agreement with Hope the Mission to act as Lead Operator at the City's Interim Shelter.
2. Approve the Professional Services Agreement with SB Express LLC to establish Motel Interim Shelter.
3. Approve the annual allocation of \$2 million from the General Fund beginning FY 2026/27 to help sustain homeless related activities.
4. Adopt Resolution No. 2023-092 authorizing the Interim City Manager or his designee to apply for and execute grants related to addressing homelessness.

Request For Funding	FY 2023/24	Future
Homeless Sustainability Commitment	N/A	\$2,000,000



Questions?



Quality of Life

Police Department

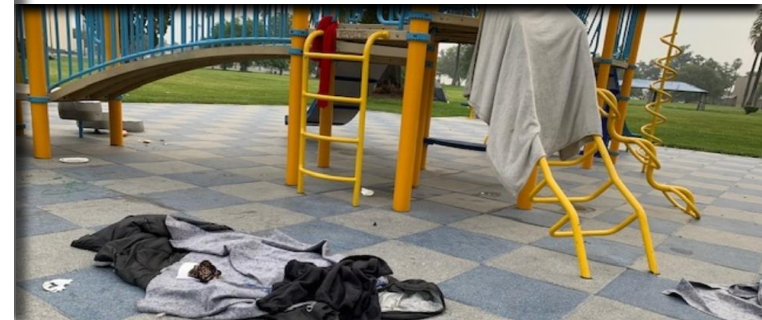
Presented by:
Chief Goodman



Background

Current Challenges

- Quality of Life crime.
- Prevention of access to public locations vital to community wellness and youth development.
- Criminal vagrancy that threatens the public health and safety.
- Criminal activity that gives the appearance of disorder and an unsafe environment.

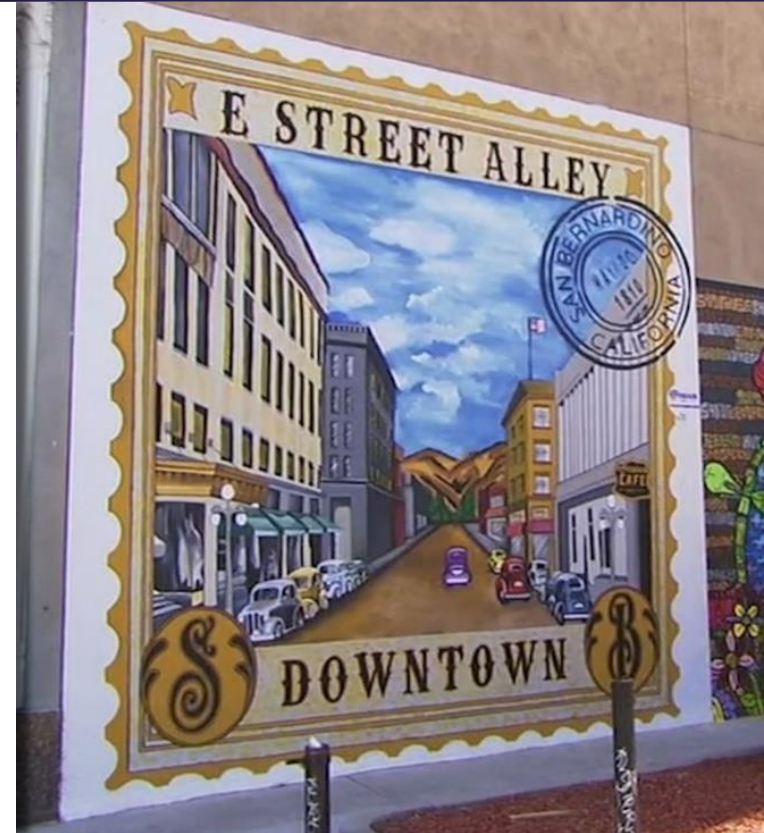




Downtown Pilot Project

Ideal Downtown Qualities

- Economic driver
- Welcoming location for all community members
- Attractive location for visitors
- Exemplify the City's heritage and spirit

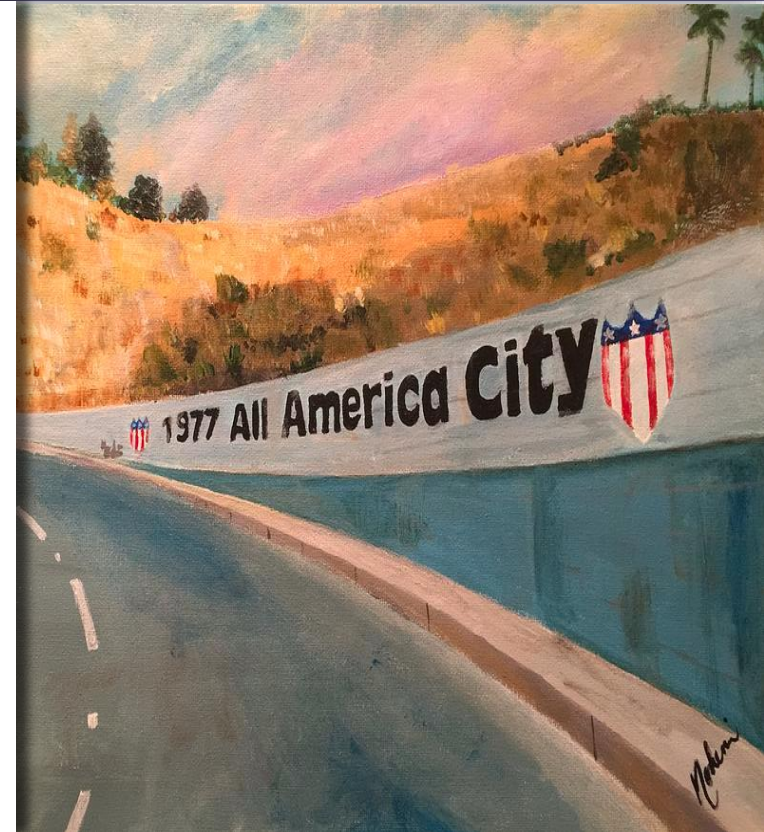




Pilot Project Goals

Downtown Goals

- Partner with outreach and behavioral health workers to provide services.
- Reduce crime statistics
- Reduce the appearance of blight
- Reduce frequency of quality-of-life crimes
 - Crimes that create disorder
 - Crimes that reflect social decay
 - Prevent re-occupation by criminal actors

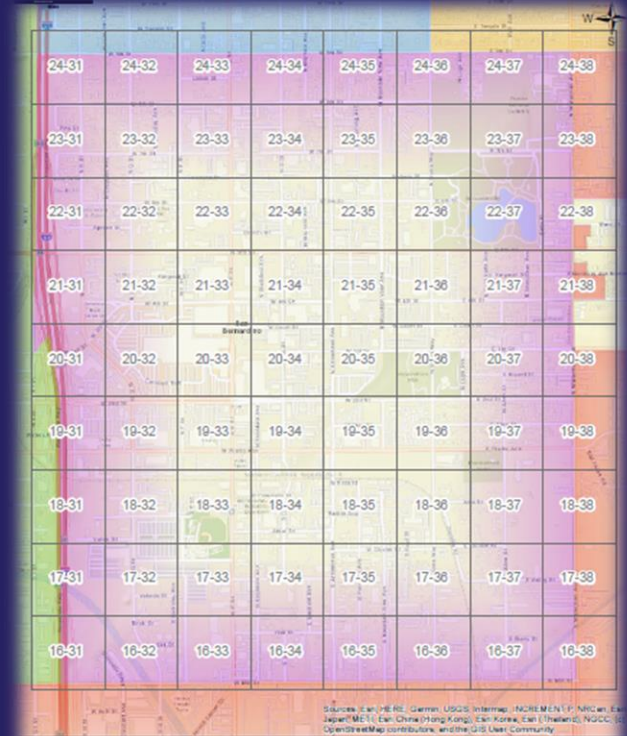




Downtown Strategy

Downtown Strategy

- Implement proven strategies
- Identify key areas vital to community and youth health and development
- Identify criminal activity that compromises public health and safety in key areas
- Data-driven enforcement and outreach
- Assess strategy and results daily
- Adjust deployment strategy based on the data collected



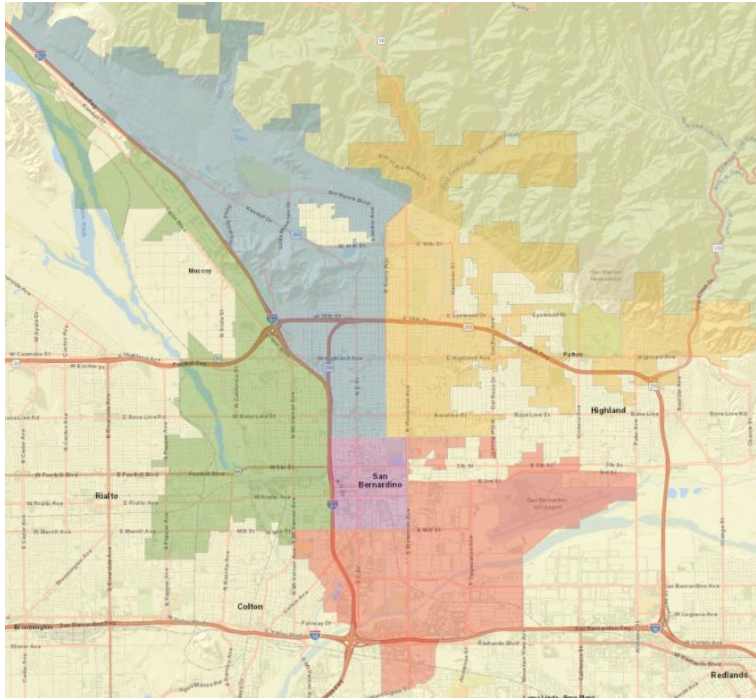
Central District 1,000 ft Grid



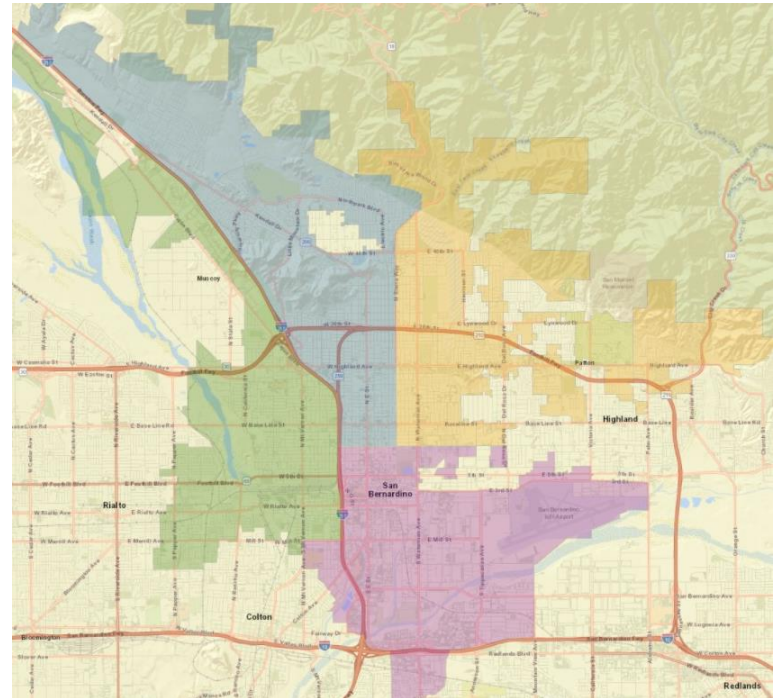


Focus Resources

Five District Map



Downtown Restoration Plan





Results



STATS APRIL-JUNE							
Felony Arr.	Misd. Arr.	Traffic Cites	Parking Cites	Infractions	Tows	Shopping Carts	Resources Offered
10	183	34	99	127	27	30	3



Long Term Strategy

Strategy of Compassion, Common Sense, and Accountability

- Develop a dedicated multi-discipline Quality of Life PD Team for city-wide outreach and enforcement.
- Train officers in homeless liaison encounters.
- Identify key locations for enforcement and evaluate daily.
- Apply lessons learned during the Downtown pilot program.
- Partner with Outreach workers and Behavioral Health to offer services and enforce all appropriate laws.
- Partner with Public Works for clean-ups and criminal enforcement.
- Enforce camping laws when daily bed capacity data becomes available.
- Establish an ordinance restricting camping activity in designated sensitive areas in the City.



Long Term Goals

Goals

- Reduce crime and criminal vagrancy.
- Improve the community's perception of safety and comfort in use public spaces.
- Develop and implement strategies that make the City undesirable to criminal activity in public spaces.
- Partner with multiple disciplines to provide a multi-pronged approach of outreach, crime prevention, and criminal enforcement.





Department Recommendations

Staff will recommend at a future meeting the follow actions:

1. Approve a dedicated Multi-Disciplinary Team consisting of 1 Sergeant, 1 Detective, 6 Officers, 1 Community Outreach Person, and 1 Behavioral Health Person.

New Requests For Funding	FY 2023/24	Future
Quality of Life PD Team - Personnel Costs	N/A	\$1,572,486



Questions?



Quality of Life

Securing Public Spaces

Presented by:

Lydie Gutfeld, Director of Parks, Recreation and Community Services

Daniel Hernandez, Agency Director of Public Works



After Hours Private Security

After Hours Private Security

- Community Input Driven
- Priority request from Master Plan initial data
- Special Event Security
 - Model implemented with preparation for Festival 2022
 - Increased security for Miracle on Court St. 21 day event
 - Developed into the All Hands on Deck Park Maintenance plan



After Hours Private Security

After Hours Private Security

- Secure Parks & Eliminate Criminal Activity
- First implemented on June 1, 2023
- Current Locations:
 - Seccombe Lake Park
 - Pioneer Cemetery
 - Meadowbrook Park/Rudy C. Hernandez
 - Perris Hill Park/Senior Center/Roosevelt Bowl
 - Wildwood (July 17, 2023)
 - Encanto/Bobby Vega (July 24, 2023)



After Hours Private Security

Redwood Security After Hours

- Enforcement Hours: 8pm-6am
- Monthly Costs: \$30,000

Powers & Duties

- Ability to write citations
- Provide Homeless Outreach Brochure
- Provides daily reports with photos and data
 - Number of “touch points” / incidents per month
 - How many declined homeless services
 - How many times Police is called
 - Disposition of the outcome





Security Services for City Properties

Request for Proposal released on June 7th for Security Services

Areas of Coverage

- City Hall Campus
- 11 City Parks
- 3 Libraries
- 3 Community Centers
- California and Regal Theaters
- Other City-owned properties

Services Provided

- Roving Patrol Services
- Roving Money Pick-up and Drop-off
- Security for City Special Events





Park Ranger Program

Purpose

- Increases City staff presence at public parks
- Keeping Park areas safe and accessible to all members of the public.
- Enhances neighborhoods through additional enforcement.
- Provides additional educational opportunities

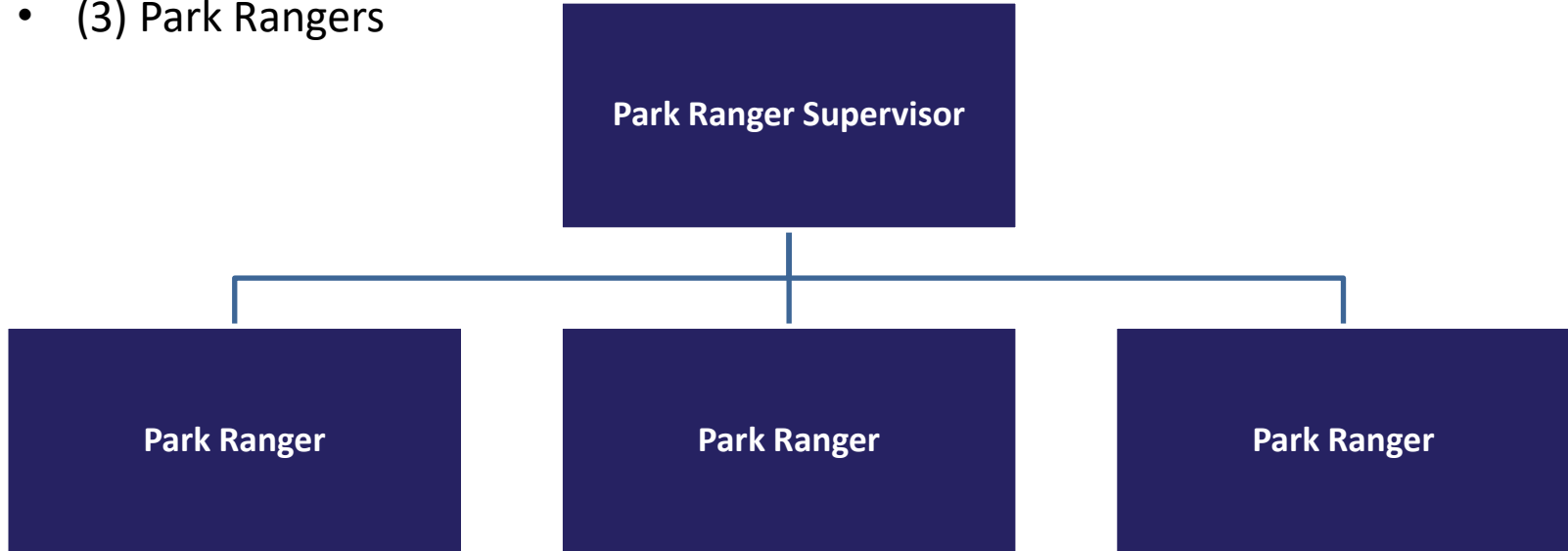




Park Ranger Program

Staffing Model

- (1) Park Ranger Supervisor
- (3) Park Rangers





Securing Public Spaces Recommendations

Staff will recommend at a future meeting the follow actions:

1. Approve a budget allocation for Private Security to provide after-hour security for parks in an amount not to exceed \$180,000 (six months).
2. Direction for staff to negotiate and bring back an agreement with Redwood Security to provide after-hour security for parks.
3. A recommendation for Security Services for City Properties.
4. A recommendation for a Park Ranger Program.

New Requests For Funding	FY 2023/24	Future
Private Security City-Wide	\$1,256,000 est.	TBD
Private Security Agreement (6 months)	\$180,000	N/A
Park Ranger Program	N/A	\$505,900



Questions?



Quality of Life

Health and Safety / Encampment Clean-ups

Presented by:

Ernesto Salinas, Deputy Director of Operations & Maintenance



Homeless Encampment Clean Up

Current Progress

- Transitioned to Public Works, Operations and Maintenance in Sept of 2022 from PD
- Formalized notification process for clean-ups and incorporated new process with full documentation
 - Consent to discard items
 - Storage requirement
 - Inventory requirements
- New section established
- CRM system primary driver along with in-house staff self-reporting



Statistics

Cleanups since Sept. 2022

Daily Clean Up Locations	1,205
Camps Cleaned and Cleared	2,406

Multiple camps are usually present at any one location. Camps also resurface often.

High Frequency Cleanups

Perris Hill Park*	346
Meadowbrook*	176
Wall and Baseline	164
490 N. D Street / Baseline	168
Seccombe Lake Area	60

**recent efforts have resulted in diminished presence of encampments.*

Cleanups by Ward

Ward 1	425
Ward 2	426
Ward 3	201
Ward 4	247
Ward 5	239
Ward 6	202
Ward 7	334



Health & Safety

Parks Status Update

- Cleanup
 - Playground at Meadowbrook
 - 72 unique items at Perris Hill Park
 - Hazards & Biohazards
 - 18 dead trees
 - Fence repairs
- Restroom Repairs and Fixture Upgrades
- Lighting Improvements
 - Solar based "Intuitive Lighting"
 - Lighted Bollards





Health & Safety

Perris Hill Park





Health & Safety

Meadowbrook Park





Health & Safety

Parks Status Update

- Additional Enhancements
 - Restroom repairs and fixture upgrades
 - Horseshoe Pit Area
 - Made more inviting
 - Added fencing
 - Increased accessibility
 - New Zen Area
 - Sitting space for residents
 - Planted 3 trees & 4 benches
 - Drought tolerant concept





Stakeholder Collaboration

Public Agencies

- Initiated contact with San Bernardino County and CALTRANS
- Established quarterly meetings to discuss clean up efforts



Private Entities

- Coordinating with utility companies and railroad companies for cleanup on non-City Property





Encampment Cleanup Staffing

Authorized Staffing

Supervisor	2
Lead Worker	2
Maintenance Worker I	8
Burrtec Support	5 employees
CEO Works	8-person crew

Proposed Staffing

Supervisor	No Change
Lead Worker	No Change
Maintenance Worker I	No Change
Burrtec Support	+5 employees
CEO Works	+ 8-person crew

Full staffing will allow us to move to 6-day a week operation.



Recommendations

Staff will recommend at a future meeting the follow actions:

1. Authorize the City Manager to execute a Maintenance Services Agreement with the Center for Employment Opportunities, (CEO), for City-wide right-of-way maintenance services, litter/illegal dumping collection, and weed abatement.
2. Authorize the Agency Director of Administrative Services to amend the FY23/24 budget in the amount of \$464,340 to the Public Works Operations and Maintenance Gas Tax Fund.
3. Authorize the Agency Director of Administrative Services to issue a purchase order not to exceed the amount of \$1,014,340.

New Requests For Funding	FY 2023/24	Future
Maintenance Services Agreement (CEO) (\$550,000 already budgeted for FY 2023/24)	\$464,340 (Gas Tax Fund)	\$1,014,340



Recommendations

Staff will recommend at a future meeting the follow actions:

4. Recommendations for a:
 - a. Purchase Agreement for a Turf-friendly Mini-Loader
 - b. Maintenance Services Agreement for weed abatement and brush clearing
 - c. Maintenance Services Agreement for comprehensive bio-hazard clean up
5. A recommendation regarding incentive/special pay for hazard condition work.

New Requests For Funding	FY 2023/24	Future
Turf-friendly Mini Loader	TBD	N/A
Weed Abatement & Brush Clearing	TBD	TBD
Comprehensive Bio-Hazard Cleanup	TBD	TBD
Incentive/Special Pay	TBD	TBD



Questions?



Quality of Life

City Website Updates

Presented by:

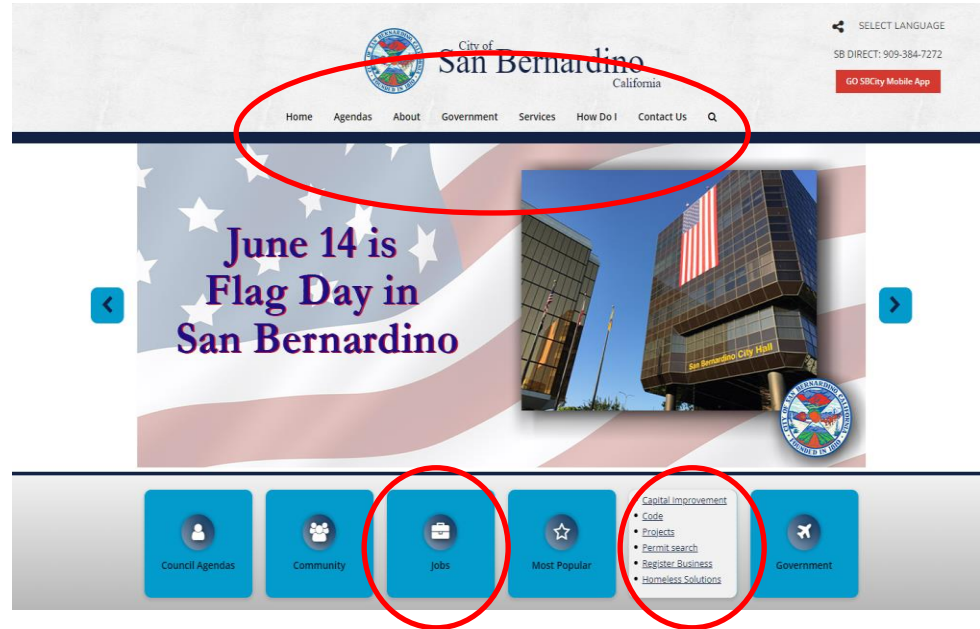
Ashley Esquivel, Rolland Kornblau, Jeff Kraus



Proposed Website

Changes

- Add a Homeless Solutions link under the Development button
- Replace “Jobs” with “Homeless Solutions” for a direct link.
- Move “Jobs” to the top row





Conceptual Rendering



City of
San Bernardino
California

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[/ City Hall](#) / [Community & Economic Development](#) / [Housing](#) / [Homeless Solutions](#)

Homeless Solutions

- Health & Safety
- Services & Programs
- Metrics
- Securing Public Space
- Affordable Housing
- Capital Investment
- News



Homeless Solutions

[Health and Safety](#) | [Services & Programs](#) | [Metrics](#)

[Securing Public Space](#) | [Affordable Housing](#) | [Capital Investment](#)


Homeless

>


Outreach

>


Referrals

>


Shelter

The city of San Bernardino is committed to addressing homeless issues and creating sustainable solutions through collaborative efforts. If you are experiencing homelessness in San Bernardino you may benefit from connections to various shelters, substance abuse programs, and crisis centers by homeless service providers in the surrounding area.

[Residents & Business Owners](#) | [Outreach Newsletter](#)



Metrics Dashboard



City of San Bernardino Homeless Outreach Dashboard

First Contact

85

Forms Completed

Repeat

3

Forms Completed

Time Homeless

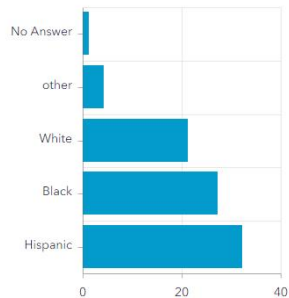


- < 1 Year 11%
- 3-5 Years 22%
- 1-3 Years 46%
- 10+ Years 19%
- No Answer 2%

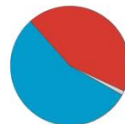
Average Age

44

Race/Ethnic Distribution

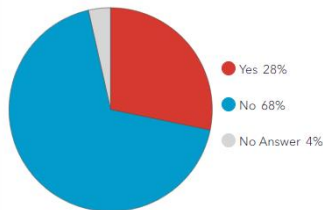


Gender Ratio



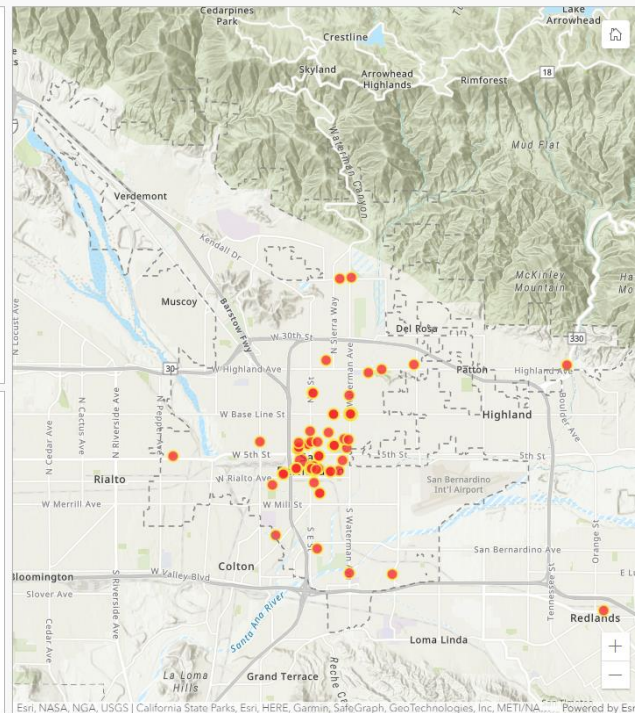
- Non-Binary 1%
- Male 55%
- Female 44%

Pets ?



Veterans

2



Esri, NASA, NOAA, USGS | California State Parks, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, MET/NA... Powered by Esri



Questions?



Quality of Life

Discussion on Public Parks and Recreational Facilities

Presented by:

Lydie Gutfeld, Director of Parks, Recreation and Community Services



Introduction

Purpose

- Ensures that City parks are:
 - Accessible and available to residents and the public at large
 - Used for their intended recreational purposes
 - Maintained in a clean, sanitary, and accessible condition

Limitations with Current Municipal Code

- Does not include definitions for “smoking” and sensitive use or areas
- Vehicle usage regulations are too limited
- Does not regulate improper usage of fountains and splash pads
- Does not include language regarding indecent exposure
- Regulation regarding restrooms is outdated



Needed Enhancements – 12.80.020 Definitions

“Park”

- Current definition is not comprehensive
- Additional areas to include:
 - Distance restrictions of entrances
 - Rest Areas
 - Trails
 - Areas owned and maintained by the city

“Smoke” and “Smoking”

- Not currently included in Chapter 12.80
- City parks are experiencing an increase in small fires
- Definition should include “Smokeless Tobacco”



Needed Enhancements – 12.80.130 Regulations

Opening Description

- Should include a declaration of intent
 - Safe, Clean, and Green
 - Hours of operation
- Should include any public spaces within 500 ft of:
 - Schools
 - Parks
 - Playgrounds
 - Public Facilities
 - Other Recreational Facilities or Structures





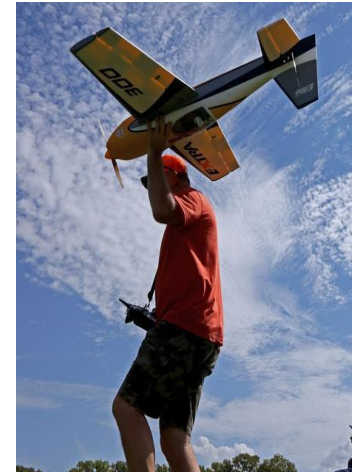
Needed Enhancements – 12.80.130 Regulations

Motor Driven Model Airplane

- Current definition only includes “motor driven model airplanes”
- Parks has received complaints about drones
- Include “drone or other motorized flying apparatus” in the definition

Motor Vehicles

- Parks has received complaints about RV parking and electric scooters
- Include language that includes:
 - Appropriate usage of all vehicles
 - Parking restrictions





Needed Enhancements – 12.80.130 Regulations

Bathing or Wading

- Current problems:
 - Mechanical failure due to improper usage
 - Accumulation of large puddles
 - Additional maintenance and repair costs
- Language should include:
 - Restrictions on washing clothes
 - Usage of drinking fountains
 - Usage of decorative fountains
 - Usage of splash pads





Needed Enhancements – 12.80.130 Regulations

Boisterous and Indecent Conduct

- Current problems
 - Complaints about indecent exposure
 - Current language does not include nudity
- Language should include:
 - Specificity about nudity
 - Exemptions for young children
 - Exemptions for breast feeding





Needed Enhancements – 12.80.130 Regulations

Regulation of Restroom Usage

- Current language is convoluted
- Needs to be updated to be gender neutral
- Needs to be separated into two sections:
 - Bathroom use
 - Damaging restroom areas





Additional Provisions

Sensitive Uses / Areas

- Allow expansion of existing rules via Resolution
 - Increases the flexibility allowed in the municipal code
 - Allows Council to define Sensitive Uses or Areas





Recommendations

Staff will recommend at a future meeting the follow actions:

1. Additional rules to consider restrictions around sensitive uses/areas.

New Requests For Funding	FY 2023/24	Future
None	N/A	N/A



Questions?



Quality of Life

Discussion on Prohibiting Storage of Personal Property in Public Areas

Presented by:
Edelia Eveland, Assistant City Manager



Overview



Intent of the Discussion



Main Provisions

- Key Elements
- Regulation of Property in Public Areas
- Three Categories of Property Removal
- Pre- and Post- Removal Notices



Recommendation





Intent of the Discussion

Purpose

- Establish a legally defensible framework in the Municipal Code allowing for the impounding and discarding of property that interferes with the public's usage of City facilities, streets, and parks.
 - Property includes goods, materials, tents, bedding, sheds, furniture, appliances, backpacks, and other personal items.
- Codifies a clearly defined removal process with clear guidelines.





Main Provisions

Key Elements

- Defines “trash” and “junk,” which can be immediately *discarded*.
- Defines “excess” property as that which cannot fit in a 60-gallon container (lid closed).
- Excess property and unattended property can be *removed* and *impounded* with notice.
- Clarifies that no notice is required to *move* property that impedes City operations.
- Allows for the immediate *removal* and *impounding* of property that:
 - Creates a Health & Safety risk.
 - Impedes ADA access, public right-of-way.
 - Obstructs driveways, entrances, and fire equipment.
 - Is left in a public area after a posted closure time.
- Parks with posted closure times can be immediately cleaned.
- *Moving* property from one public area to another is not considered *removing*.
- Establishes a process for owners to reclaim their property.



Main Provisions

Regulation of Private Property in Public Areas

- Establishes three (3) general categories:
 - When property can be *impounded with prior notice*.
 - When property can be *impounded without prior notice*.
 - When property can be *discarded without prior notice*.
- Impounded personal property:
 - Stored at a City facility for 90 days.
 - Available for repossession by the owner.
 - Discarded after 90 days if not claimed.
- Notices
 - Must be posted in a conspicuous location.
 - *Pre-Removal* notices posted no earlier than 72h prior.
 - All removals require a *Post-Removal* notice.





Main Provisions

Three Categories of Property Removal

Impound with Prior Notice	Impound without Prior Notice	Discard without Prior Notice
Unattended Property	ADA Obstruction	Health & Safety Threat
Excess Property	Right-of-Way Obstruction	Criminal Evidence or Contraband (as permissible by law)
Obstructs City Operations (can be moved temporarily without notice)	Within 10' of a Driveway	Trash and Junk
Obstructs a Permitted Activity (can be moved temporarily without notice)	Within 5' of a Building Entrance	
	Within 2' of a Fire Hydrant/Plug	
	Stored Past Posted Closure Time	



Main Provisions

Notice Elements

Pre-Removal Notice Information	Post-Removal Notice Information
General description of property	General description of property
Description of location	Date and time of removal
Date and time of posting	Statement of violation
Statement of violation	Impounding facility contact information
Statement of impounding if not removed within 24h	Statement of discarding after 90 days if not claimed
Impounding facility contact information	



Recommendations

Staff will recommend at a future meeting the follow actions:

1. An Ordinance prohibiting the storage of Personal Property in Public Areas.

Request For Funding	FY 2023/24	Future
None	N/A	N/A



Questions?



One Stop Shop Update

Presented by:

William Lampi, Management Analyst, City Manager's Office



One Stop Shop Update



Background

- Current Situation
- One Stop Shop



Current Progress

- Key Milestones
- Community Outreach
- Physical Space Design
- New Permit & Plan Check Software
- Additional Staffing Considerations



Recommendations





Background

Current Situation

- Decentralized Locations
 - Multiple locations is inconvenient for customers.
 - Creates communication hurdles & confusion.
 - No collective ownership over permitting process.
- Outdated Technology
 - No online applications for customers.
 - No digital plan check software.
 - Requires staff to duplicate work.
 - Not compatible with Windows 10 or 11.

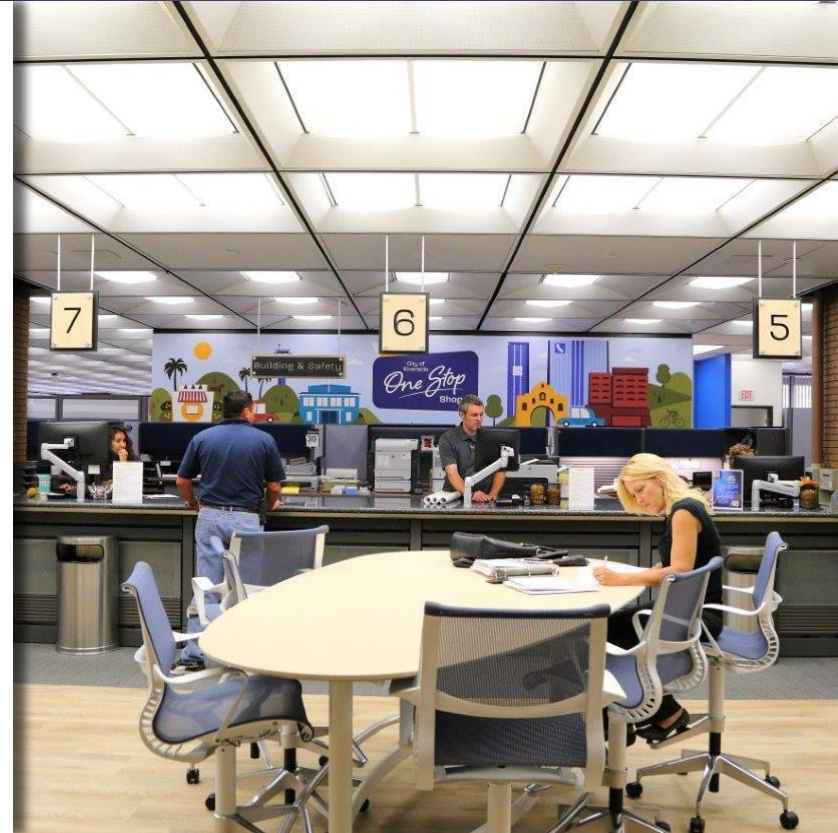




Background

One Stop Shop

- What is a “One Stop Shop”?
 - Centralizes all major permitting counters.
 - Includes both physical and virtual access.
- Divisions and Departments
 - Building & Safety
 - Planning Division
 - Public Works
 - Business Registration
 - Water Department (kiosk)
 - Fire Department (kiosk)





Background

One Stop Shop

- Enhancements
 - Makes the permitting process more convenient.
 - Provides better communication to customers.
 - Improves plan check coordination & turnaround time.
 - Reduces waiting times.
- Prior Council Action
 - 6/30/2021 – Approved the One Stop Shop project.
 - 5/4/2022 – Approved a Professional Services Agreement with Client First to conduct a software needs assessment and ERP consulting service.
 - 6/1/2022 – Approved \$400,000 for the One Stop Shop in the Capital Improvement Program 2023-2027.





Current Progress

Completed Milestones

- | | |
|--|-------------------|
| • Task Force Kickoff Meeting | February 21, 2023 |
| • One Stop Shop Site Visits | March 30, 2023 |
| • Developer Townhall | April 25, 2023 |
| • Community Townhall | April 26, 2023 |
| • Physical Space Design Meeting with Architect | May 31, 2023 |

In Progress & Upcoming

- | | |
|---|-----------|
| • Feedback Survey Analysis via Water Bill Insert | June 2023 |
| • Physical Space Design Review and Feedback | July 2023 |
| • Neighborhood Association Meetings
(Wildwood, NENA, Muscupiabe, Norpac) | July 2023 |



Community Outreach

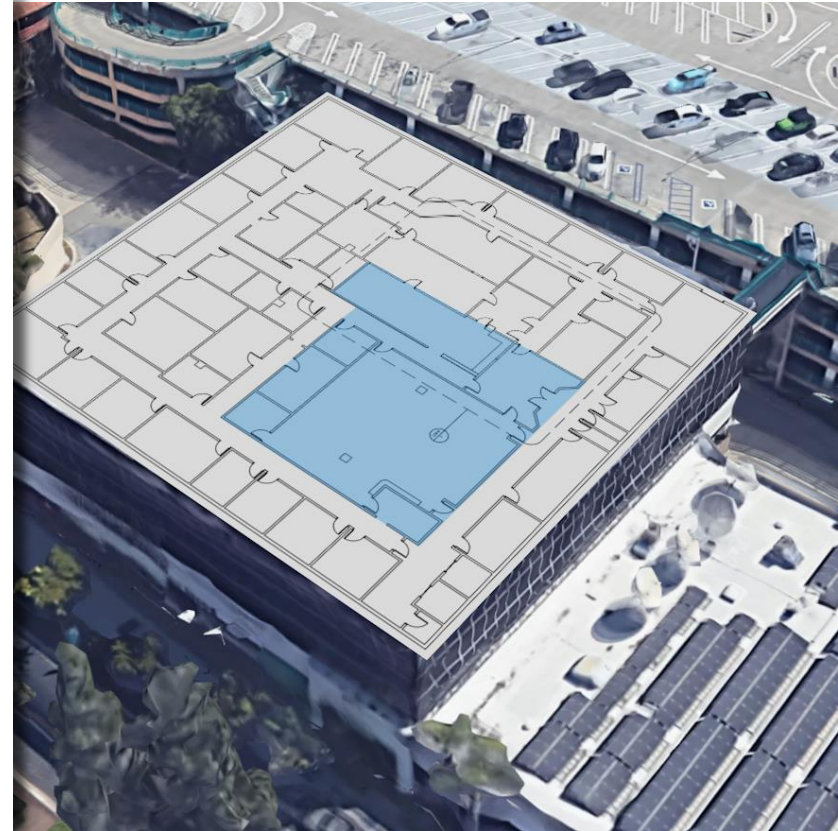
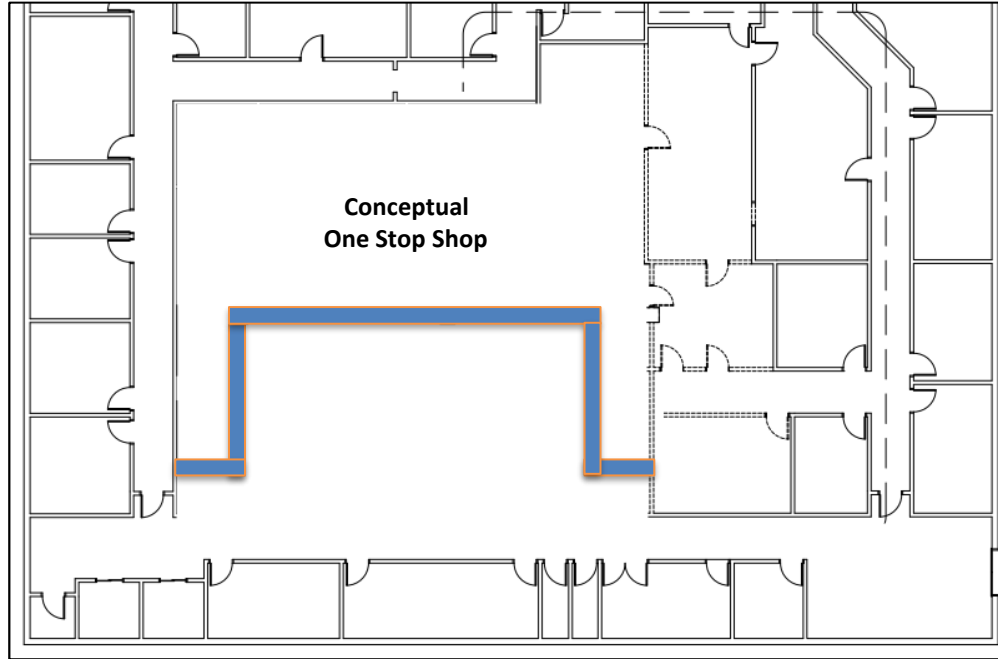
Feedback Received

- Permit counter locations are scattered / confusing.
- Difficulty getting all the information required in one stop.
- Customers get the run-around / difficult to resolve problems.
- Can't submit a permit application online.
- Process is too complicated.
- Physical space isn't very inviting.
- Long wait times.





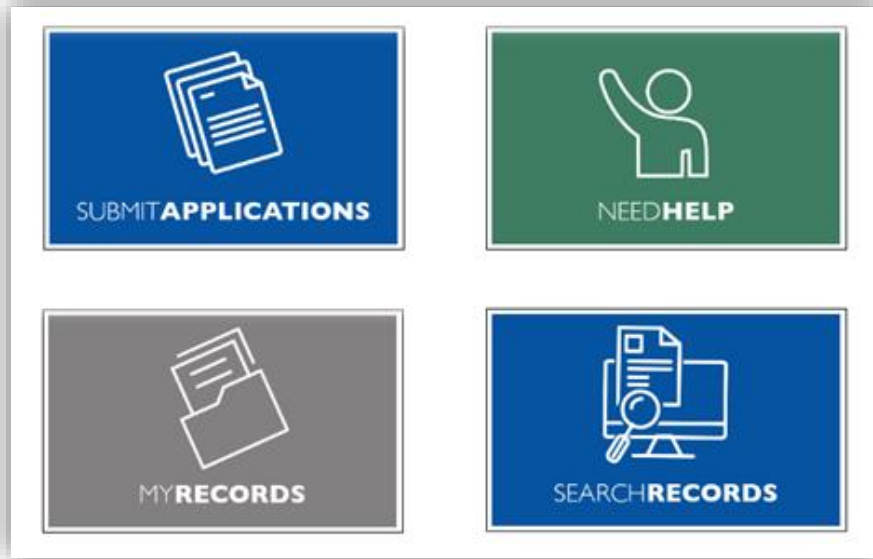
Physical Space Design



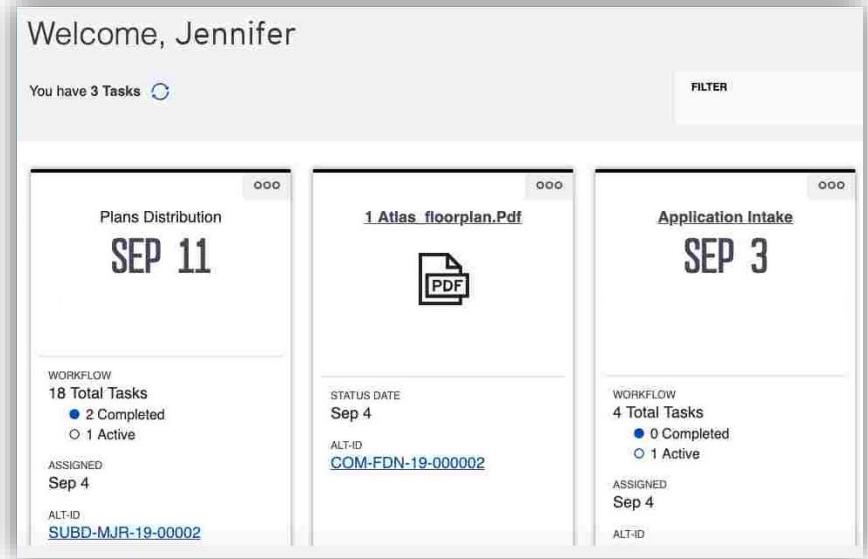


New Permit & Plan Check Software

Online Applications



Modern Software





Additional Staffing Considerations

Community & Developer Ombudsperson

- Advocate for community members and developers.
- Coordinates with various Departments / Divisions.
- Works to resolve problems or complaints.
- Makes interactions as trouble-free as possible.

Senior Customer Service Representative

- Initial point of contact and assistance for customers.
- Schedules customers in the One Stop Shop queue.
- Assists in answering phones & email inquiries.





Recommendations

Staff will recommend at a future meeting the follow actions:

1. Approve the creation and addition of one (1) Community & Developer Ombudsperson position and direct staff to return to the Council with a job description and salary schedule.
2. Approve the addition of one (1) Senior Customer Service Representative (Bilingual) for the One Stop Shop.
3. A recommendation for the construction of the One Stop Shop.

Request For Funding	FY 2023/24	Future
(1) Ombudsperson	\$138,122	Ongoing
(1) Bilingual Senior Customer Service Representative	\$95,987	Ongoing
One Stop Shop Construction	\$400,000 est.	N/A



Questions?



Infrastructure Master Plan

Presented by:

Daniel Hernandez, Public Works Dept. Director

Susan Pan, Acting City Engineer

Public Works Department

June 30, 2023



Infrastructure Master Plan

Presentation Overview

- Infrastructure Master Plan
 - Background
 - Current Plans
 - Plans in Progress
 - Recommendations
- City Hall Building
 - Background
 - Previous Studies and Findings
 - Timeline
 - Recommendations





Infrastructure Master Plan - Background

Infrastructure Master Plan Elements

- Components include parks, Street pavement, bridges, buildings, and storm drains.

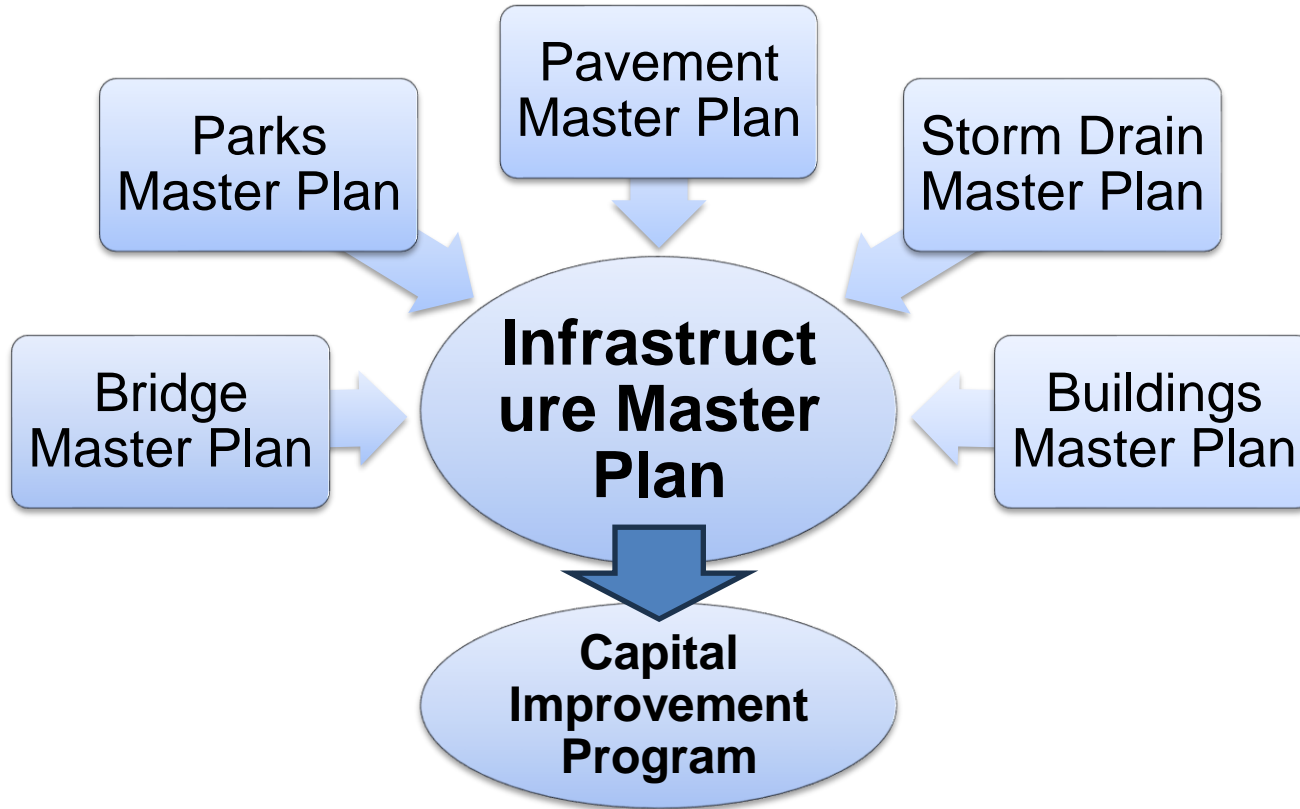
Purpose

- The Master Plan is used to assess existing conditions, establish criteria for prioritization, and develop new capital projects, cost estimates, and delivery schedule.
- The Master Plan provides a roadmap to use public funds for infrastructure planning and programming.
- Ties in the City's Capital Improvement Program.





Infrastructure Master Plan





Infrastructure Master Plan

- Systematic Safety Analysis Report Program (SSARP)
 - Traffic Study Developed in 2018.
 - \$10 million grant award for two projects in construction.
 - Traffic Signal Upgrade
 - Pedestrian Signal Upgrade
- Local Roadway Safety Plan (LRSP)
 - Required for future Highway Safety Improvement Plan and grant funding
 - Funds traffic safety improvements
 - Adopted by City Council 3/2023





Infrastructure Master Plan



- Street Lighting Plan
 - Adopted by City Council 8/2019.
 - CIP project to replace incandescent with LED fixtures.
 - Current Progress
 - Phase 1 is completed;
 - Phase 2 in construction;
 - Phases 3 and 4 in planning and will require an additional \$500,000;
 - Applied for \$250,000 of Energy Efficiency and Conservation Block Grant.



Plans in Progress

Parks Master Plan:

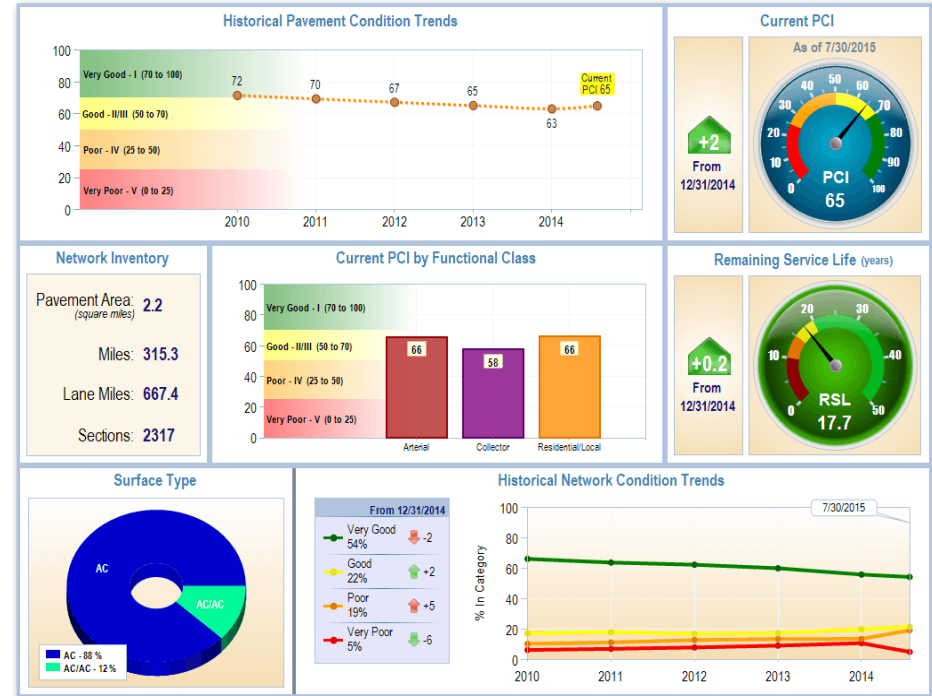
- Community Outreach
- Inventory and Assess Existing Parks and Facilities
- Conduct Public Outreach, Assess Needs, Develop Priorities
- Prepare CIP and Budget Estimate





Plans in Progress

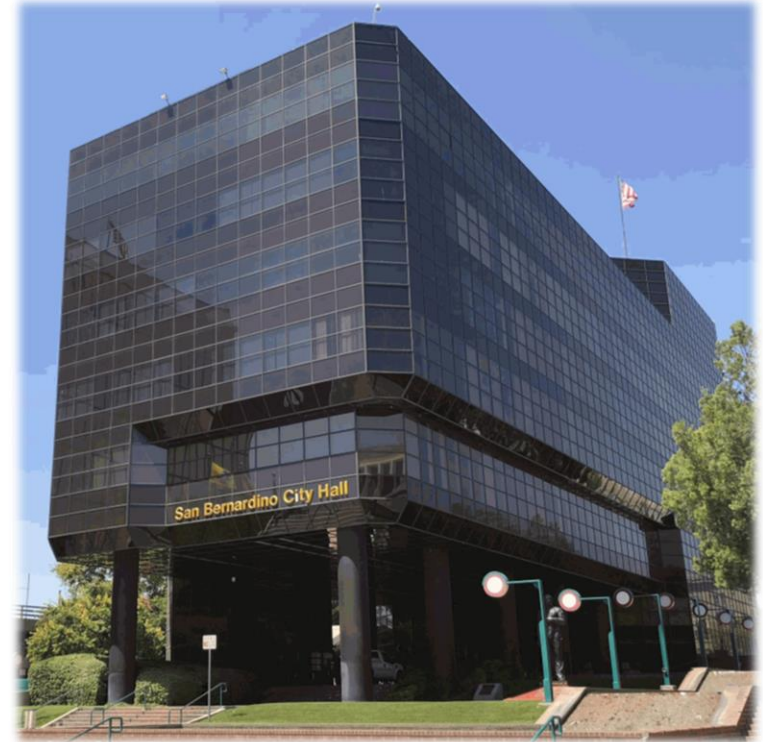
1. Pavement Management Plan:
 - Existing pavement management system last surveyed in 2018.
 - Request for Proposal to be issued in September 2023.
2. Curb and Sidewalk Management Plan
 - Request for Proposal to be issued in September 2023.





City Hall

- Designed in 1963 by Architect Cesar Pelli.
- Construction began in 1960s and completed in 1972.
- City staff moved out of the building in May 2017 due to seismic structural and hazardous material issues.





Previous Studies and Findings



- Seismic Performance Assessment by IDS Group in December 2015.
- Facility Condition Assessment by Z&K Consultant/ Cannon Consultant in June 2019.
- Estimated cost for deferred maintenance deficiencies was \$38 million.
- Estimated building retrofit cost was \$57 million.



City Hall

Retrofit and Renovation

- Cost estimate up to \$80 million
- Requires structural retrofit, hazardous material abatement, all new plumbing, mechanical, fire protection, electrical, communication, and security.

Project Schedule

- Planning: 12 months
- Design phase: 15 months
- Bidding and award: 3 months
- Construction Phase: approx. 18 months.
- Total Project duration 4 years.



Infrastructure Plans



1. ADA Compliant Transitional Plan (\$2 million)
 - Including Facilities, Public Right-of-Way, Parks, and Programs.
2. Storm Drain Systems Master Plan (\$1 million)
 - Prepare regional drainage studies by watersheds.
 - Hydraulic modeling program of City's storm drain systems.
3. Bridge Management Plan (\$500k)
 - Caltrans bridge inspection program
 - Prepare bridge Inventory and develop program for repair, rehab, and replacement.
4. Facility/Building Management Plan (\$1 million)



Infrastructure Master Plan Recommendations

Staff will recommend at a future meeting the follow actions:

1. A recommendation to appropriate funds for the following plans:
 - a. City Hall Preliminary Engineering and Space Study Plan
 - b. Bridge Management Plan
 - c. ADA Master Plan (Phase 1)
 - d. ADA Master Plan (Future Phases)
 - e. Storm Drain System Master Plan
 - f. Facility/Building Management Plan

New Requests For Funding	FY 2023/24	Future
City Hall Prelim Engineering & Space Study	\$300,000 est.	N/A
Bridge Management Plan	\$500,000 est.	N/A
ADA Master Plan (Phase 1)	\$500,000 est.	N/A
ADA Master Plan (Future Phases)	N/A	\$1,500,000 est.
Storm Drain System Master Plan	N/A	\$1,000,000 est.
Facility/Building Management Plan	N/A	\$1,000,000 est.



Closing Slide



Legislative Affairs

City Manager

Presented by: Cory Hodges, Senior Management Analyst
Jeff Kraus Public Information Officer



Overview



Legislative Calendar



Legislative Platform and Policies



Legislative Advocacy Firms



City Staff to Accomplish Goals



Recommendations





Legislative Calendar

Staff proposes the following calendar to draft and implement an annual legislative strategy:

August - November

1. Identify approved projects in the CIP or programmatic needs that have legislator appeal, align with State or Federal priorities, or fill a regional need.
2. Identify any needed legislation that will benefit the City or key stakeholders.

November - December

1. Mayor and Council meet with City's State and Federal advocacy firms.
2. Council adopts the legislative platform.
3. Meet with key legislators to propose legislation
4. Work with Grants team to identify and pursue allocations in new Federal Budget (if adopted).

January - February

1. Prepare and submit budgetary requests to State delegation, Congress, and Senate.

March - June

1. Advocate for funding and for/against key legislation at State level.

Other key annual tasks include: meetings with the legislators and their staff; advocacy trips to Sacramento and Washington D.C.



Legislative Platform and Policies

Purpose

- Allows for an annual legislative platform to be adopted by the Mayor and City Council consisting of positions the City holds on key legislative or regulatory issues.
- Authorizes City staff to quickly respond to legislative or regulatory proposals that might impact City operations, policies, or its residents at the state and Federal levels if it aligns with a position/issue in the platform.



Current Legislative Platform

Housing and Economic Development

- Affordable Housing
- Transit Oriented Development (TOD)
- Economic Development

Homelessness

- Transitional and Permanent Supportive Housing

Quality of Life

- Library Services
- Public Safety and Emergency Response
- Commercial Cannabis

Transportation and City Infrastructure

- Highways
- Street and Roads
- Storm Water Infrastructure
- Public Facilities
- Parks and Open Spaces
- Broadband
- Green Infrastructure

Access to Higher Education

- Higher Education Resources

Sales and Use Tax

- Local Tax Revenue



Legislative Platform

Staff is recommending the Council make additions to the City's Legislative Platform on the following issues:

- Animal Services and Welfare
- Tribal Sovereignty
- Fentanyl/Illegal Drugs
- Additional Issues Related to Homelessness
- Fair share funding similar to the "Big 13" cities.
- Other topics of importance to the Mayor and City Council.



Legislative Advocacy

An advocacy firm provides valuable services that could benefit the City of San Bernardino.

- Advocate for/against proposed legislation with Capitol staff.
- Analyze proposed and passed legislation and its impact on the City.
- Analyze the budget and signed legislation to identify funding opportunities.
- Use relationships to engage legislators outside of our local delegation.
- Assist in crafting legislation that would benefit San Bernardino and identify legislators to sponsor the bill.
- Assist in determining priorities and funding thresholds for legislator directed funding (earmarks).
- Coordinate Capitol visits, including agency meetings.



Government Relations Staff

Legislative & Government Affairs Manager

- Serve as the principal liaison with the City's Advocacy Firms, State/Federal legislative staff, and other public agencies.
- Monitor agendas, proposals and issues before the County, regional legislative bodies, and quasi-governmental agencies.
- Provide updates and analysis to the Mayor, Council, and City Leadership.
- Prepare and submit state and Federal funding requests.
- Develop the annual legislative platform in consultation with the Mayor, Council, and staff.
- Prepare letters of support/opposition on legislation based upon the Council's Legislative Platform.
- Coordinate Mayor and Council testimony opportunities before legislative committees.



Legislative Affairs Recommendations

Staff will recommend at a future meeting the follow actions:

1. Direction for staff to identify and prepare for Council approval a list of potential projects for upcoming State/Federal Funding cycles.
2. Direction for staff to update the Legislative Platform to expand the homelessness platform, and include Animal Services, Funding Equities, Fentanyl and other Illegal Drugs, and Tribal Sovereignty.
3. Approve an allocation of \$125,000 for a Federal Advocacy Firm.
4. Approve an allocation of \$125,000 for a State Advocacy Firm.
5. Approve the creation and addition of one (1) Legislative & Government Affairs Manager position and direction to return to the Council with a job description and salary schedule.

New Requests For Funding	FY 2023/24	Future
Federal Advocacy Firm	\$125,000	Ongoing
State Advocacy Firm	\$125,000	Ongoing
(1) Legislative & Government Affairs Manager	\$173,873	Ongoing



Questions?



Economic Development Workshop June 30, 2023

Presented by: Charles E. McNeely, Interim City Manager;
Amanda Hernandez, Economic Development Division Manager



Agenda



What is Economic Development?



Why is Downtown Important?



Sample City Revitalizations and Programs



San Bernardino Investment Playbook



Development Opportunities



Proposed Programs



Economic Development Team



Public-Private Partnerships



Recommendations



What is Economic Development?





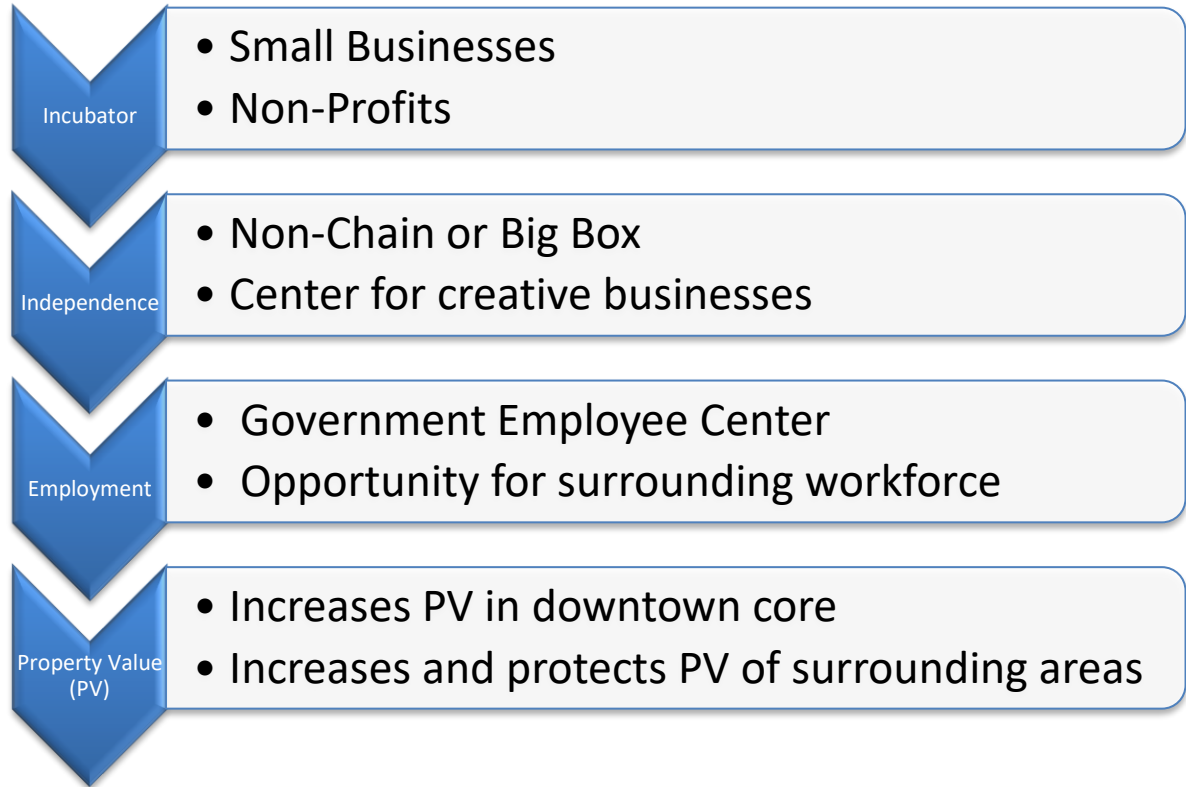
Why is Downtown Important?





Why is Downtown Important?

Economic Development Perspective





Why is Downtown Important?

Community Development Perspective

Economic Health

- Symbol of the community's economic health

Heart of the Community

- The site for government, arts, churches, and historic buildings
- Essential to create a sense of place

Tourism

- Can be a tourist attraction and is the location of a community's unique businesses and buildings
- Gathering place for travelers and visitors



Why is Downtown Important?

URBAN3

2015

Apples to Apples
Comparing land use types



land consumed (acres)

13.4

0.15

county property taxes / acre

\$1.8K

\$22.7K

city retail taxes / acre

\$152K

\$556K

jobs / acre

15

233

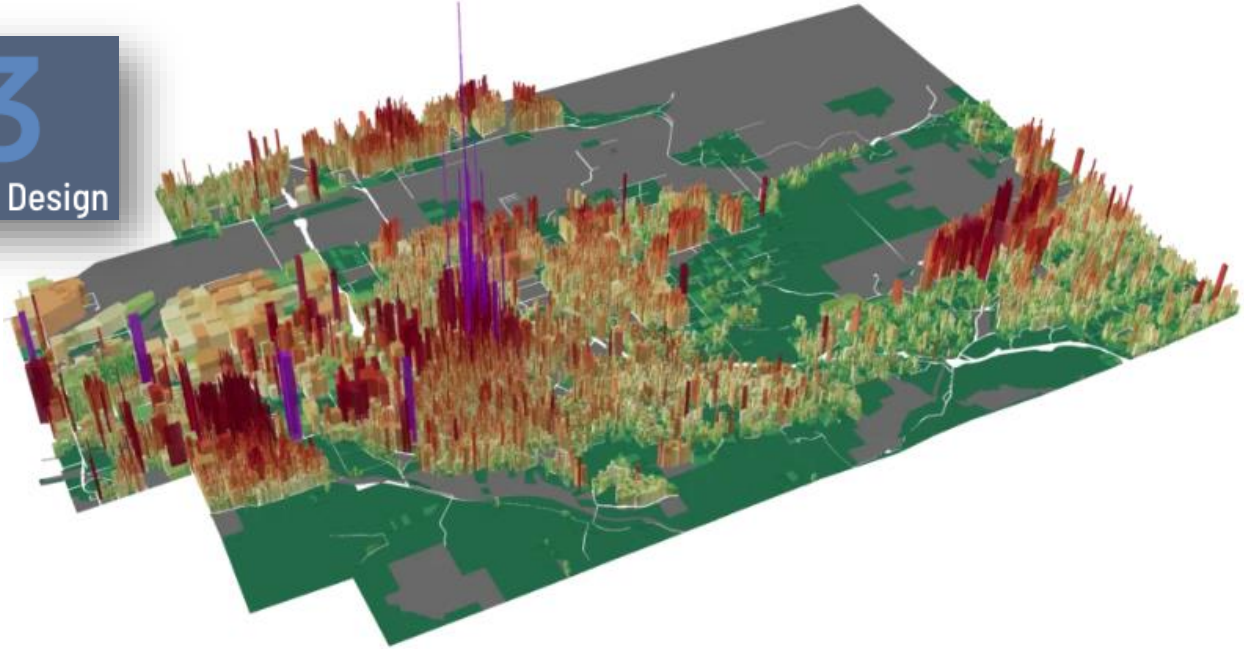


Why is Downtown Important?

URBAN³

Financially Sustainable Communities by Design

Though Redland's downtown is small, it has 6.5 times the property and retail tax production compared with the City's largest shopping center development.



The City of Redlands mapped value per acre



Successful Downtown Revitalizations

Santa Ana





Successful Downtown Revitalizations

Pomona





Successful Downtown Revitalizations

Riverside





Sample Revitalization Programs

City of Glendale

Artsakh Creative Retail Pop-Up Program



#ACTIVATEARTSAKH

The Arts & Entertainment District Improvements Project

WHAT:

Capital Improvement Project to improve the quality and character of Artsakh Avenue, You'll see...

- New outdoor seating, landscaping, and lighting
- Shade structures and new interactive site furnishings
- Public Art installations
- Improved walking areas and roadway alignment

WHERE:

Located in the heart of Glendale's Arts & Entertainment District, on...

- Artsakh Avenue between Harvard Street and Wilson Avenue
- The north-south alley between Brand Boulevard and Artsakh Avenue

WHEN:

Construction is scheduled to begin early spring 2023. Properties fronting the improvements will receive two notifications as follows...

- 2-Week Notice prior to scheduled work in the area
- 72-Hour Reminder Notice prior to scheduled work in the area

QUESTIONS/INFORMATION:

Please visit ActivateArtsakh.com for more information about this exciting project or...

- View the on-site display at 125 N. Artsakh Avenue
- Contact the Public Works Department at (818) 548-3945
- Contact the Project Manager, Sarkis Oganessian, P.E. at SOganessian@glendaleca.gov

Yazdan T. Emrani, P.E., Director of Public Works





Sample Revitalization Programs

**City of
Pomona**

DPOA
DOWNTOWN
POMONA
OWNERS
ASSOCIATION

Business Improvement District





Sample Revitalization Programs

Business Improvement Districts



The City of
SAN DIEGO

Business Improvement Districts
sandiego.gov/economic-development/about/bids



This map represents active BIDs in FY2018.



**DOWNTOWN
LONG BEACH
ALLIANCE**





Sample Revitalization Programs

**City of
Corona**

BUSINESS LIAISON PROGRAM

Font Size: [+](#) [-](#) [Share & Bookmark](#) [Feedback](#) [Print](#)



Are you a Corona business in need of assistance? We are here to help!



Business Liaison Program Contact Form

* Required

1. Business Name *

Enter your answer

2. Business Address *

Enter your answer

3. Business Phone Number *

Enter your answer

4. Primary Contact Name *

Enter your answer

5. Primary Contact Phone Number *

Enter your answer

Business Liaison Program



Sample Revitalization Programs

City of San Jose



San Jose names city economics expert as new downtown-specific manager

New city official will focus solely on downtown San Jose, fulfilling Mayor Matt Mahan promise





Sample Revitalization Programs

Special Events

- Claremont Farmers and Artisans Market
- Friday Nights Live in the Claremont Village
- Taste of Claremont
- Village Venture Arts and Crafts Faire
- Art Exhibitions
- Claremont Art Walk
- Annual Gala
- Claremont Village Craft Beer Walk
- Midsummer Shakespeare Festival
- Poetry Festival
- Claremont Symphony Orchestra
- Claremont Public Art Program
- Holiday festivals



Over **1,100** guests attended the Taste of Claremont event in 2022.



Sample Revitalization Programs

C I T Y O F
RENO

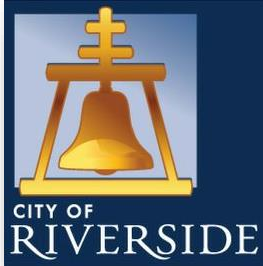
Special Events



- Reno Chalk Art & Music Festival
- Artown Art Festival
- Wing Fest
- Hot August Nights
- Water Lantern Festivals
- Impalas Reno Super Show
- Reno Tahoe International Art Show
- Art Belongs Here Grants Program
- Festival of Colors
- Reno Jazz Festival
- Strange Brew Festival
- Food Truck Fridays
- Reno River Festival
- Craft Beer Festival
- BBQ, Brews & Blues Festival
- Sierra Arts Festival



Sample Revitalization Programs



Special Events

- Mission Inn Hotel & Spa Festival of Lights
- Annual Riverside Tamale Festival
- Riverside Greek Fest
- Riverside Lunar Festival
- Riverside Dickens Festival
- Riverside Art and Musical Festival
- Riverside Artswalk
- Riverside Downtown Farmers Market
- Public Art Riverside Micro Grant Program

Festival of Lights economic impact estimated at \$129M in total direct and indirect impact*

*Source: 2017-2018 Riverside Festival of Lights Economic Impact Final Report





Sample Revitalization Programs

Special Events

- Pop-Up Shops
- Downtown Farmers Market
- Various Music Festivals
- Food & Wine Festival
- Fusebox Art and Food Festival
- Sunset Valley ARTFEST
- ArtWorks Festival
- Spring Pecan Street Festival
- Springfest
- Fall Pecan Street Festival
- Austin Film Festival
- Austin Fashion Week
- Austin Powwow
- Art Bazaar
- Austin Pub Crawl
- Oktoberfest
- Art in Public Places Program



*The Fall and Spring Pecan Festivals each attract over **300,000** attendees annually.*



Sample Revitalization Programs

Special Events

- Farmers Market
- The Grand Prix of Long Beach
- Cambodia Town Parade and Festival
- Juneteenth Celebration
- Pride Festival and Parade
- Marathon and Half Marathon Race
- Harvest Festival
- Scottish Festival
- Sea Festival
- African American Festival
- Bayou Music Festival
- BBQ Festival
- West Coast Barbeque Festival
- Comic and Horror Con Comic Festival

CITY OF
LONG BEACH





Sample Revitalization Programs



- Farmers Market
- Fiesta® San Antonio
- Folklife and Dance Festival
- Ford Mariachi Festival
- Fiesta Family Blues Festival
- Fiesta de Animales
- Viva Mexico Women's Festival
- SoFlo Urban Art and Craft Market
- Luminaria Contemporary Arts Festival
- Tejano Conjunto Festival
- Asian Festival
- Pride River Parade and Celebration
- San Antonio Tango Festival
- Wild West Wildlife Festival
- UNITYFest
- Coffee Festival
- Mardi Gras Festival
- Fiesta Primavera
- St. Patrick's Festival
- Wine Fest
- Public Art Program

Fiesta® San Antonio attracts over **3.5M** people annually.



Sample Revitalization Programs

- **City of Glendale**
 - Artsakh Creative Retail Pop-Up Program: business owners are able to apply for participation in a City-sponsored program to secure free rent in a brick-and-mortar retail space
- **City of Pomona**
 - Business Improvement District: business owners in downtown Pomona created a business improvement district to augment services and events in downtown
- **City of Corona**
 - Business Liaison Program: businesses are able to connect with Corona Police Department to address issues of illegal dumping, loitering, graffiti, and more
- **City of San Jose**
 - Downtown-Specific Manager: the manager will take special care to downtown related developments in order to increase the vitality of the heart of the city and city as a whole



Sample Revitalization Programs

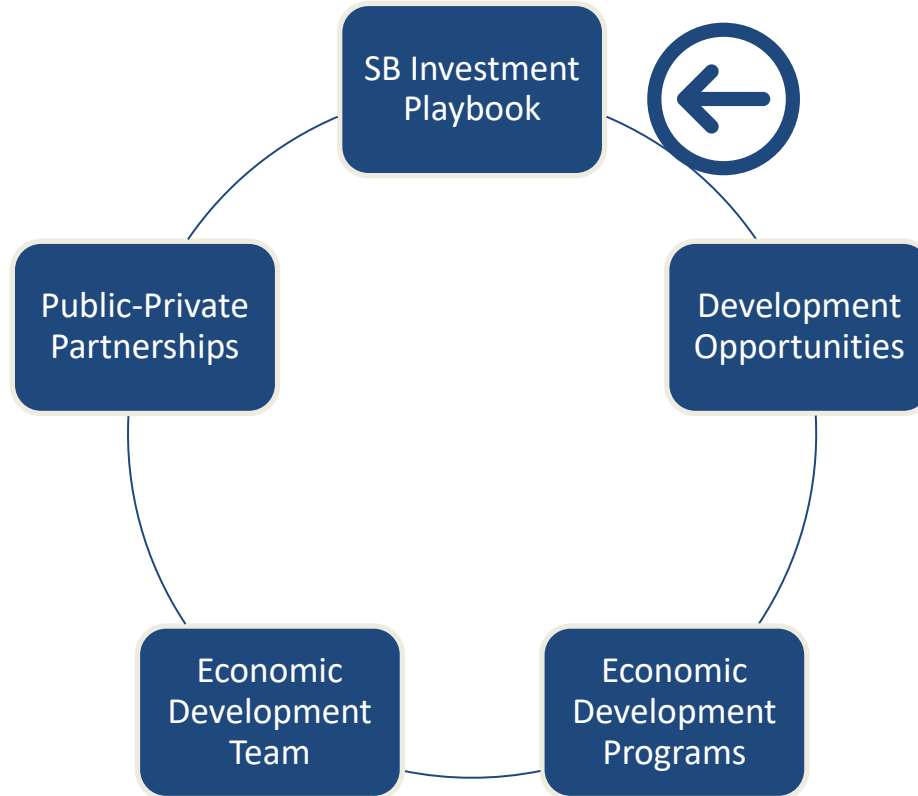
- **City of Vista**
 - Façade Improvement Program: businesses in and near the downtown area can get up to \$15k to assist with interior design upgrades
- **City of Orange**
 - Smart Project Review: The City of Orange provides coordinated inter-departmental development review through its Staff Review Committee (SRC).
- **City of Long Beach**
 - Long Beach Accelerator: A public-private partnership with the Institute for Innovation and Entrepreneurship at CSULB and Sunstone Management. The program is for early-stage tech-startups to successfully secure funding.
- **City of Fresno**
 - Revolving Loan Fund: business must be within Fresno City and does not have full project financing from conventional lender. The fund must be used for inventory, capital, or equipment



Questions?



Economic Development Connections





SB Investment Playbook Update





Investment Playbook Update

City Manager

Presented by: Cory Hodges, Senior Management Analyst



Investment Playbook Agenda



Introduction



Development Process & Capacity Building



Roles & Responsibilities



Deliverables & Performance Indicators



Projects & Prioritization



Investment Playbook Implementation Roadmap & Staff Recommendations





Introduction

Investment Playbook

- Economic development strategy
- Coordinated action plan
- Funding strategy
- Marketing tool
- Community collaboration

An innovative way for cities to approach transformative projects outside the standard government process.





Introduction

Why Downtown San Bernardino?

- Extraordinary Potential & Strengths
- Underpopulated
- Underinvested
- Historic Buildings
- Multimodal Transit Access
- Inexpensive land
- Market Momentum

Points of Interest

- ★ Cybersecurity Workforce Tech Hub
- ★ Entrepreneurial Resource Center
- ★ Food Entrepreneurship Hub
- ★ Institute for Child Development and Family Relations - Downtown
- ★ Nerve Center
- ★ Sustainable Logistics Center of Excellence
- ★ Carousel Mall Site
- ★ City Hall
- Ground Floor Frontages

Downtown Zones

- 1. Downtown Core
- 2. Transit Neighborhood
- 3. Transit Center
- 4. Railside
- 5. County Center
- 6. Parkview Campus
- 7. Downtown Neighborhoods
- 8. North Gateway
- 9. Freeway Commercial





Development Process

Investment Playbook Development

Over the course of the Summer of 2022, stakeholders were interviewed, and Investment Playbook proposals were developed:

- 40+ Stakeholders Interviews
- Legislative Research (IRA, CHIPS, ARPA, etc.)
- Project Narratives Crafted
- Feasibility & Project Cost Estimates Completed

Playbook publicly released at the CSUSB White House Economic Summit in November 2022





Development Capacity Building (Nerve Center)

The Nerve Center Operators will be responsible for carrying out a variety of activities including but not limited to:

1. Strategic Research & Analysis
2. Stakeholder Engagement
3. Project Coordination
4. Securing Funding
5. Leading a Stakeholder Executive Committee
6. Managing a Project Submission Portal



Direct Fiscal Impact

- \$700,000 Measure S
- Funding was approved December 7, 2022

Indirect Fiscal Impact

- Staff time
- Other City resources



Development Capacity Building (Fiscal Agent)

A Fiscal Agent could oversee certain funds dedicated to City of San Bernardino Investment Playbook projects including funds:

- A. Allocated by the City directly
 - B. Funds committed by outside agencies or partners
 - C. Funds received from granting agencies for proposed projects
- Administrative, financial, and legal responsibility for assigned Investment Playbook funds.
 - Fiscal Agent's normally charge a small administrative fee from funds.





Roles & Responsibilities

Mayor and City Council

- Oversight
- Advisory
- Advocacy

City Staff

- Direction
- Technical Assistance

Community

- Ideas
- Collaboration
- Feedback

Nerve Center

- Project Coordination
- Stakeholder Engagement
- Secure Funding

Fiscal Agent

- Financial Administration
- Financial Reporting

Stakeholders

- Collaboration
- Assistance
- Funding





Deliverables and Performance Indicators

Deliverables

- Investment Playbook “road show”
- Investment Playbook workshops
- Community feedback events
- Committee meetings



-
- State grant awards
 - Federal grant awards



-
- Project Intake portal
 - Completed projects



Key Performance Indicators

- Support from Elected Officials
 - Support from Private Corporations
 - Support from non-profits
 - Number of Community feedback events
-
- Number of grant applications submitted
 - Number of grant awards received
-
- Intake portal statistics
 - Project movement through development phases



Current Investment Playbook Projects

Investment Playbook Project are organized into six (6) distinct categories:

Capacity

Nerve Center
City Staffing Surge
Climate Solutions Team
Technical Assistance for Community Organizations

Infrastructure

Zero-Emission Buses
Complete Streets
Fiber Network Installation
Enhanced Infrastructure Financing District
City Hall Renovation
Climate-Ready SB

Housing

Carousel Mall
Heart of Mobility
Homelessness initiative
Homeownership initiative
Downtown Habitat for Humanity Project
Permanent Residential Real Estate Cooperative

Innovation

Sustainable Mobility Hub
National Security Innovation Ecosystem
Enterprise District
Sustainable Logistics Center of Excellence
Downtown Satellite Campuses
Annual Climate Readiness Summit
Cybersecurity Tech Workforce Hub

Entrepreneurship

Entrepreneurial Resource Center
Food Entrepreneurship Hub
Supply SB
Local Small Business Retail Plaza
Center for Youth Financial Literacy and Entrepreneurship

Community

El Sol Holistic Campus
Community Leadership Empowerment Workshop
Olympic Aquatic Center
Institute for Child Development and Family Relations
Economic Opportunity Center
E Street Arts Corridor
Inland Port Career Resource Center
Purposeful Pathways



Current Investment Playbook Projects

Investment Playbook Projects are categorized into three (3) stages of development:

EXPLORATORY

These early-stage projects will need more development before they are ready to fund and implement

LAST MILE

These intermediate-stage projects need to get specific on design and cost

READY-TO-GO

These projects are largely complete, with clear design, costs, and plans for implementation



Notable Stakeholder Submitted Projects

University Presence Downtown

("University Center")

- Sustainable Logistics Center of Excellence
- Institute for Child Development and Family Relations
- Cybersecurity Tech Workforce Hub

Enterprise District

- Reestablish E Street as a dynamic commercial corridor and popular Inland Empire destination
- Cultivate a vibrant, amenity-filled downtown that encourages innovation, entrepreneurship, and small business growth
- Boost activity in downtown San Bernardino during and after workday hours

Inland Port Career Resource Center (IPCRC)

- Establish well-supported and easily navigated pathways into quality jobs in the IE
- Increase the number and proportion of IE residents with quality jobs (particularly within disadvantaged and disinvested communities in the region)
- Ensure that area employers have access to the skilled workers they need to grow



Project Implementation Road Map

Phase 1

Approve Nerve Center Operator Agreement

Appoint Advisory Committee Members

Re-Release Fiscal Agent RFP

Phase 2

Nerve Center Operator Begins Providing Services

Phase 3

Council/Project Stakeholder Workshop

Project Prioritization Feedback

If Necessary, Onboard Additional Playbook Consultants

Phase 4

- **Implement the Investment Playbook**
- **Receive and File Monthly Investment Playbook Reports from Nerve Center Operators, Fiscal Agent and Playbook Consultants (if approved)**
- **Quarterly Advisory Committee Meetings**
- **Monthly Steering Committee Meetings**



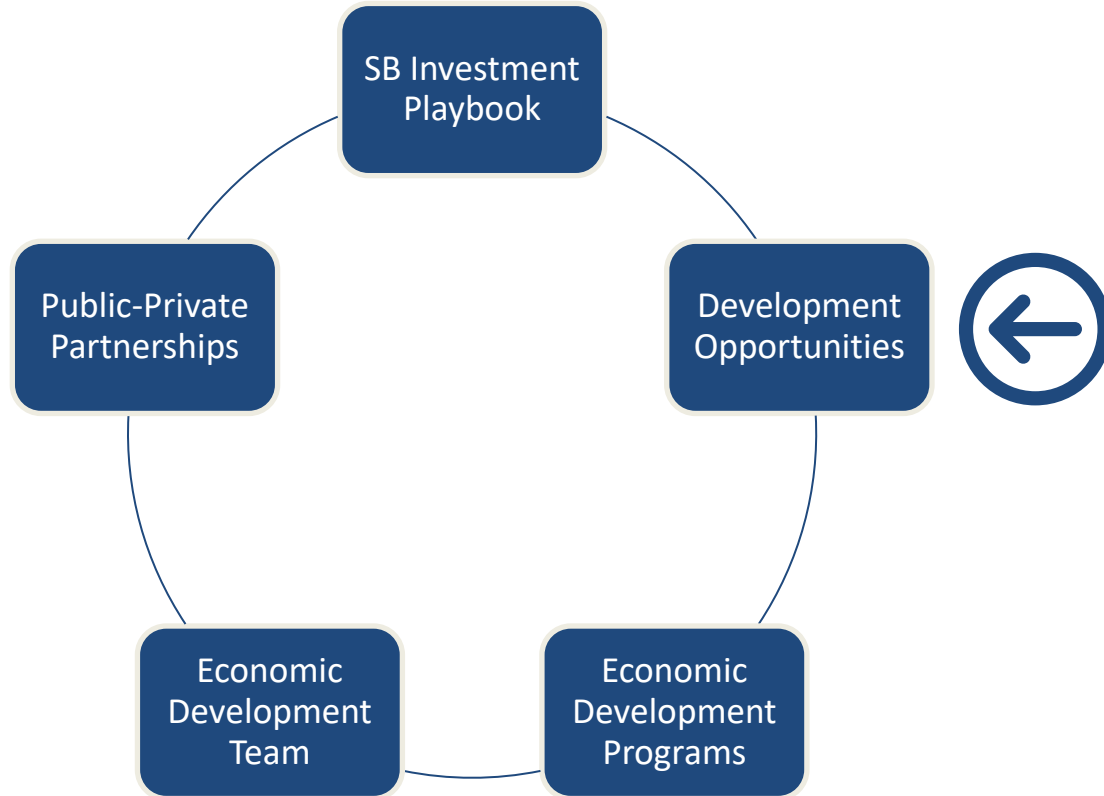
Questions?



Break



Economic Development Connections







City Development Opportunities

Revitalization Efforts



Highland Ave and Medical Center Dr



City Development Opportunities

Revitalization Efforts



Carnegie Dr



City Development Opportunities

Revitalization Efforts

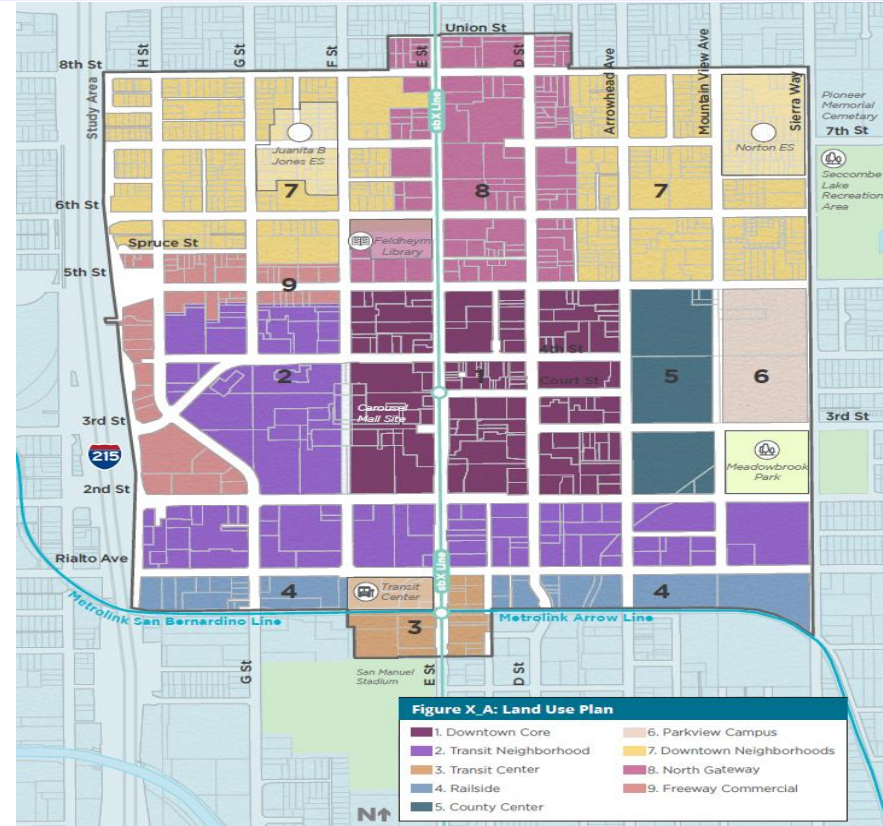


Arden-Guthrie Development



City Development Opportunities

Downtown Specific Plan Update





City Development Opportunities

Revitalization Efforts

E St Retail Sites



Woolworth Building



Convention Center



Baseball Field

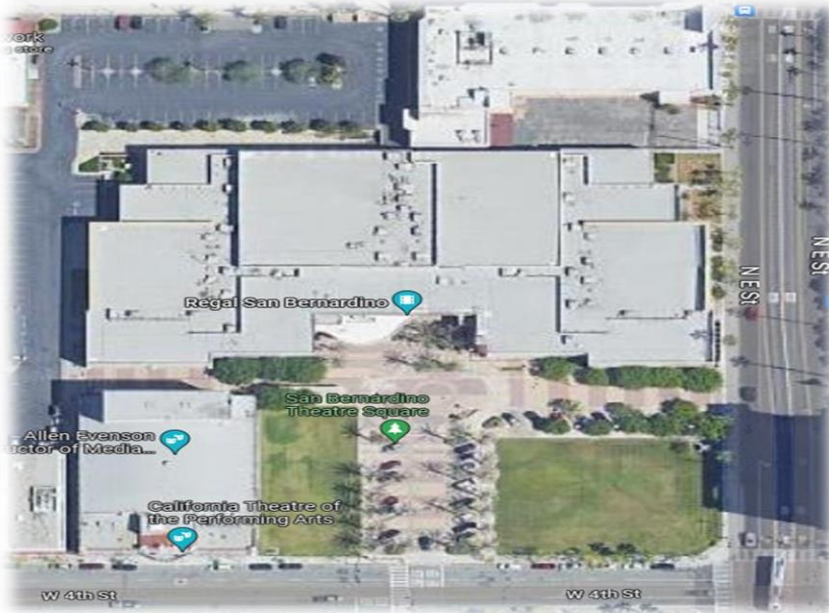


City-owned property



City Development Opportunities

Revitalization Efforts



Theater Square



City Development Opportunities

Revitalization Efforts



City-owned parking



City Development Opportunities

Carousel Mall – Getting to “Shovel Ready”



TBD

New appraisal



4-5 M

Infrastructure
analysis



6M-1Y

Tax increment
financing district



6-8M

Phase 2
environmental



4-5M

Dedicated project
manager



Ongoing

Grants
identification

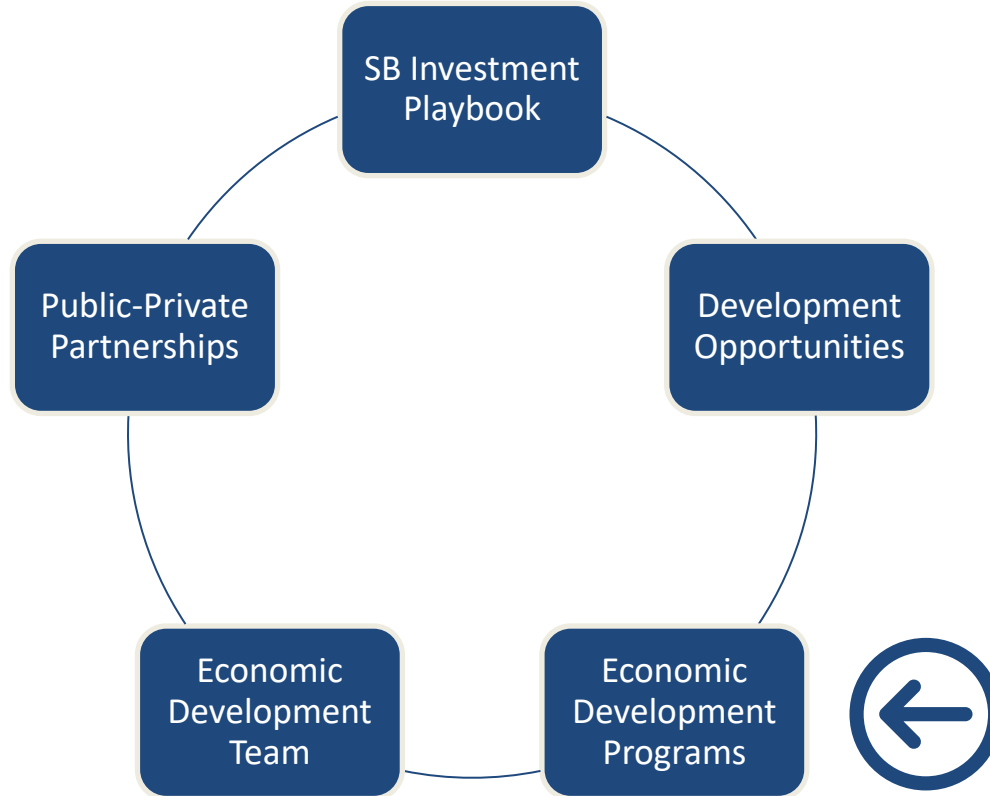


6M

Surplus Land Act
process



Economic Development Connections





Proposed Program

Downtown Entrepreneurial Resource Center



INLAND EMPIRE
Center for Entrepreneurship
CAL STATE SAN BERNARDINO

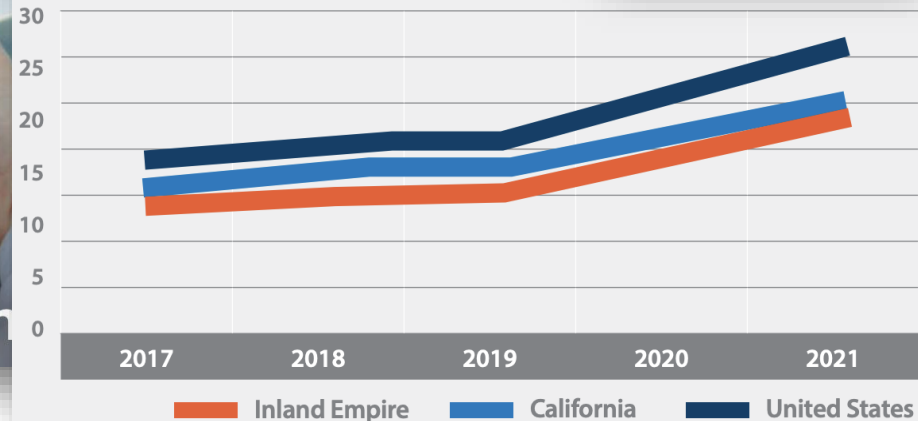
CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO
School of Entrepreneurship

Inland Empire Center for Entrepreneur

The School The Center Degrees Students Co



New Business Density (2017-2021):



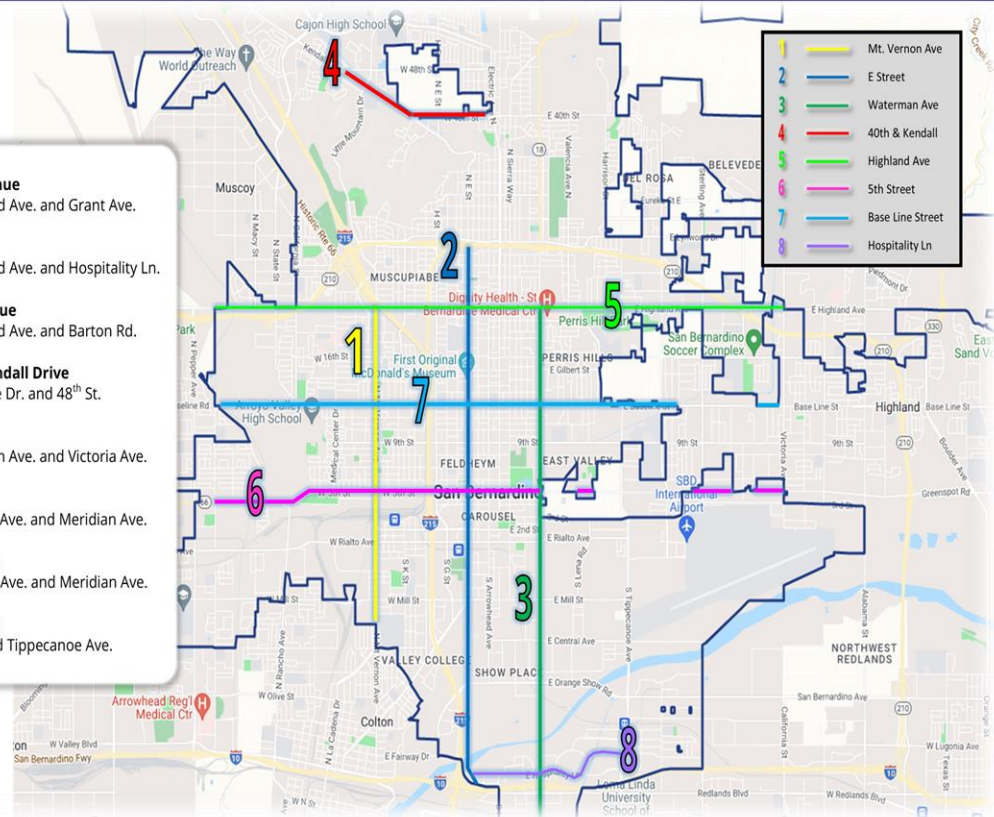


Proposed Program

City of San Bernardino FAÇADE IMPROVEMENT GRANT PROGRAM

- Facilitate Commercial Revitalization
- Stimulate Private Investment and Customer Patronage
- General Shopping opportunities
- Pleasant walking environment by improving visual aesthetics of commercial building facades
- Enhance small businesses

- **Mt. Vernon Avenue**
Between Highland Ave. and Grant Ave.
- **E Street**
Between Highland Ave. and Hospitality Ln.
- **Waterman Avenue**
Between Highland Ave. and Barton Rd.
- **40th Street & Kendall Drive**
Between Lorraine Dr. and 48th St.
- **Highland Ave**
Between Meridian Ave. and Victoria Ave.
- **5th Street**
Between Victoria Ave. and Meridian Ave.
- **Base Line Street**
Between Sterling Ave. and Meridian Ave.
- **Hospitality Lane**
Between E St. and Tippecanoe Ave.





Proposed Program

Revolving Loan Program



Where are the loans available?

RESTART loans are available to businesses located anywhere in the county.

ELIGIBLE BUSINESS TYPES

- Private for profit
- Businesses with 25 or fewer employees
- Minimum 2 year operating history

+

The County of Riverside & AmPac Business Capital are partnering to provide emergency and ongoing capital for small businesses in Riverside County!

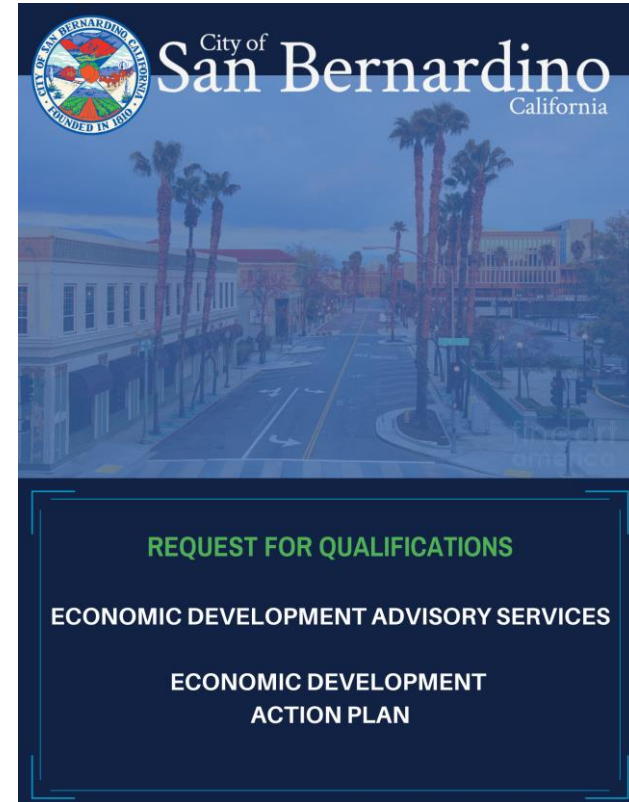
WHERE DO I APPLY?
Visit the website or scan the QR code
www.RivCoBizHelp.org



Proposed Program

Economic Development Action Plan

- Develop economic development **goals for the community** with special focus on each Ward
- Emphasis on **community engagement** and feedback
- Incorporate **existing plans** (Specific Plans, General Plan update, Investment Playbook)





Proposed Program

Marketing and Rebranding

City of
San Bernardino
California

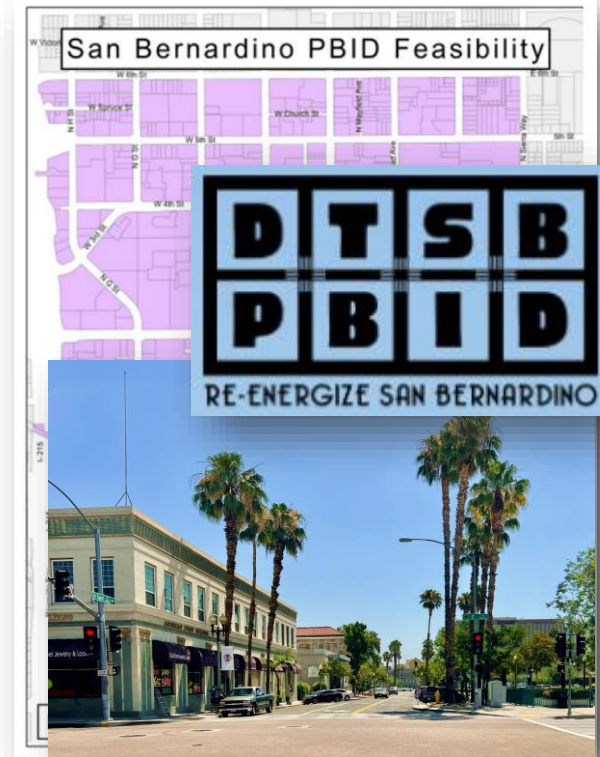




Proposed Program

Property and Business Improvement District

- Steering Committee comprised of property owners developed proposed boundaries and services for the district
 - ✓ Clean & Safe
 - ✓ Capital Improvements
 - ✓ Administration
- Potential for district to begin collecting assessment in January 2025





Proposed Program

Special Event Efforts





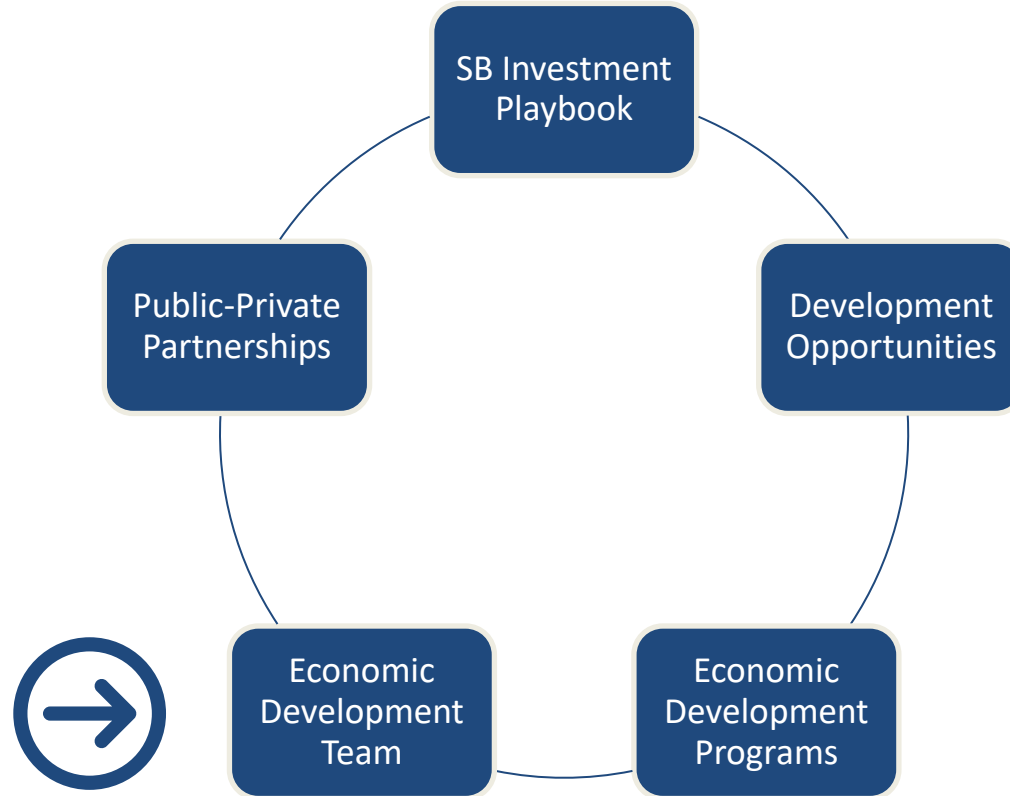
Proposed Program

Operation Restore Hope





Economic Development Connections





Economic Development Division

Services Provided by Economic Development Staff



sbcityced

Follow

Message



118 posts

1,070 followers

95 following

City of San Bernardino

➔ Community & Economic Development Department

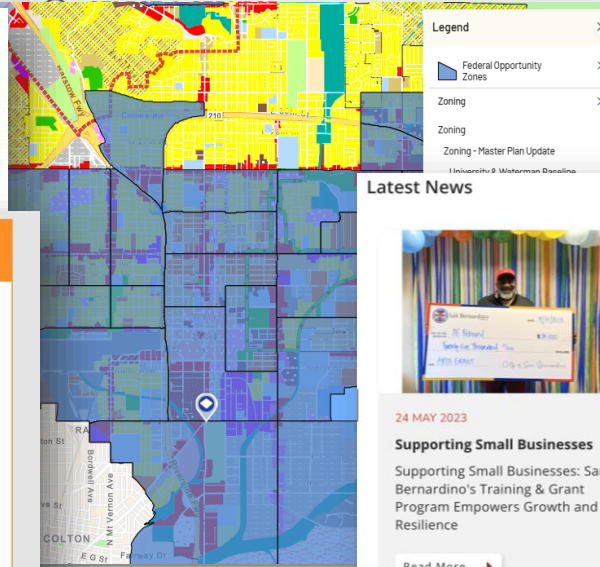
City of
San Bernardino
California

**ECONOMIC
DEVELOPMENT**

JUNE E-NEWSLETTER



City of San Bernardino Economic Development Team Consult



Latest News



24 MAY 2023

Supporting Small Businesses

Supporting Small Businesses: San Bernardino's Training & Grant Program Empowers Growth and Resilience

[Read More](#)



19 MAY 2023

Planning Receives Merit Award

City of San Bernardino Planning Receives Merit Award from American Planning Association

[Read More](#)



Economic Development Partners



TeamCalifornia





Economic Development Partner Event



2023 SAN BERNARDINO COUNTY SMALL BUSINESS CONFERENCE



Are You Ready to Grow Your Business?

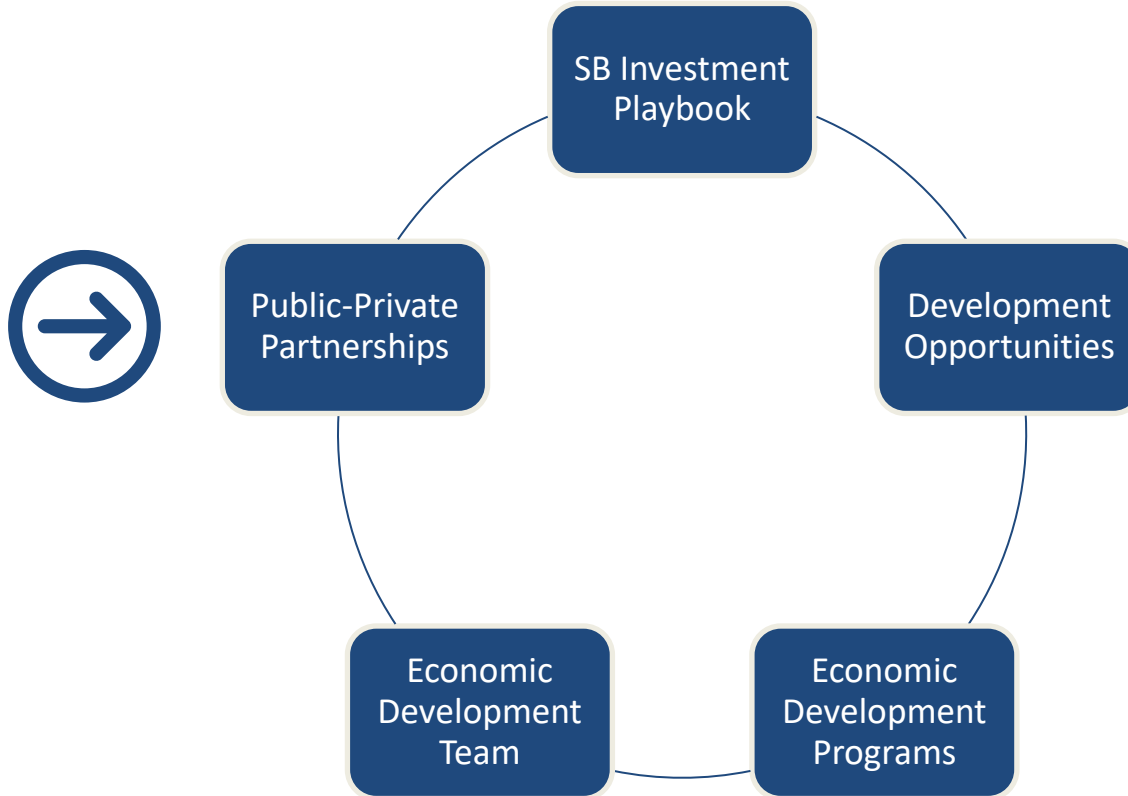
IN PARTNERSHIP WITH:



Economic Development



Thursday, July 27, 2023 | DoubleTree by Hilton Hotel San Bernardino





Immediate Public-Private Partnerships

Pedestrian Activation at Court Street





Immediate Public-Private Partnerships

Downtown Visioning Working Group (Property Owners)





Immediate Public-Private Partnerships

Downtown Revitalization Efforts





Immediate Public-Private Partnerships

Revitalization Efforts

3D Conceptual Rendering Downtown San Bernardino





Recommendations

Staff will recommend at a future meeting the follow actions:

1. Approve a reallocation of \$873,700 of ARPA funds from the Small Business Education and Training Resources allocation to the Entrepreneurial Development Services and Resource Center (“ERC”) for a total of \$1,873,700 allocated to the ERC.
2. Authorize the Interim City Manager, or designee, to take necessary steps to implement and administer the agreement including executing an agreement or Memorandum of Understanding (“MOU”) with the Inland Empire Center for Entrepreneurship in an amount not to exceed \$1,873,700 through December 31, 2026, and signing subsequent, necessary, and related documents to implement the MOU.

New Requests For Funding	FY 2023/24	Future
None. Reallocation of ARPA funds only (\$1,000,000 from Small Business and Training Resources to the Entrepreneurial Development Services and Resource Center)	N/A	N/A



Recommendations

Staff will recommend at a future meeting the follow actions:

3. Authorize the Interim City Manager, or designee, to execute a Professional Services Agreement (\$700,000) the with Making Hope Happen Foundation (MHMF) for Investment Playbook Nerve Center Operator Services; and
4. Direction for Staff to determine feasibility of a Higher Education presence (University Center) in the Downtown San Bernardino area; and
5. Direction for Staff to Re-Release Investment Playbook Fiscal Agent Services RFP; and
6. Review Investment Playbook Projects and provide staff additional feedback on projects at a future Mayor and City Council meeting.

New Requests For Funding	FY 2023/24	Future
None – Nerve Center already budgeted (\$700,000 Measure S)	Already Budgeted	Ongoing (3 years)



Recommendations

Staff will recommend at a future meeting the follow actions:

7. Augment staffing in Economic Development by approving the creation and addition of the following positions and directing staff to return to the Council with job descriptions and salary schedules:
 - a. One (1) Economic Development Director
 - b. One (1) Economic Development Manager (Business Recruitment)
 - c. One (1) Economic Development Manager (Business Retention)
 - d. One (1) Economic Development Manager (Special Events Manager)
8. Approve the addition of one (1) Administrative Assistant position for Economic Development.

New Requests For Funding	FY 2023/24	Future
(1) Economic Development Director	\$280,376	Ongoing
(3) Economic Development Managers (\$186,218 each)	\$558,654	Ongoing
(1) Administrative Assistant	\$80,549	Ongoing



Recommendations

Staff will recommend at a future meeting the follow actions:

9. Authorize staff to evaluate the feasibility of:
 - a. Implementing a Downtown Economic Impact Study
 - b. Property and Business Improvement District Formation
 - c. Pedestrian Activation at Court Street
 - d. Special Event Programming
 - e. Revolving Loan Program
 - f. Retaining a brokerage firm to market city-owned properties
 - g. Establishing a Downtown University Campus
 - h. Implementing an Economic Development Action Plan
 - i. Rebranding
 - j. Expanding Chamber and Association Partnerships

New Requests For Funding	FY 2023/24	Future
Economic Development Feasibility Initiatives (will be brought back at future meetings)	TBD	TBD



Questions



The Bottom Line: Fiscal Impact

City-Wide Initiatives and Staffing Realignment to Reach Goals

Presented by:

Suzie H. Soren, Director of Human Resources

Barbara G. Whitehorn, Agency Director of Administrative Services



Presentation Overview

- Strategic Reserve Overview
- Staffing Comparison Over Time
 - 2007/08 to Current
- Strategic Staffing and Alignment
 - Community, Housing and Economic Development
 - Housing & Homelessness
 - Economic Development
 - Planning



Presentation Overview

- Strategic Staffing and Alignment (cont.)
 - Parks & Recreation
 - Animal Services
 - Public Works / Project Management
 - City Manager's Office
- Department Realignments and Title Changes
- Bottom Line
 - Cost of Strategic Initiatives
 - Cost of Strategic Staffing Realignments



Strategic Reserve

*Items
Included
in
Strategic
Reserve:*

Department/Division	Item	Amount Included
Housing	Housing Compliance Specialist	\$ 117,021
Housing	Housing Project Assistant	79,834
Economic Development	Economic Development Director	280,376
Economic Development	Administrative Assistant	80,549
Economic Development	Economic Development Managers (3)	558,654
Planning	Administrative Assistant	80,549
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Included
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Reserve
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City Manager's Office	Assistant City Manager	297,175
City Manager's Office	Advocacy Contracts – State & Federal	250,000
Planning	Savings from reclassifications	(81,591)
TOTAL		\$ 3,531,929



Additional Priorities

Items “In the Hopper,” unfunded, and anticipated in FY 2023/24 or 2024/25

Item	Amount	Timing
Park Ranger Program	505,900	FY 2024/25
Additional Security Costs – Estimate	1,256,000	FY 2023/24
One Stop Shop – Additional Cost of Buildout	400,000	Mid-Year
ADA Master Plan, Phase 1	500,000	Mid-Year
Bridge Master Plan	500,000	Mid-Year
Preliminary Engineering and Space Study – City Hall	300,000	FY 2023/24
TOTAL	\$ 3,461,900	



Staffing Comparison Over Time



Departments and Divisions Staffing Levels pre-bankruptcy (FY 2019) vs Current

Department / Division	Pre-Bankruptcy (FTE)	Current Staffing (FTE)	Current as %
CED Planning Division	14	10	71%
CED Economic Development Division	6	3	50%
CED Code Enforcement Division	32	21	66%
Parks & Recreation Department (all positions)	32	23	72%
Police Department (all positions)	516	421	82%
PW Project Management/Capital Projects Division	14	3	21%
Human Resources Department			88%
Animal Services Department			108%

Percentages don't tell the whole story!

Current staff inadequate to current needs



Departments and Divisions Staffing Levels pre-bankruptcy (FY 2007/08) and current

Department / Division	Pre-Bankruptcy (FTE)	Current Staffing (FTE)	Current as %
Information Technology Department	25	15	68%
Finance Department (includes Bus. Reg. & Purch.)	31	33	107%
Finance – Purchasing Division	2	4	200%
Finance – Business Registration Division*	10	10	100%
Library (all positions)	27	16	59%
City Manager's Office (excluding Grants, VIP)	7	11	157%
City Clerk (includes Passport Srvcs. & Records)	7	8	115%
Legal Services	24	1 (+BBK)	4%

*Business Registration has moved between Finance and the City Clerk's Office several times since 2007/2008



Community, Housing and Economic Development

Proposed Structure Change

- Break into Two Department:
 - Economic Development Department
 - Community Development Department

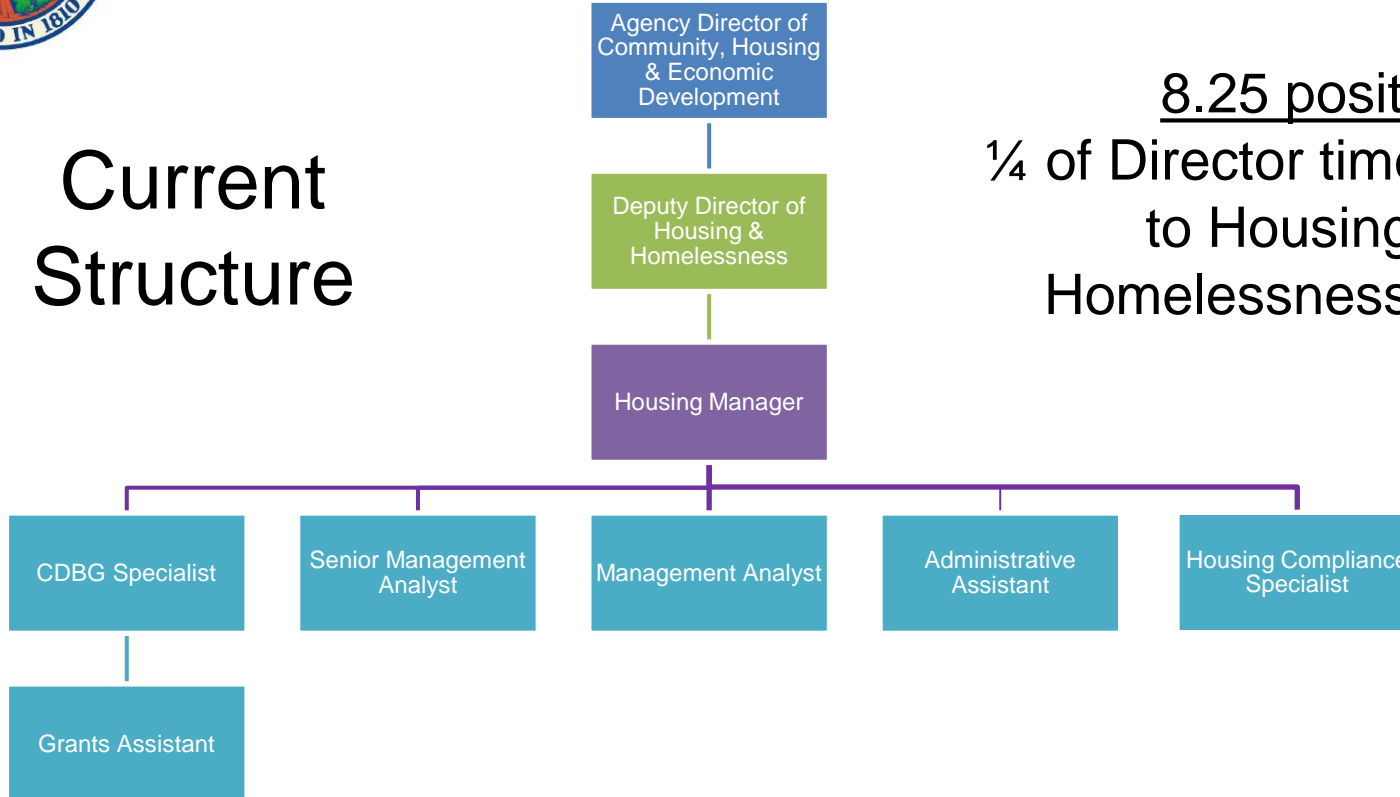


- Strategic Staffing and Alignment
 - Housing & Homelessness Division



Housing & Homelessness Division

Current Structure



8.25 positions

¼ of Director time dedicated to Housing and Homelessness Division



Housing & Homelessness Division

Current
:
8.25

FY
2024:
10.25

FY
2025:
TBD

FY
2026:
TBD

FY
2027:
TBD

Staffing in 2007/08
Unknown



Proposed New Positions

FY 2023/24

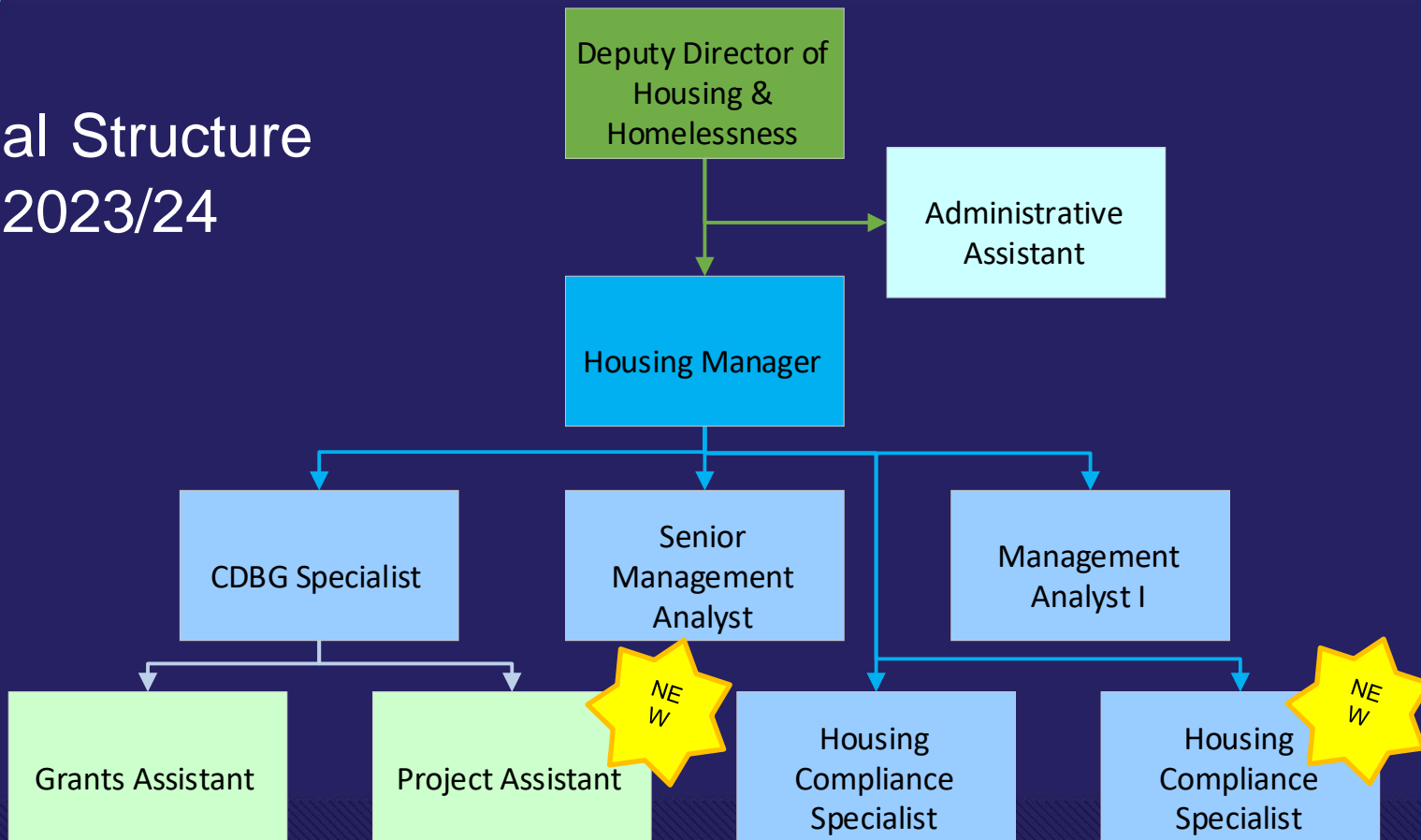
- Housing Compliance Specialist
- Project Assistant

Cost in FY 2023/24: \$196,855 *Included in Strategic Reserve*



Housing & Homelessness Division

Potential Structure FY 2023/24



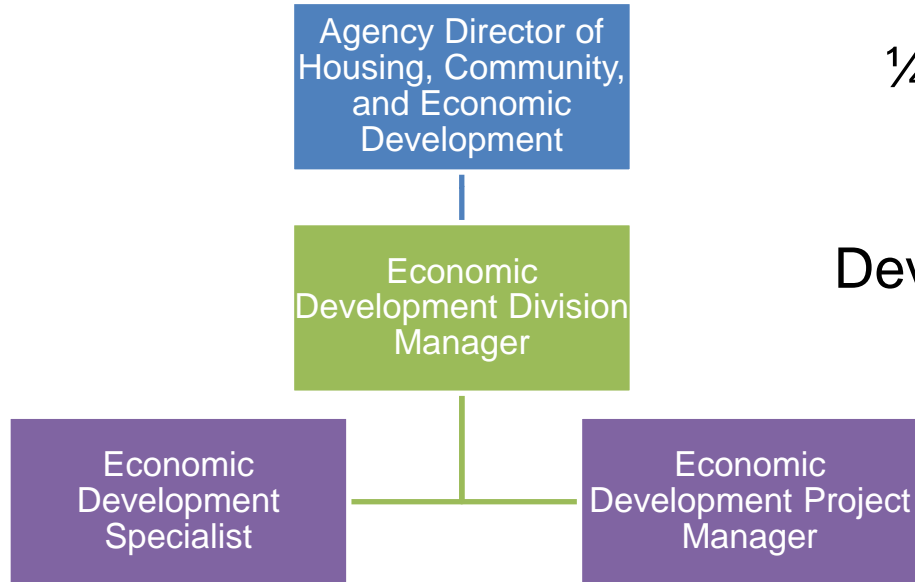


- Strategic Staffing and Alignment
 - Economic Development



Economic Development Division/Department

Current Structure



3.25 positions
¼ of Director time
dedicated to
Economic
Development Division



Economic Development Division/Department

Current
:
3.25

FY
2024:
8

FY
2025:
9

FY
2026:
10

FY
2027:
11

Staffing in 2007/08
6 positions



Proposed New Positions by Year

FY 2023/24

- Director of Economic Development
- Business Recruitment Manager
- Business Retention Manager
- Special Events Manager
- Administrative Assistant

FY 2024/25

- Economic Development Specialist

FY 2025/26

- Economic Development Specialist

FY 2026/27

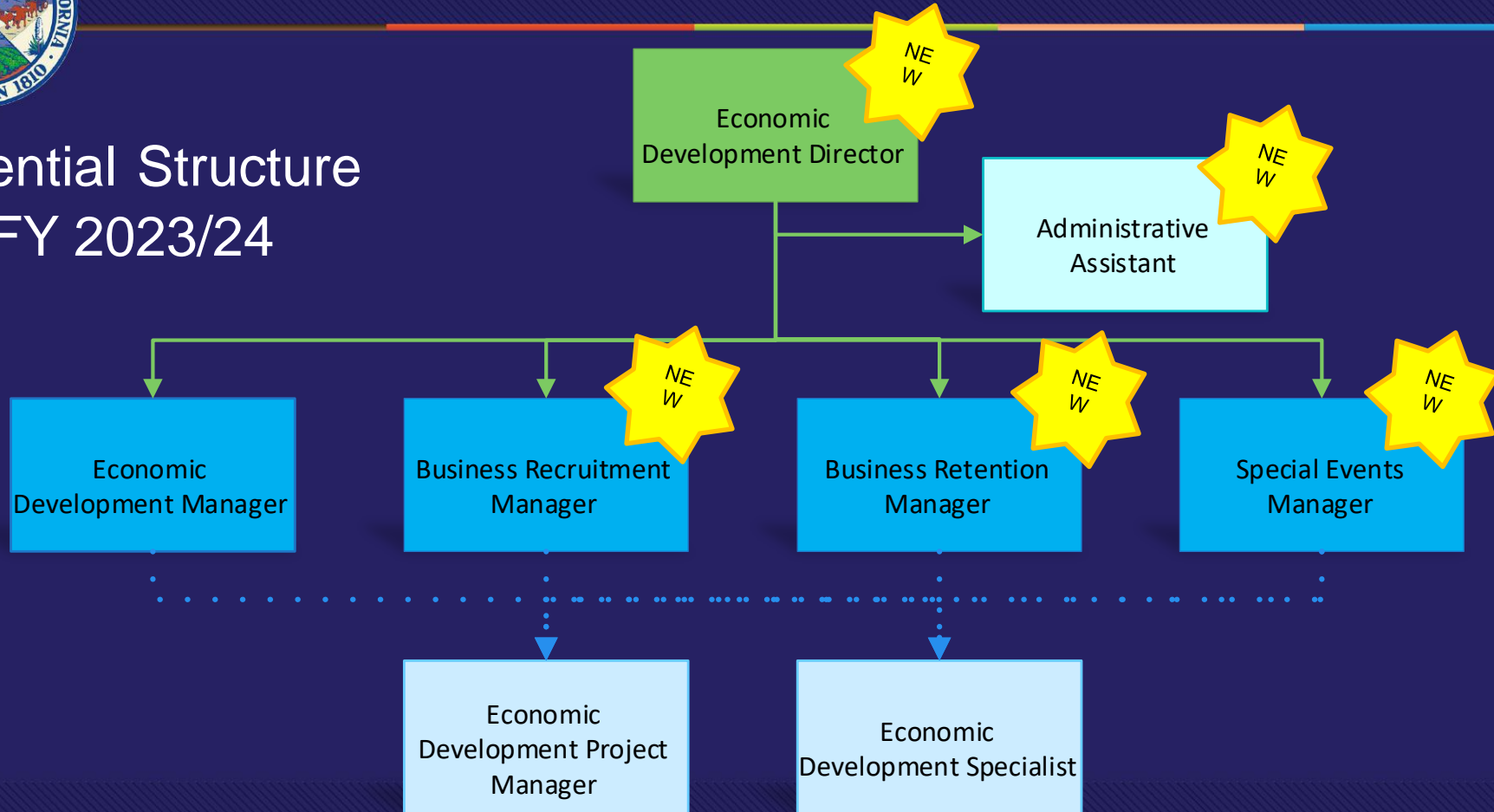
- Deputy Director of Economic Development

Cost in FY 2023/24: \$919,579 *Included in Strategic Reserve*



Economic Development Department

Potential Structure FY 2023/24





Economic Development Department

Benefits of Proposed Structure

- Industry Diversification
- Business Retention and Expansion
- Improved Response Times
- Liaisons to Recruit and Retain Businesses

Cities with Separate Economic Development Departments:

- Corona - Santa Clarita
- Ontario - Fremont

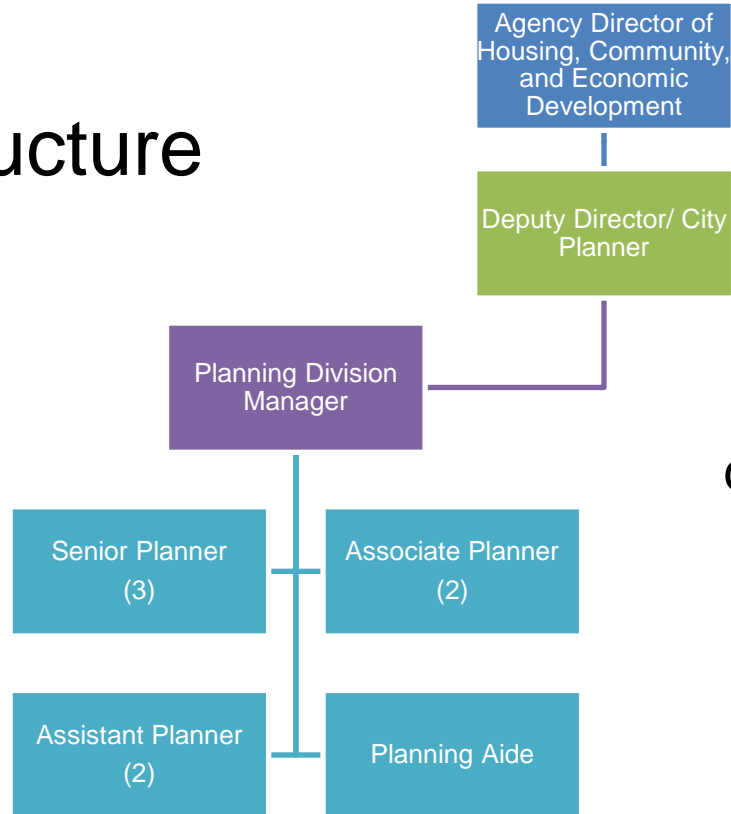


- Strategic Staffing and Alignment
 - Planning



Planning Division

Current Structure



10.25 positions
 $\frac{1}{4}$ of Director time
dedicated to Planning
Division



Planning Division

Current
:
10.25

FY
2024:
13

FY
2025:
TBD

FY
2026:
TBD

FY
2027:
TBD

Staffing in 2007/08
14 positions



Proposed Positions and Changes

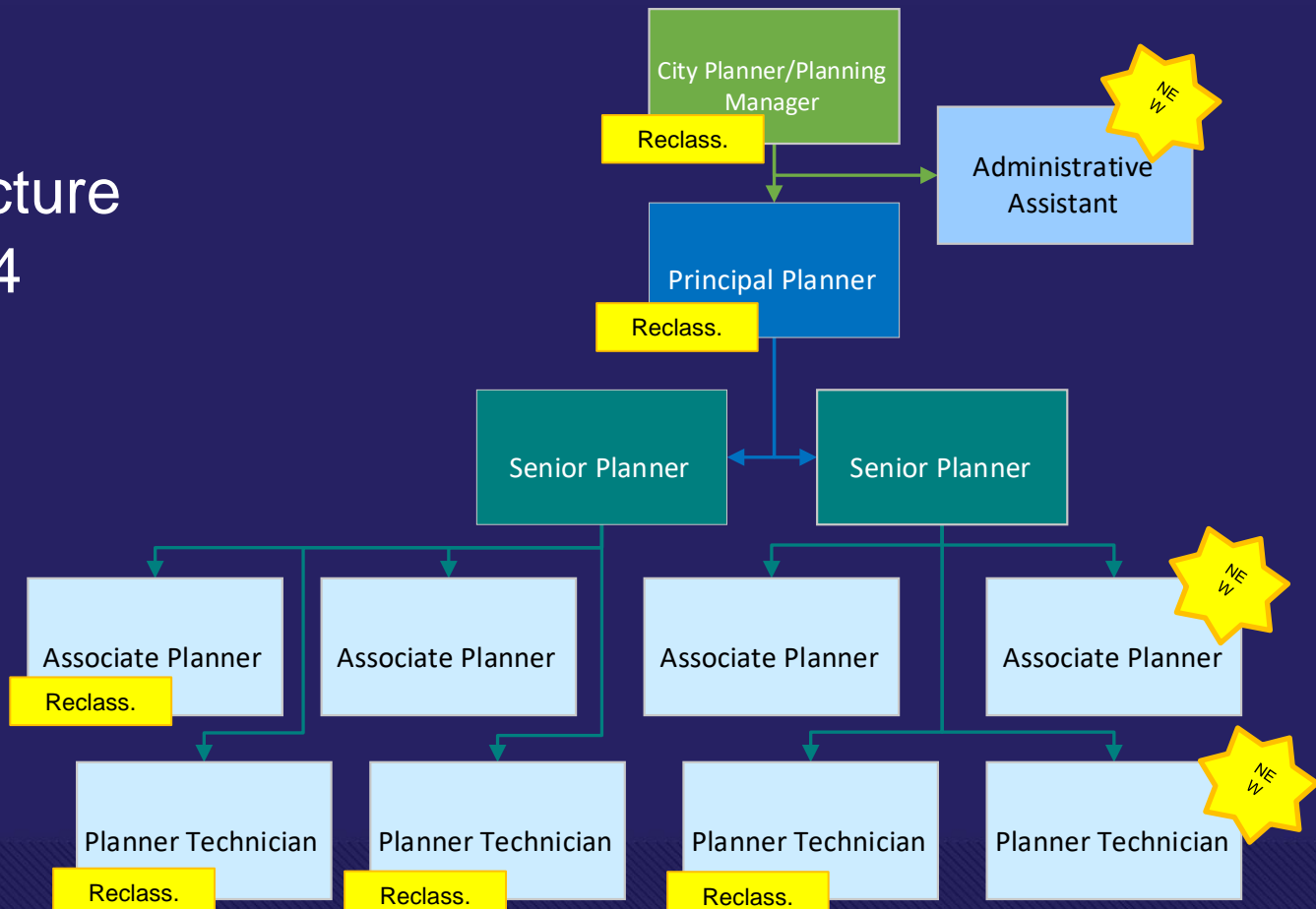
- Reclassify Deputy Director/City Planner to City Planner/Planning Manager (**lower**)
- Reclassify Planning Division Manager to Principal Planner (**lower**)
- Reclassify Planning Aide to Planner Technician (**higher**)
- Reclassify (2) Assistant Planners to Planner Technicians (**equivalent**)
- Reclassify Senior Planner to Associate Planner (**lower**)
- Add Associate Planner
- Add Planner Technician
- Add Administrative Assistant

Cost in FY 2023/24: \$218,071 *Included in Strategic Reserve*



Planning Division

Potential Structure FY 2023/24





- Strategic Staffing
 - SB Police Department

Quality of Life



Quality of Life Team

- Quality of Life focus
- Downtown area
- Police Coordinating with Homeless Outreach Team, Public Works, Parks & Recreation
- Requires ongoing funding to avoid pulling resources from other areas of the City
- **NO ADDITIONAL OPERATING FUNDING** necessary for FY 2023/24

Results from one-month of operations:

Enforcement Type	Results/Quantity
Felony Arrests	7
Misdemeanor Arrests	161
Infractions	154
Parking Citations	94
Tows/Impounds	24
FI Cards	23
Narcotics (MJ)	62.2 lbs.
Cash Seized	\$3,354
Shopping Carts Recovered	34



Proposed New Positions

- 1 Sergeant
- 1 Detective/Corporal
- 6 Patrol Officers
- Positions will be posted and hired in FY 2023/24 to be in place for FY 2024/25.

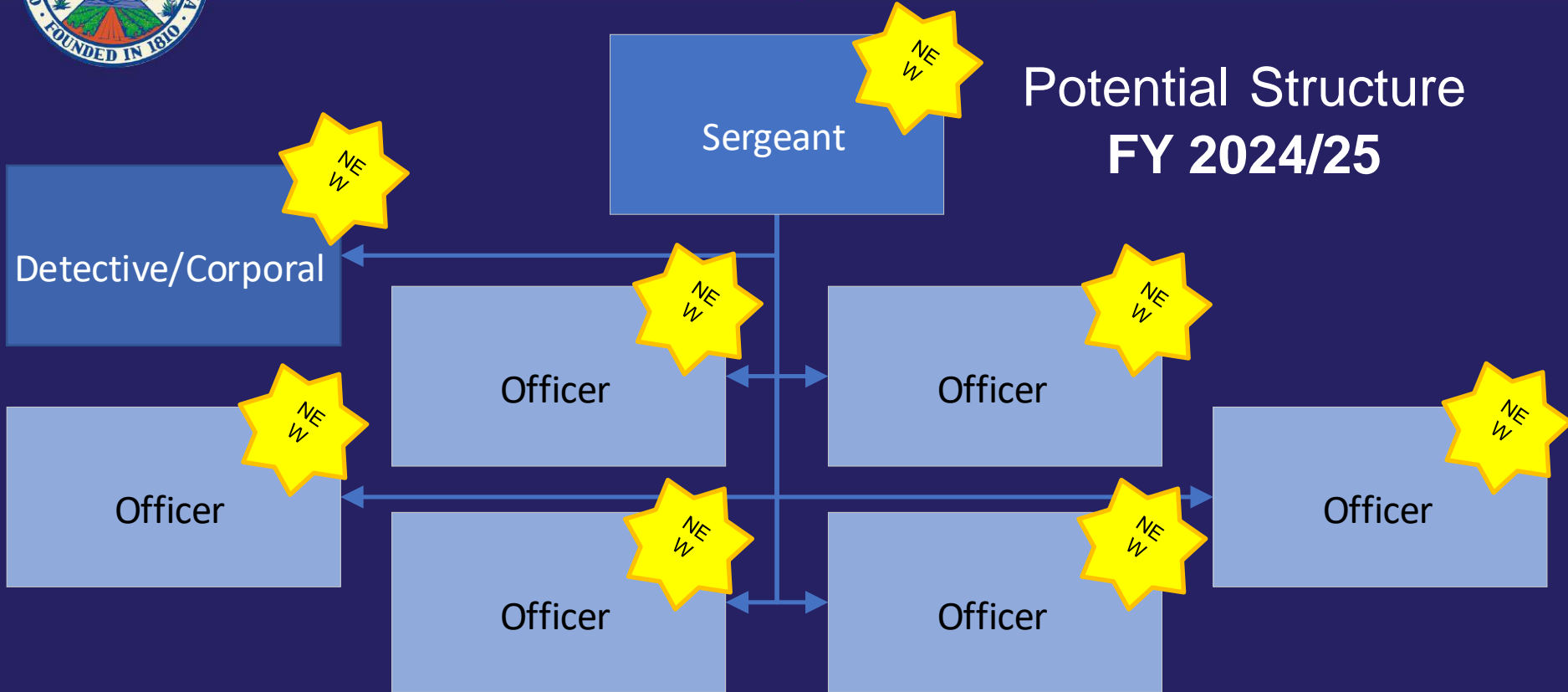
NO ADDITIONAL OPERATING FUNDING necessary for FY 2023/24

Cost in FY 2023/24: \$170,000 for vehicles; will be covered within existing vehicle replacement budget.



Quality of Life PD Team

Potential Structure FY 2024/25



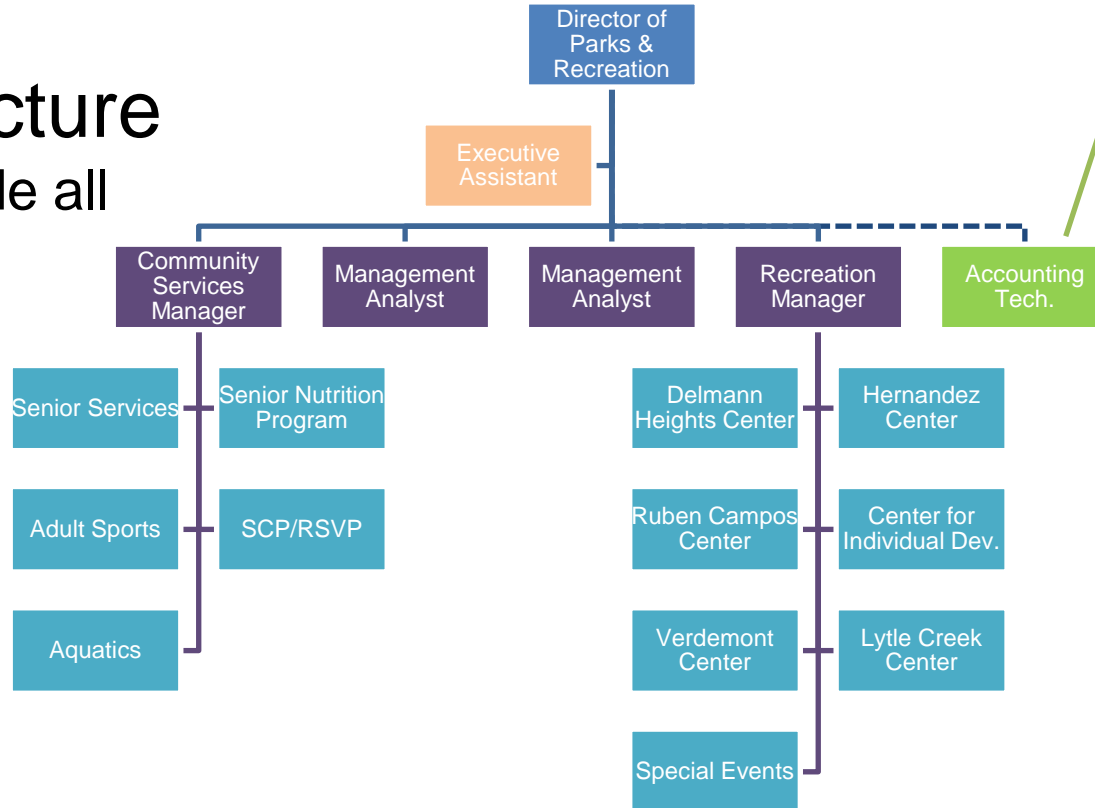


- Strategic Staffing
 - Parks & Recreation



Parks & Recreation Department

Current Structure (Does not include all positions)



Reports to
Accounting
Manager -
Finance



Parks & Recreation: Ranger Program

Park Ranger Program Staffing

Ideal, eventual goal:

- *18 Rangers*
 - *1 Supervisor and*
 - *1 Administrative Assistant*
-
- *5 Vehicles, training, space, uniforms, technology and supplies*

Ramp-up over 5 years and
include park fencing to
minimize security needs



Parks & Recreation: Ranger Program / All Staff

Current
:
0 / 23

FY
2024:
0 / 24

FY
2025:
4 / 27

FY
2026:
7 / 30

FY
2027:
10 /
33

Parks & Recreation total Staffing in 2007/08
32 positions
Current: 23



Proposed New Positions by Year

FY 2023/24

- Deputy Director of Parks & Rec.

FY 2024/25

- Lead Park Ranger
- (3) Park Rangers

Launch Park Ranger Program in FY 2024/25 dependent on revenue at Mid-Year, FY 2023/24

The number of parks, centers and the expanding programs and events makes more high-level support for the Director a necessity.

FY 2025/26

- Reclass Lead Park Ranger to Park Ranger Supervisor
- (2) Park Rangers
- Administrative Assistant

FY 2026/27

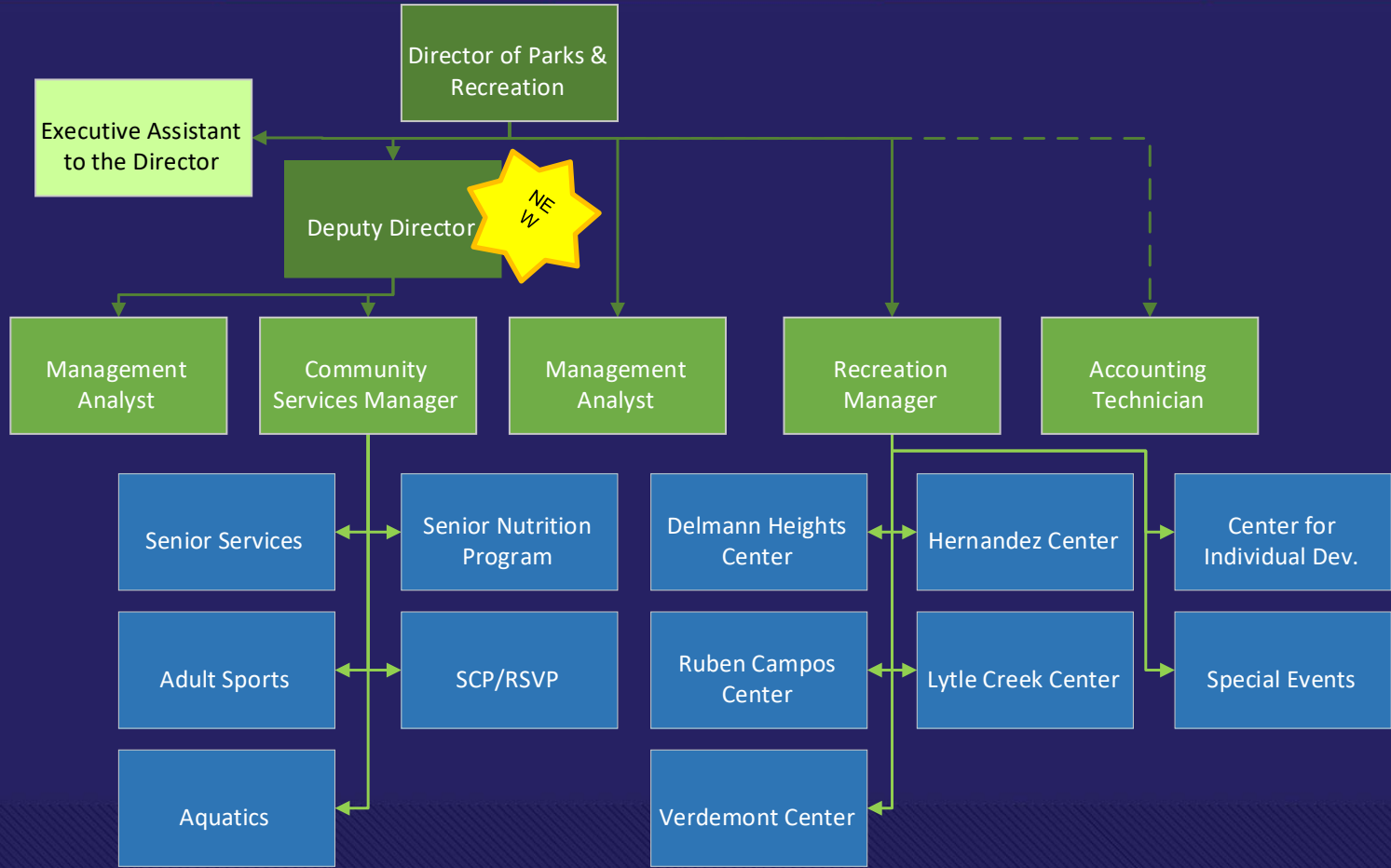
- (3) Park Rangers

Cost in FY 2023/24: \$204,001 *Included in Strategic Reserve*



Parks, Recreation & Community Services

Proposed Structure FY 2023/24



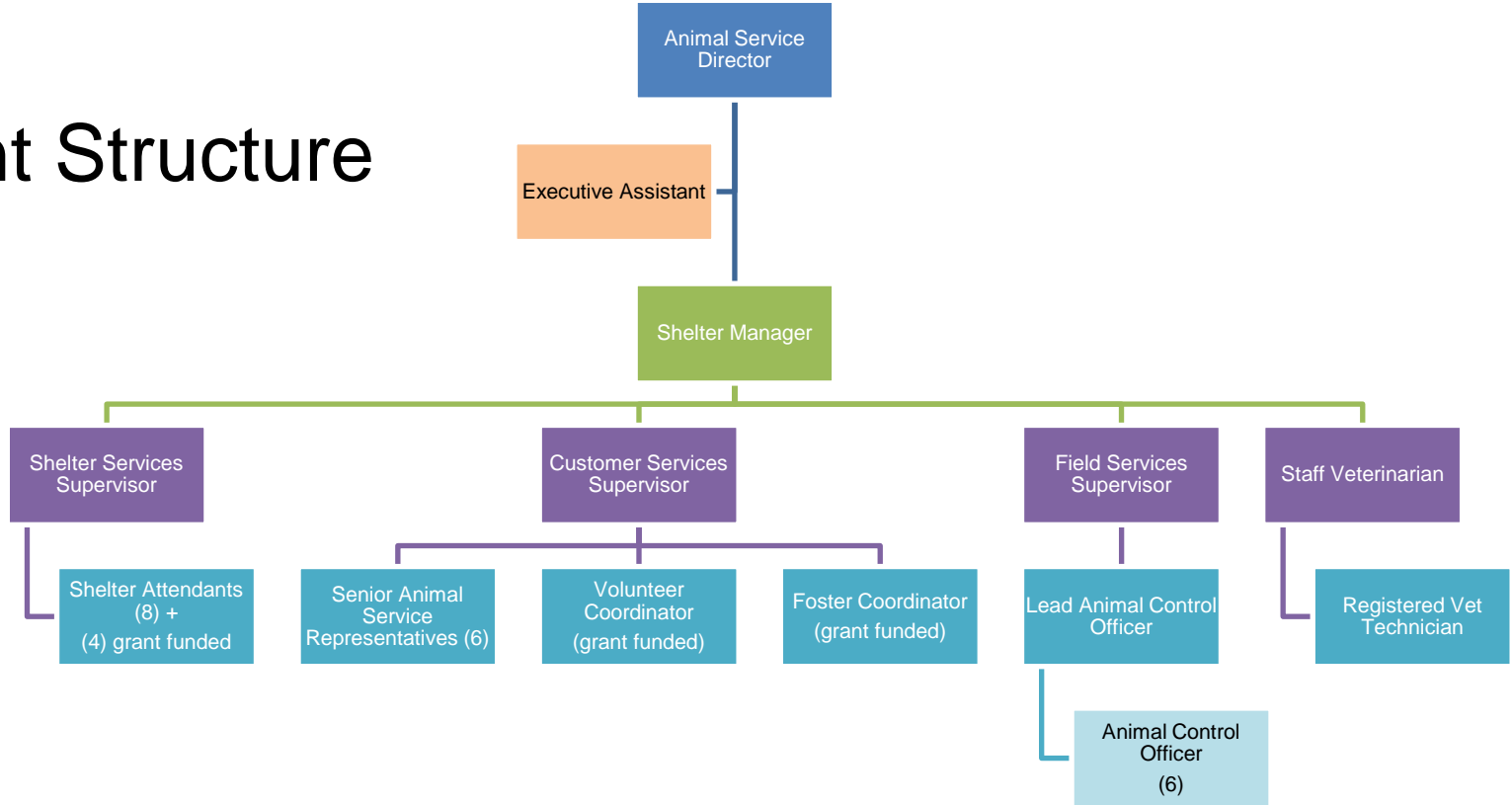


- Strategic Staffing
 - Animal Services



Animal Services Department

Current Structure





Animal Services

Current
:
27

FY
2024:
28

FY
2025:
TBD

FY
2026:
TBD

FY
2027:
TBD

Positions in 2007/08
25 positions



Proposed New Positions

FY 2023/24

- Deputy Director
- Registered Veterinary Technician
- Veterinary Assistant

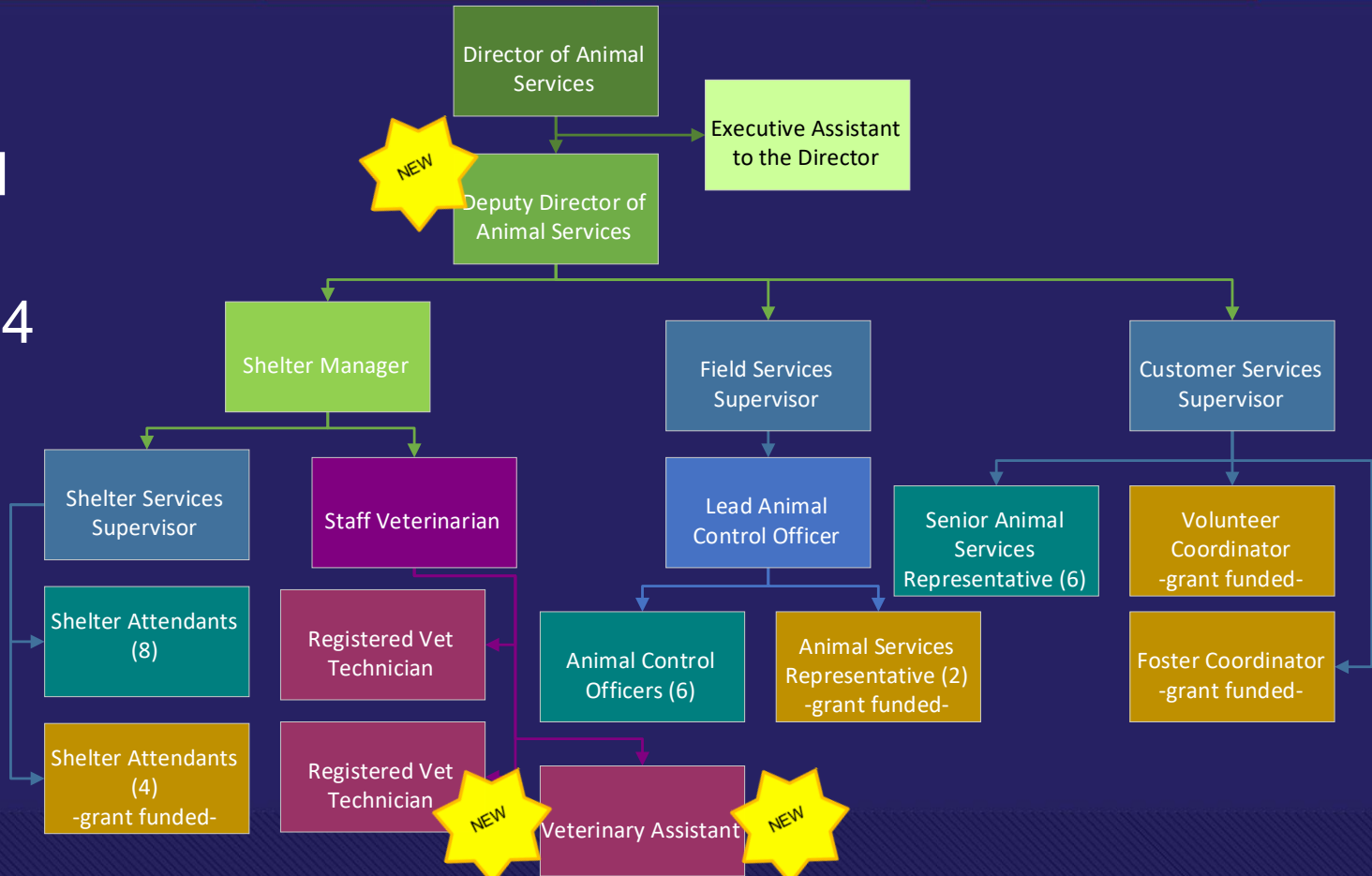
The Animal Services Department is significantly understaffed and continues to see increases in the number of animals at the shelter. There may be potential for regional partnerships; staff will bring more information forward as it becomes available.

Cost in FY 2023/24: \$351,814 Included in Strategic Reserve



Animal Services Department

Proposed Structure FY 2023/24





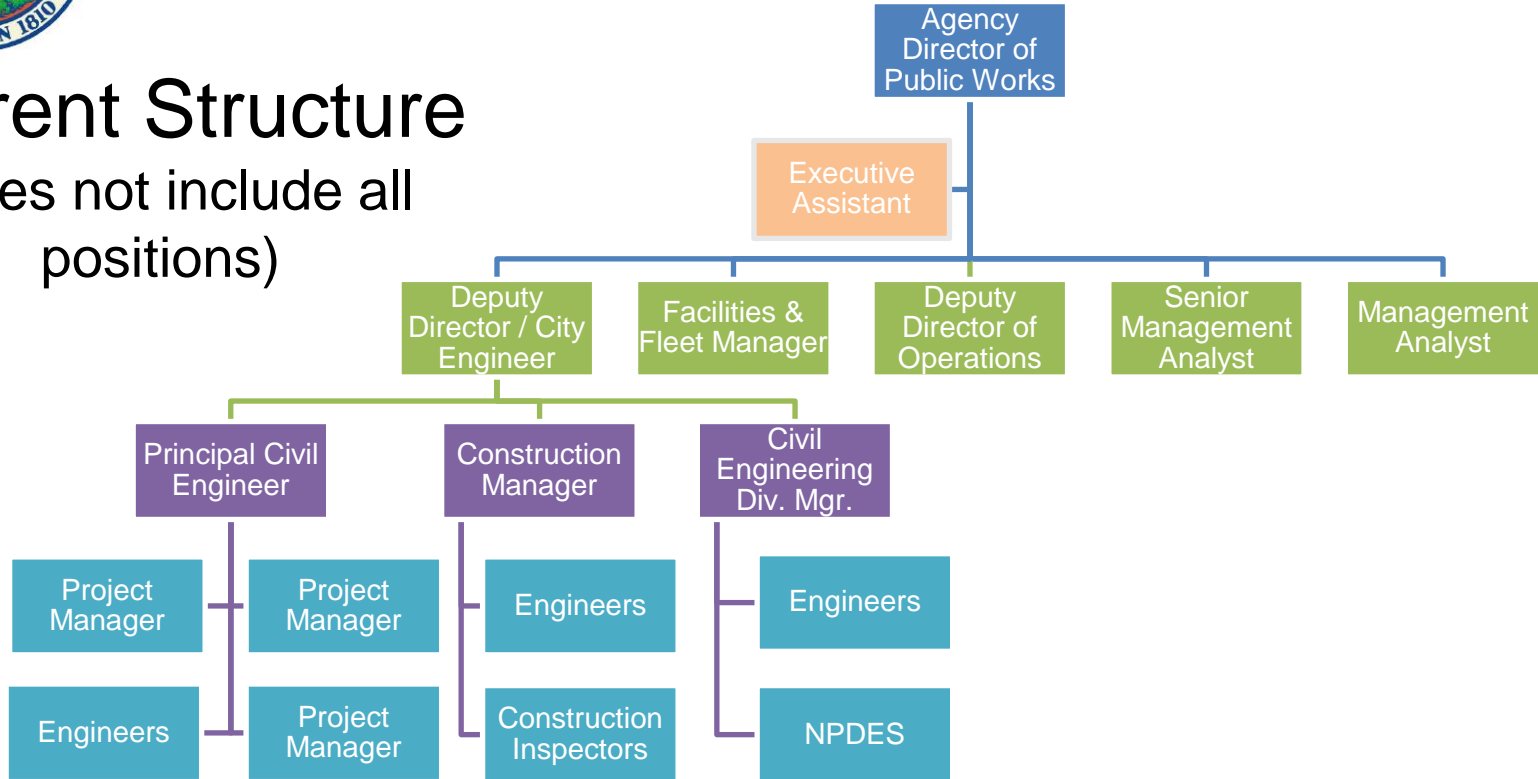
- Strategic Staffing
 - Public Works / Project Management



Public Works Department

Current Structure

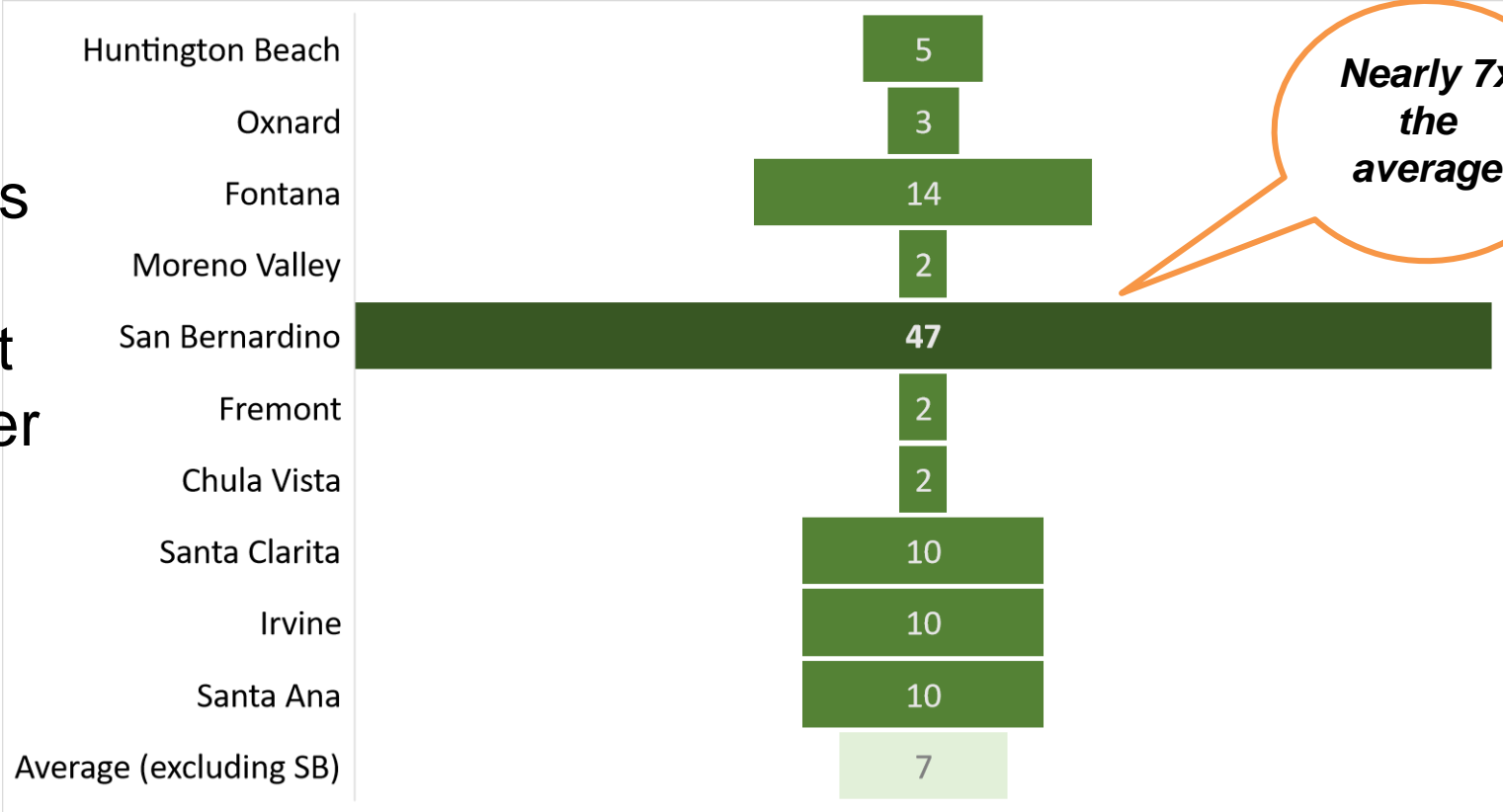
(Does not include all positions)





Public Works: Project Management

Projects
per
Project
Manager





Public Works: Project Management

Project Management Staffing

Industry standard:

- 7-10 Projects per Project Manager

Eventual goal:

- 7-10 Projects per PM
- *If the City averages 100 active projects, minimum of 10 Project Managers; however, the City may consider a balance of staff PMs and contract PMs to avoid overstaffing.*

Ramp-up over 5 years
using contract staff
augmentation in the
interim



Public Works Project Management

Current
:
3

FY
2024:
6

FY
2025:
8

FY
2026:
TBD

FY
2027:
TBD

Positions Identified as “Capital Projects” in 2007/08
(may not all have been Project Managers)

14 positions



Proposed New Positions by Year

FY 2023/24

- (3) Project Managers
- Staff Augmentation - contract

FY 2024/25

- (2) Project Managers
- Staff Augmentation - contract

FY 2025/26

- TBD
- Staff Augmentation - contract, as needed

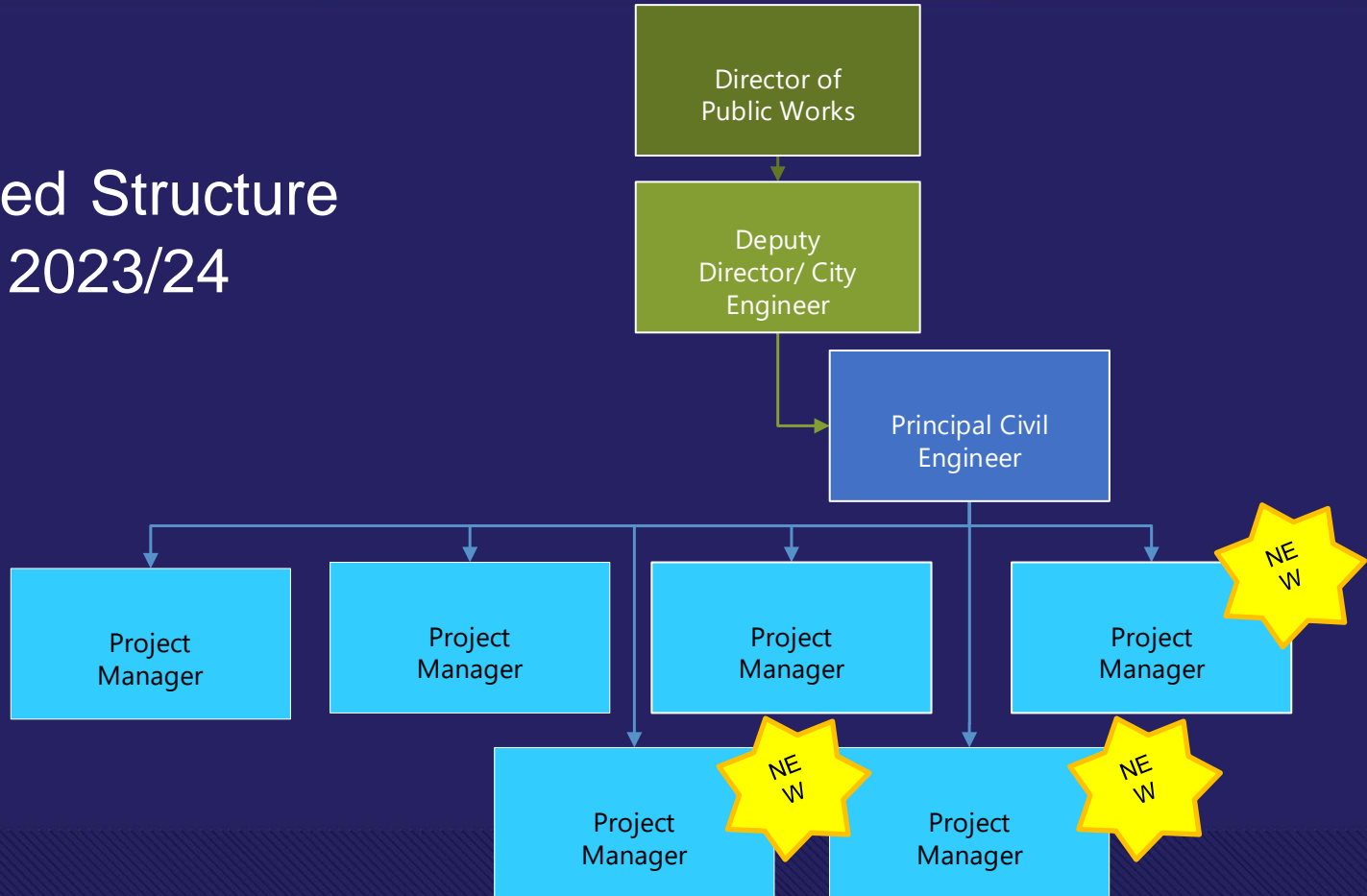
FY 2026/27

- TBD
- Staff Augmentation - contract, as needed

Cost in FY 2023/24: \$514,839 *Included in Strategic Reserve*



Proposed Structure FY 2023/24



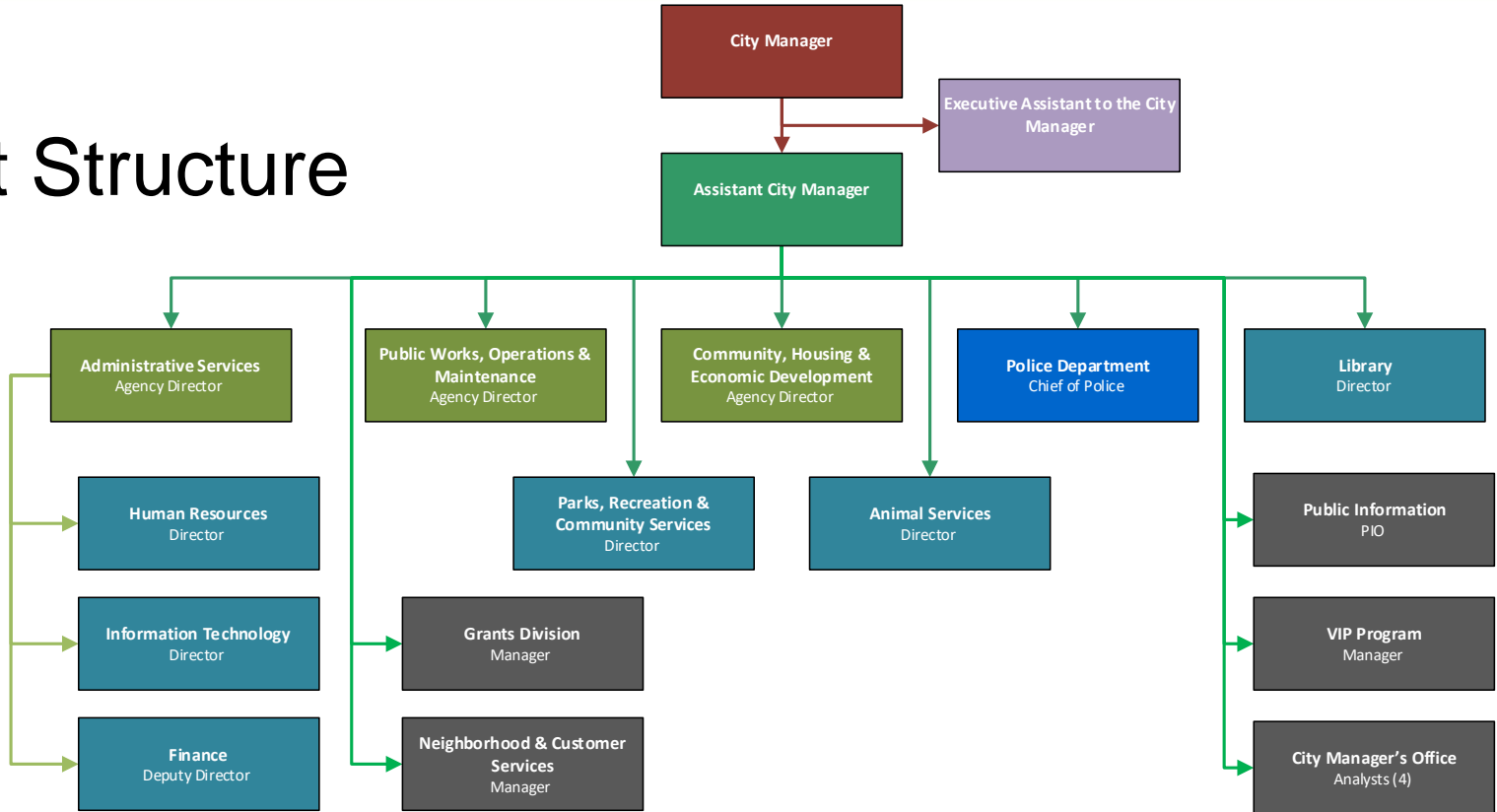


- Strategic Staffing
 - City Manager's Office



City Manager's Office / City Structure

Current Structure





City Manager's Office

- Challenges
 - Span of Control for the City Manager is too Great
 - 7 Departments
 - 4 Divisions
 - 4 Analysts
 - Larger, complex cities need more support at the top
 - Growing cities – economic development and expansion
 - Cities with multiple initiatives underway
 - Reliance on grants and outreach
 - Legislative initiatives need dedicated staff



Assistant / Deputy City Manager Comparison

City	Population	Deputy/Assistant City Managers
Pomona	148,000	1
Corona	157,000	2
Ontario	178,000	2
Moreno Valley	208,000	2
Fontana	210,000	2
Modesto	218,000	2
Fremont	224,000	2
Irvine	310,000	3
Riverside	320,000	3
Long Beach	467,000	5



Proposed Changes – City Structure

Positions, 2023/24

- Assistant City Manager
- Legislative & Governmental Affairs Manager
- Realign departments and balance workload between two Assistant City Managers

Enable the City to track legislative changes, manage lobbyist contracts and actively work to secure funding in Sacramento and Washington, D.C.



Proposed Changes – City Structure

Retitle Departments:

“Community, Housing and Economic Development Department”

- **Economic Development Department**
- **Community Development & Housing Department**

Changing Community Development to Community Development & Housing is more reflective of the purpose of the divisions within the department.



Proposed Changes – City Structure

Retitle Departments:

“Human Resources Department”

- **Human Resources and Risk Management Department**

To reflect the departments functions beyond HR, including Risk Management.

“Finance Department”

- **Finance and Management Services Department**

To reflect the departments functions beyond finance, including Purchasing and Business Registration.



Proposed Changes – City Structure

Agency Directors

Re-title Agency Directors:

Agency Director of Community, Housing and Economic Development

- Director of Economic Development
- Director of Community Development & Housing

Agency Director of Public Works, Operations and Maintenance

- Director of Public Works, Operations and Maintenance

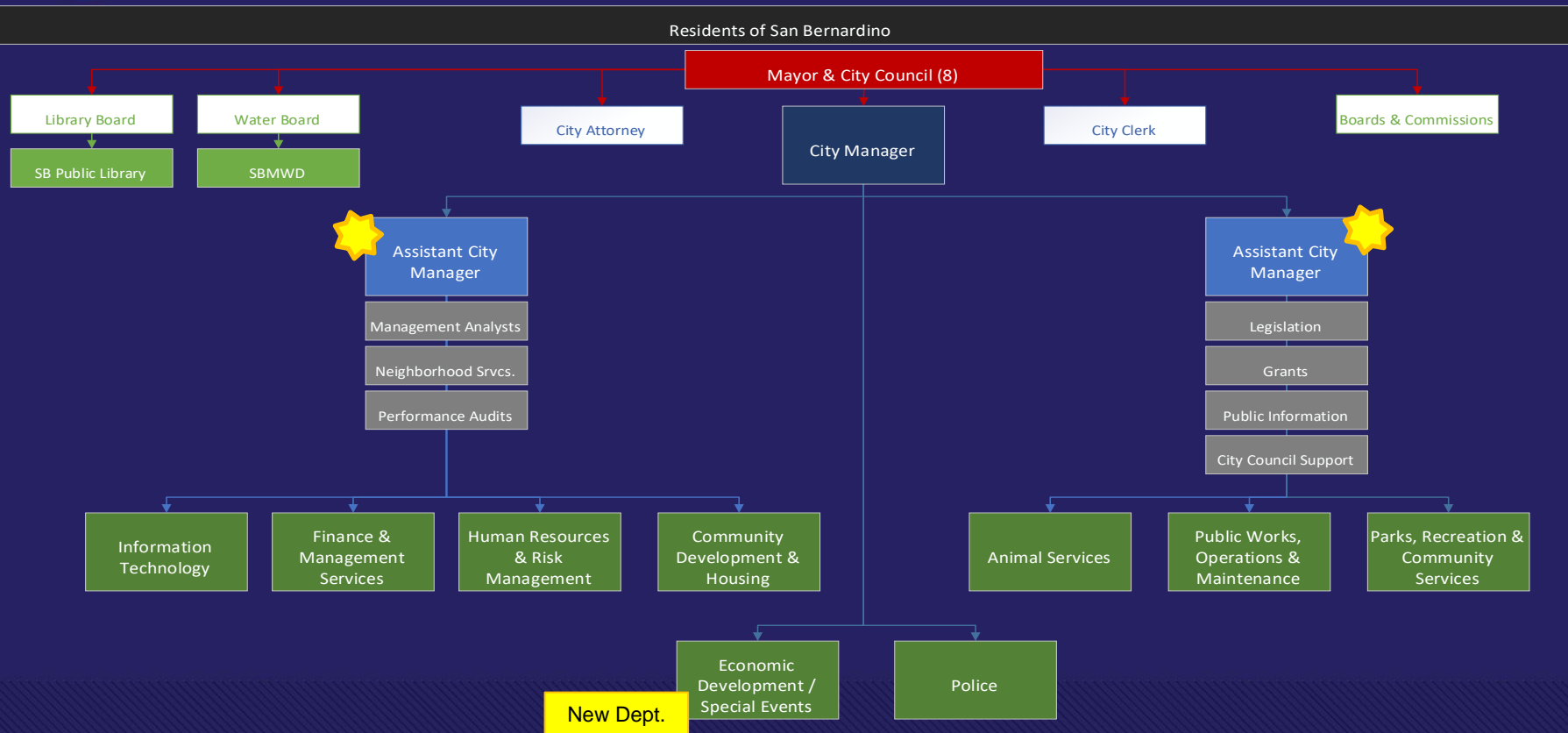
Agency Director of Administrative Services

- Director of Finance and Management Services
- *No longer directing Administrative Services (HR and IT)*



City Manager's Office / City Structure

Proposed Structure FY 2023/24





The Bottom Line: Cost Analysis

Presented by:

Barbara Whitehorn, Agency Director of Administrative Services



Presentation Overview

- Cost of City Initiative Implementation
- Cost of Staffing Realignment



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*Items
Included
in
Strategic
Reserve:*

Department/Division	Item	Amount Included
Housing	Housing Compliance Specialist	\$ 117,021
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Item	Amount	Timing
Park Ranger Program	505,900	FY 2024/25
Additional Security Costs – Estimate	1,256,000	FY 2023/24
One Stop Shop – Additional Cost of Buildout	400,000	Mid-Year
ADA Master Plan, Phase 1	500,000	Mid-Year
Bridge Master Plan	500,000	Mid-Year
Preliminary Engineering and Space Study – City Hall	300,000	FY 2023/24
TOTAL	\$ 3,461,900	



Discussion