



**Mark Dowling**  
Economic Development  
Agency Administrator

**Mission Statement**  
*As civic entrepreneurs, the Economic Development Agency serves existing and future residents, business/community leaders and visitors. The Agency facilitates economic growth through the development and implementation of strategic policies to enhance human and capital infrastructure which leads to a dynamic globally engaged economy.*



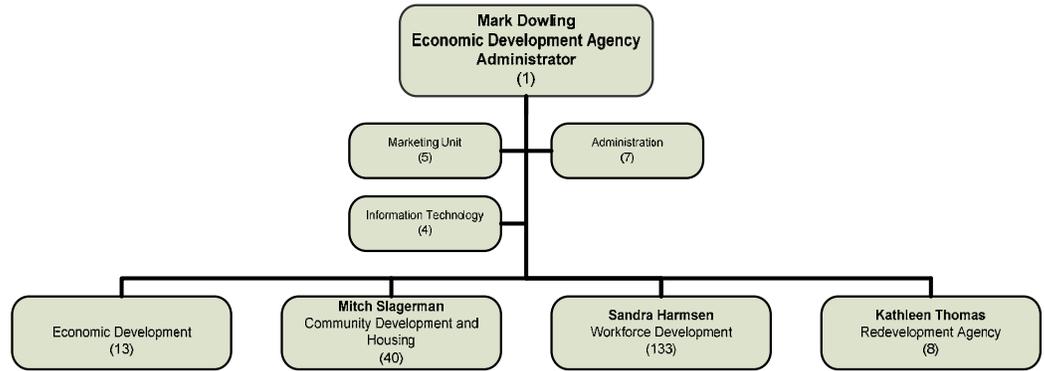
**GOALS**

**IMPLEMENT A MARKETING STRATEGY THAT PROVIDES CLEAR AND EFFECTIVE LINES OF COMMUNICATION CONNECTING CLIENT DEPARTMENTS WITH STAKEHOLDERS**

**DEVELOP AND IMPLEMENT A THREE-YEAR AGENCYWIDE STRATEGIC IT PLAN**

**ECONOMIC DEVELOPMENT AGENCY**

**ORGANIZATIONAL CHART**



**DESCRIPTION OF MAJOR SERVICES**

The Economic Development Agency (Agency) provides overall administrative support and policy implementation to four departments. This includes the facilitation of communication between the County Administrative Office as well as the Board of Supervisors. In addition, the Agency oversees the information technology function and public relations and marketing support for its four departments.

Through the combination of four departments with common goals and objectives, the agency strives to provide leadership and support to all 24 cities, unincorporated communities and private economic development organizations within the County.

**2009-10 SUMMARY OF BUDGET UNITS**

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
<b>General Fund</b>					
Economic Development	5,710,767	380,000	5,330,767		30
Total General Fund	5,710,767	380,000	5,330,767		30
<b>Special Revenue Funds</b>					
San Bernardino Valley Enterprise Zone	212,609	101,140		111,469	-
Community Development and Housing	74,429,154	55,524,652		18,904,502	40
Workforce Development	28,726,410	28,860,792		(134,382)	133
Total Special Revenue Funds	103,368,173	84,486,584		18,881,589	173
<b>Other Agencies</b>					
Economic and Community Development Corp	131	5		126	-
County Industrial Development Authority	39,158	1,000		38,158	-
<b>Redevelopment</b>					
Speedway Project Area	67,541,134	13,632,335		53,908,799	8
Cedar Glen Project Area	10,997,061	655,878		10,341,183	-
VVEDA Project Area	4,714,622	933,100		3,781,522	-
Mission Boulevard Joint Project Area	174,480	34,700		139,780	-
Total Other Agencies	83,466,586	15,257,018		68,209,568	8
<b>Total - All Funds</b>	<b>192,545,526</b>	<b>100,123,602</b>	<b>5,330,767</b>	<b>87,091,157</b>	<b>211</b>

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: IMPLEMENT A MARKETING STRATEGY THAT PROVIDES CLEAR AND EFFECTIVE LINES OF COMMUNICATION CONNECTING CLIENT DEPARTMENTS WITH STAKEHOLDERS.**

*Objective A: Position [www.OpportunityCA.us](http://www.OpportunityCA.us) as a primary source of economic and business information in the region, as related to the programs and objectives of the Agency and its departments.*

*Objective B: Draw recognition for the Agency’s expertise on the regional economy and business environment.*

*Objective C: Expand cooperation with other county departments for marketing support, consulting and leveraging of marketing opportunities.*

*Objective D: Establish and utilize a communications infrastructure to enhance audience reach per dollar.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Percentage increase on the total number of page views for redesigned <a href="http://www.OpportunityCA.us">www.OpportunityCA.us</a> .	N/A	N/A	10%	10%	20%
1B. Percentage increase in number of times the Agency appears in positive or neutral news coverage. (Baseline of 92 in 2008-09)	N/A	N/A	10%	20%	10%
1C. Percentage increase in the number of projects directly involving non-EDA departments. (Baseline of 16 in 2008-09).	N/A	N/A	New	11%	15%

Status

The Agency’s new website launch ([www.OpportunityCA.us](http://www.OpportunityCA.us)) was delayed into the 2009-10 budget year. Existing staff are making some progress with redesigning pages views. Although maintaining a key position vacant (Communications Coordinator) for over one-half of 2009-10, the Agency has begun moving the project further along as recruitment for the Communications Coordinator is underway. Once launched, the Agency will track progress of the website by monitoring total page views. A page view is a standard web metric that refers to a user request to load any single page of an internet site. Due to specific characteristics of the Agency’s target audience, this measure is better than a better-known method of tracking the number of unique visitors, which is often used with advertising-supported websites.

The marketing unit has worked to position the Agency as a regular source of information on the regional economy, housing and other issues in the news. The Agency directors and staff regularly comment on news reports regarding the economy and increasingly provide presentations, advice and notes to organizations both inside the county organization and in the broader community. This part of the Agency marketing division strategy offers increased visibility at comparatively lower cost to advertising and other options.

Additionally, Objective C has been added to expand the marketing division’s role with programs in each of the Agency’s four departments as well as county departments outside of the Agency. By collaborating with outside county departments on shared goals, the Agency helps expand the county’s marketing impact while leveraging resources and relationships to present a professional and articulate message from a larger share of the county organization. This expanded role has impacted staff’s workload, requiring the Agency to focus on critical projects while relegating other projects based on priority and timeline.

**2008-09 ACCOMPLISHMENTS**

- ❖ Led collaborative effort to produce the I-10 Corridor Conference
- ❖ Completed launch of Chino Airport rebranding
- ❖ Organized the County’s representation at various trade shows/conferences targeting industry, retail, aviation and other potential employers
- ❖ IT network infrastructure upgrades have been completed for all locations



Objective D refers to the Agency's strategic shift from marketing to communications. At its simplest, this means spending less on paid advertising, general marketing sponsorships and other means of buying exposure and focusing on free media, leveraging relationships with organizations who offer audience reach and otherwise maintaining a connection to the Agency's target audience while spending less to get it. In 2009-10, the Agency has cut back on paid outreach significantly while maintaining its reach. This has been accomplished through more media outreach and should be enhanced with the new website. The communications infrastructure refers to items such as the website, regular communication with regional media, establishing Agency-created news (such as the Economic Update) and other tools that allow the Agency to communicate regularly with key audiences.

**GOAL 2: IMPLEMENT AN AGENCYWIDE INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE TO SUPPORT AGENCY/DEPARTMENTAL IT INITIATIVES.**

*Objective A: Deploy recommendations from the 2006-07 IT Assessment.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
2A. Percentage implementation of the IT Assessment objectives that have been funded.	25%	75%	100%	93%	N/A

Status

The Agency has implemented all of the objectives for the migration to ISD Service Solution upgrades identified in the 2006-07 IT Assessment. This includes migration to Help Desk, Active Directory, Server Sunsetting, Computer Assessment, Printer Assessment, Anti-Virus Solution, DHCP Solution, Security Patch Solution, Inventory Control, Internet Proxy Solution, Inventory True-up, Equipment Salvage and Password Security. In addition, the Network IT Infrastructure upgrades have been completed for all locations, including the relocation of the Department of Workforce Development and State Employment Development San Bernardino offices to a more suitable location. The only items left unfinished from the 2006-07 IT Assessment are staffing issues (i.e. position vacancies, appropriate classifications), which will remain unsolved pending the current economic situation.

**GOAL 3: DEVELOP AND IMPLEMENT A THREE-YEAR AGENCYWIDE STRATEGIC INFORMATION TECHNOLOGY PLAN TO SUPPORT AGENCY/DEPARTMENTAL IT INITIATIVES.**

*Objective A: To align IT with the Agency's business goals and objectives by developing a three (3) year Information Technology Strategic Plan.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
3A. Percentage of the Agencywide Strategic Information Technology Plan that is developed and finalized.	N/A	N/A	N/A	N/A	100%

Status

Now that critical IT infrastructure is in place, developing and finalizing an Agencywide Strategic Information Technology Plan should optimize the value that IT contributes to the overall organization by aligning the IT strategy to the Agency's business strategy. During the development process, management plans to accomplish the following: (1) a shared understanding of how IT applications, technologies and services will contribute to business objectives – today and in the future; (2) a shared focus on where to expend scarce resources, time and money, including the tradeoffs the organization is prepared to make; and (3) a credible working relationship between the IT organization and the rest of the Agency, evidenced by reliable daily operations, responsive problem management and predictable, innovative solution delivery.

**2010-11 REQUESTS FOR GENERAL FUND FINANCING**

The Agency is not requesting any additional General Fund Financing for 2010-11.

**2010-11 PROPOSED FEE/RATE ADJUSTMENTS**

The Agency is not requesting any proposed fee/rate adjustments for 2010-11.

If there are questions about this business plan, please contact Mark Dowling, Agency Administrator, at (909) 387-9801.





**Mark Dowling**  
Agency Administrator  
Acting as Interim Director

**Mission Statement**  
*The Economic Development Department fosters sustainable economic growth, opportunities for job creation and revenue enhancement through comprehensive business expansion, attraction, and retention programs and services. The department will create strategic partnerships with public and private entities to enhance global competitiveness and entrepreneurial development.*



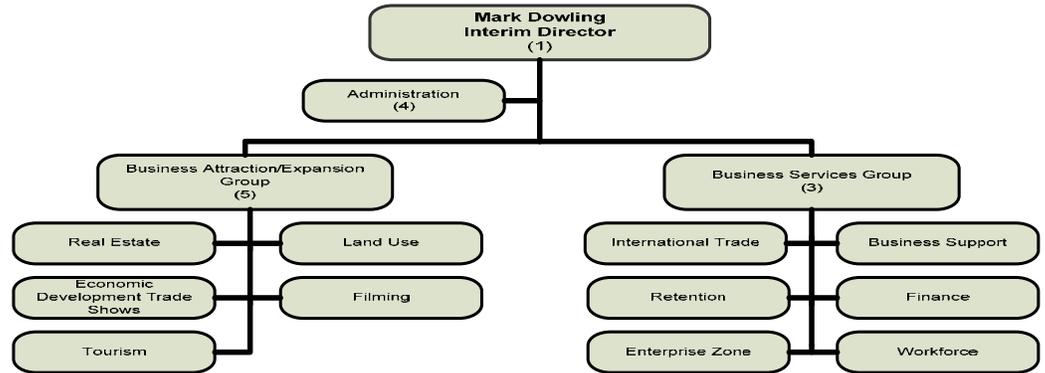
**GOALS**  
FOSTER JOB CREATION,  
INCREASE PRIVATE  
INVESTMENT AND  
ENHANCE COUNTY  
REVENUES

CONTINUE TO DEVELOP  
OVERSEAS  
CONNECTIONS OF  
GLOBAL MARKETS

ENHANCE THE  
COUNTY'S POSITION AS  
A TOURIST  
DESTINATION AND A  
VIABLE LOCATION TO  
MAKE FILMS

## ECONOMIC DEVELOPMENT

### ORGANIZATIONAL CHART



### DESCRIPTION OF MAJOR SERVICES

The Department of Economic Development's major goal is to foster job creation, increase private investment and enhance county revenues through the implementation of a countywide economic development strategy. The department focuses on providing economic opportunities for the county's businesses, fostering a competitive environment and positioning the county as a highly competitive region for business. The department targets industry sectors with high-growth potential offering high paying jobs.

The department spearheads initiatives with local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations. These groups include the State of California, San Bernardino County cities, the County of Riverside, non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives. Outreach to private sector stakeholders is also conducted via a comprehensive media/marketing campaign.

The department also creates and develops necessary support structures to foster a positive and creative business climate by offering a wide array of economic development programs and services including the following:

- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- International Trade Services
- Enterprise Zone and Program Management
- Small Business Assistance and Technical Support
- Technical Assistance and Marketing Support to County Cities and Economic Development Stakeholders

### 2009-10 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
<b>General Fund</b>					
Economic Development*	5,710,767	380,000	5,330,767		30
Total General Fund	5,710,767	380,000	5,330,767		30
<b>Special Revenue Fund</b>					
San Bernardino Valley Enterprise Zone	212,609	101,140		111,469	-
Total Special Revenue Fund	212,609	101,140		111,469	-
<b>Total - All Funds</b>	<b>5,923,376</b>	<b>481,140</b>	<b>5,330,767</b>	<b>111,469</b>	<b>30</b>

\* This budget unit includes the Economic Development agency as well as the Department of Economic Development.

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: TO FOSTER JOB CREATION, INCREASE PRIVATE INVESTMENT AND ENHANCE COUNTY REVENUES THROUGH THE ATTRACTION AND EXPANSION OF BUSINESS.**

*Objective A: Increase the number of job opportunities within the county by assisting with the expansion and attraction of new and existing businesses.*

*Objective B: Assist in keeping our existing businesses progressive and profitable and allowing companies the opportunity to grow within our community.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Number of jobs created through the attraction and expansion efforts of the ED Department within the County of San Bernardino.	N/A	530	1500	650	700
1B. Increase the percentage of business retention visits within the County. (Baseline for 2008-09 is 160 visits, 2009-10 estimate is 50) replacing with 1B new.	N/A	N/A	237%	-31%	N/A
1B. (New) Percentage increase in the number of events and/or programs produced or sponsored in collaboration with public/private, economic development stakeholders that reinforce small and medium size companies' ability to stay recession proof. (Baseline for 2009-10 is estimated to be 20.)	N/A	N/A	N/A	N/A	20%

Status

With the downturn in the economy, very little development has occurred within the county during the past year. Through the first nine months of 2009, permits issued within the commercial and industrial sectors decreased an average of 70 percent from the 2008 calendar year. In eight of the first 10 months of 2009, not a single office development permit was issued. Zero industrial permits were applied for in seven of the first 10 months of the year and three months passed without any retail permits issued. This economic reality is reflected in the "number of jobs created" reported in measurement 1A. Regardless, the attraction team within the Department of Economic Development has continued to work with local brokers, developers and site selection representatives. The recruitment of new tenants to the area is now the primary focus of this team. In the past year, the department assisted with projects such as Trader Joe's and Post Cereal's distribution centers. The department continues to prepare site responses and answers many questions in relation to businesses moving into and expanding within the county.

Additionally, there has been substantial interest in establishing alternative energy projects within the High Desert. The county, with the help of the Economic Development, had five projects submitted for conditional use permits (CUP) for solar farms this year. While solar projects do not ultimately contribute to long term, substantial job growth, the construction phase of these projects will give the industry a boost of approximately 560 jobs during this down cycle.

**2008-09 ACCOMPLISHMENTS**

- ❖ Completed restructuring of the Department
- ❖ Hired and trained five new staff members (approximately half of the total current staff)
- ❖ Partnered throughout the year with 40 economic development organizations to leverage much needed resources and services to the local business constituency
- ❖ Partnered with Department of Airports to promote business development at the six County airports
- ❖ Created structured process for the business loan program
- ❖ Attended 8 trade shows and conferences to promote the County's development and tourism opportunities
- ❖ Led a team of public and private San Bernardino County stakeholders to participate in the Global U.S. Investors Forum in Seoul, Korea, where overseas investors learned about foreign direct investment opportunities in San Bernardino County



As a result of the downturn in the economy, and the deletion of 1 ECD Specialist II and 3 Business Services Specialist positions, the department is changing its focus and services delivery with respect to retaining area businesses by addressing them in large group settings versus the one-on-one retention visits as performed in the past. This approach allows the department to impact a larger business audience. This has been successfully implemented by launching the Business Insight Series and Business Stimulus Series which focus on teaching area CEO's, entrepreneurs and high level managers essential business survival skills, leadership development, strategic planning and employee retention strategies. The programs also serve to showcase prominent business leaders and visionaries who are making an impact in the economic recovery of our region. Additionally, the department provides funding and in-kind resources to area partners whose missions dovetail with the departments objectives. The department has also continued to work with the Department of Workforce Development, which acts as the eyes and ears within the business community, by attending meetings with local businesses to address their specific needs and to provide information on how the department can assist. This allows the department to provide individual services to businesses.

With fewer staff, Measurement 1B is no longer a viable objective and will be phased out and replaced with Measurement 1B (new): "Number of events and/or programs produced or sponsored in collaboration with public/private, economic development stakeholders that reinforce small and medium size companies ability to stay recession proof." Small and medium size businesses are the lifeblood of our economy, but even during good economic times, running a business is not easy. In times of mounting challenges, business owners need to re-assess their current business model to fit the changing economic landscape. The limited resources will be directed to identifying and bolstering the entities that provide business constituents with access to essential business networks, resources, business coaching, training, leadership development and employee retention strategies, ensuring that companies have the best resources to stay recession proof and in some cases, thrive under this new business environment.

**GOAL 2: ESTABLISH AN IMAGE OF THE COUNTY AS A GLOBAL AND DIVERSE BUSINESS CENTER BY CONTINUING TO DEVELOP OVERSEAS CONNECTIONS, INFRASTRUCTURE AND UNDERSTANDING OF GLOBAL MARKETS.**

*Objective A: Create a network of global business partners that will assist in promoting the County of San Bernardino as North America's leading region for international business opportunities and foreign direct investment.*

*Objective B: Educate local County of San Bernardino businesses on how to take advantage of export/import markets.*

*Objective C: Provide county area companies with business development opportunities abroad.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
2A. Percentage increase of global business partners established and actively engaged with the County of San Bernardino. (Baseline for 2006-07 is 15 partners)	130%	100%	25%	0%	0%
2B. Percentage increase of Individuals that are provided with customized international training services. (Baseline for 2006-07 is 64 individuals)	50%	6%	16%	0%	0%
2C. Number of business delegates participating in trade missions led by the department.	15	11	20	0	N/A

Status

Companies who have a global outlook are better suited to compete in the 21<sup>st</sup> Century. If companies are only selling their products and services in the United States, they are only reaching five percent of the world's population and one-third of the world's purchasing power. The capability and outreach made possible by the County of San Bernardino International Trade Division helps to stimulate more businesses, particularly Small and Medium Enterprises (SME), to expand or develop international trade activity. Similarly, foreign businesses and investors seeking joint ventures or direct investment have improved access to prospective joint venture partners and communities. Collectively, the international trade and investment outcomes expected from partnership activities boost long-term growth and job creation within the County of San Bernardino. According to a 2006 study from the California Policy Institute at Claremont, 45,000 jobs in the County of San Bernardino are directly tied to international trade and responsible for adding \$16 billion to the county's economy. Moreover, increasing the participation of San Bernardino County businesses in international trade, most notably on the part of SME's, helps improve diversity and stability in our economy.

Growth for measurements 2A, 2B and 2C is directly tied to personnel and resources available within the department. The number of global business partners engaged will remain at approximately 70 stakeholders and the amount of individuals provided with customized international training services should hold steady at approximately 100. Due to the deletion of the ECD Specialist II position and a change in focus with respect to international trade, growth progress within established performance measurements is forecast to reflect a "holding pattern" for the 2009-10 estimate and 2010-11 target time periods. With a shift in focus from international trade to general business services and retention efforts, the department anticipates trade missions will be put on hold and replaced with local economic development projects, business retention services and training. As a result thereof, performance Measurement 2C will be eliminated in 2010-11.

**Goal 3: ENHANCE THE COUNTY OF SAN BERNARDINO'S POSITION AS A TOURIST DESTINATION AND PROMOTE THE COUNTY AS A VIABLE LOCATION TO MAKE FILMS THROUGH BRANDING AND MARKETING.**

*Objective A: Promote the county's high quality filming locations, close proximity to Hollywood and the favorable climate conditions to members in the filming industry.*

*Objective B: Promote specific regional tourist destinations.*

*Objective C: Sponsor events that create tourism within the county.*

Status

Many areas of the county, including the mountain and desert communities, rely heavily on tourism as the primary economic engine in these regions. Tourism is also an important source of local revenue in terms of sales tax and Transient Occupancy Tax (TOT). It is vitally important that the county support tourism development. This past year, the department distributed close to \$260,000 in TOT revenue back to 19 entities throughout the county that promote tourism to the area.

Recognizing that travelers visit destinations and then pick hotel and restaurant amenities that are within the local area, the department has created the San Bernardino County Destination Tourism Council. The Council serves four primary purposes: to create a communication platform between the destinations (mountain communities, casino, arena, shopping experiences, convention center, airports); to educate the members about current trends in the industry; to familiarize one another about their own venues; and to provide for collaboration between the venues. Additionally, the department and the Economic Development Agency marketing group contracted with an outside agency to develop a baseline understanding of the San Bernardino County tourist. Through the gathering of existing material and surveys done by an external consultant along with conducting interviews of tourists to the county, the Agency has developed a tourist profile that will provide background needed to develop a tourism marketing strategy that will be completed next fiscal year. Lastly, the department is revamping its website to include new technology that will allow visitors to obtain even more information on what there is to do and see in the area through video, pictures and GIS mapping.

San Bernardino County has been an important location for filming for many years. Much like tourism, filming can have a direct positive economic impact on the county's businesses as well as county sales tax and TOT revenue. Aggressive marketing efforts and incentives by other states and Canadian provinces will require an equally aggressive effort by the county if we are to maintain and grow filming market share. Staff continues to work with the Inland Empire Film Commission collaborating on permitting issues, marketing and relationship building with studios, site location scouts, independent film makers and commercial producers. The county is sponsoring familiarization tours for location scouts around the county and has sponsored the California On Location Awards along with the Lake Arrowhead and Big Bear Film Festivals.

**2010-11 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING**

The department is not requesting any additional general fund financing for 2010-11.

**2010-11 PROPOSED FEE/RATE ADJUSTMENTS**

The department is not requesting any proposed fee/rate adjustments for 2010-11.

If there are questions about this business plan, please contact Mark Dowling, Interim Director, at (909) 387-9801.



**Mitch Slagerman**  
Community Development  
and Housing Director

**Mission Statement**

*The Community Development and Housing Department is a diverse team that utilizes experience and knowledge to achieve a better quality of life for county residents by providing quality programs and services. In addition, the department is a good steward of the Public Trust, effectively and efficiently delivering community development and housing program resources.*



**GOALS**

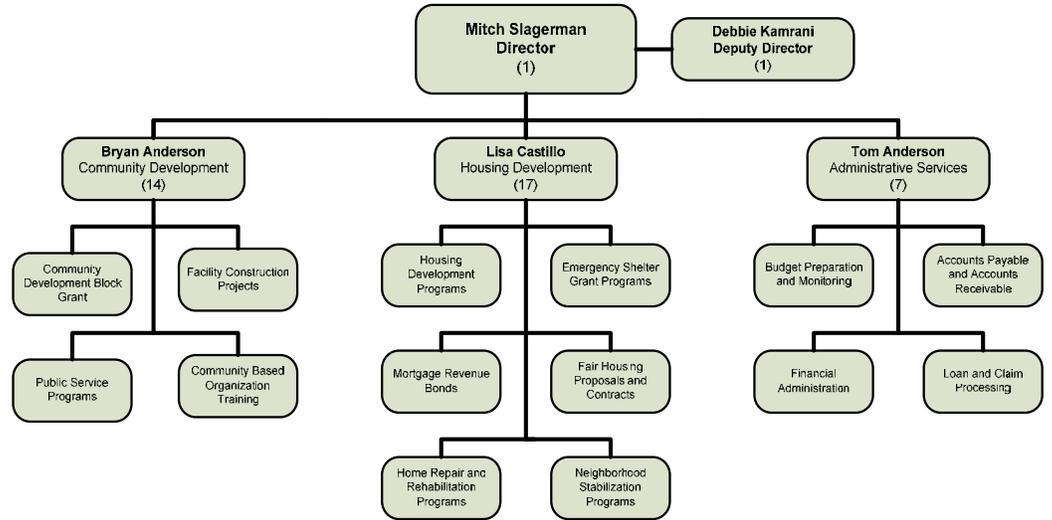
**IMPROVE COMMUNITIES BY FINANCING CONSTRUCTION PROJECTS AND NEW AND INCREASED PUBLIC SERVICES**

**EXPAND THE SUPPLY OF QUALITY, SAFE, SANITARY, AND AFFORDABLE HOUSING**



**COMMUNITY DEVELOPMENT AND HOUSING**

**ORGANIZATIONAL CHART**



**DESCRIPTION OF MAJOR SERVICES**

The Community Development and Housing (CDH) Department administers federal, state, and local grant funds allocated to the county for housing and community development programs. Beginning in 2009-10, funding was boosted by the American Recovery and Reinvestment Act (ARRA) and Housing and Economic Recovery Act (HERA) federal stimulus grants. These grants added over \$28 million of funding to be utilized over the next three years. Federal funds comprise a large percentage of the total monies included in the CDH budget. Examples include:

Community Development Block Grant (CDBG) and ARRA CDBG-R provide funding for public works construction, public service and community revitalization projects in participating communities throughout the county.

Emergency Shelter Grant (ESG) provides funding for shelter and related services to homeless persons throughout the county. Homelessness Prevention and Rapid Re-housing (HPRP-ARRA) provides homelessness prevention assistance to individuals within households who would otherwise become homeless - many due to the economic crisis - and to provide assistance to rapidly re-house persons who are homeless.

HOME Investment Partnership Act Grant provides funding to expand and preserve the supply of decent, safe, sanitary and affordable housing. Neighborhood Stabilization Program (NSP, NSP-State) provides funding for the purpose of assisting with the redevelopment of abandoned and foreclosed homes.

CDH continues to administer a state grant to reconstruct the water delivery system in the fire-damaged community of Cedar Glen. Also, CDH is assisting the County Redevelopment Agency with grant fund distribution to help qualifying homeowners rebuild in Cedar Glen.

**2009-10 SUMMARY OF BUDGET UNITS**

	Appropriation	Revenue	Fund Balance	Staffing
Community Development and Housing	74,429,154	55,524,652	18,904,502	40

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: IMPROVE COMMUNITIES IN SAN BERNARDINO COUNTY BY FINANCING CONSTRUCTION PROJECTS, AND NEW AND INCREASED PUBLIC SERVICES.**

*Objective A: Increase the current public service levels as grant funding increases.*

*Objective B: Maintain the current number of public facilities benefiting from capital and infrastructure improvements while funding decreases.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Number of county residents benefiting from public service projects.	41,823	46,015	42,000	45,000	45,000
1B. Number of public facilities benefiting from capital and infrastructure improvements.	35	47	35	40	N/A

Status

The department has selected objectives and performance measures that identify specific areas that are key to providing services to the residents of San Bernardino County. These services are provided with funding from the federal government. The number of residents that benefited from public service projects increased in 2008-09, due to the current economic downturn within the county. The department achieved this large increase through continued efforts to maximize services to clients while reducing expenses combined with a concerted effort to complete projects initiated in prior years. The department will continue to review all projects and will maintain the strategy of expanding successful projects and eliminating projects that have not performed to the standards set by the department. With the receipt of additional funding, the department increased its estimate of the number of county residents benefiting from public service projects for 2009-10 and the target for 2010-11. Even with this increased funding, the department does not expect to surpass the number of clients served in 2008-09.

The department is deleting Measurement 1B from the 2010-11 Business Plan. Currently, there are several public facility projects countywide (approximately 20) that have been identified for construction with partial funding provisions that have accumulated from previous year allocations. The goal of the department is to ensure there will be sufficient funding to fully complete each of these public facility projects and to ensure a more rapid completion. The increase for 2008-09 was caused by staff's concerted effort to follow up and close projects that had been underfunded in prior years. However, by increasing each project's funding (from a partially funded project to a completely funded project), the total number of public facility projects will decrease in future fiscal years, making this measurement counter to one of the current operating goals for CDH.

**GOAL 2: EXPAND THE SUPPLY OF QUALITY, SAFE, SANITARY, AND AFFORDABLE HOUSING FOR RESIDENTS OF SAN BERNARDINO COUNTY.**

*Objective A: Increase the availability of low, moderate and middle income housing.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
2A. Number of multifamily low, moderate or middle income units provided this fiscal year.	11	22	25	322	22
2A. Number of homes purchased, repaired or rehabilitated for low, moderate and middle income persons assisted this fiscal year.	248	281	250	227	187

**2008-09 ACCOMPLISHMENTS**

- ❖ Funded \$13.6 million worth of projects throughout San Bernardino County that included:
  - \$1 million in Public Services
  - \$6.7 million in Construction projects
  - \$1.6 million for First Time Home Buyers
  - \$1.3 million in Rental Assistance
  - \$1.8 million in assistance to the Cedar Glen water supply
- ❖ Assisted 35 first time, low-income families to purchase homes
- ❖ Provided 33,451 cold weather shelter nights to residents
- ❖ Provided home repairs to 235 senior citizens
- ❖ Provided Rental and Security Deposit Assistance to 230 residents through the Housing Authority of San Bernardino



Status

One of the department's main goals is to increase the inventory of available low, moderate and middle income housing. Each year the department receives HOME Investment Partnership (HOME) funding to assist non-profit and for-profit organizations with developing multifamily projects to increase such inventory. In 2008-09, two organizations were selected to provide the county with a total of 22 apartments that will be home to low and moderate income families. For 2009-10, the department released another Request for Proposal (RFP) to further increase the supply of affordable units. The department expects to award funding to assist with at least 22 units. In addition, the department has Neighborhood Stabilization Program (NSP) funds available and anticipates fully funding two apartment complexes, 300 units total, which will be 100% restricted to serve low, moderate and middle income residents; for a total estimate of 322 units for 2009-10. The department anticipates utilizing most of its NSP funds during 2009-10. Projections for 2010-11 are expected to be at prior levels (an average of 22 units per year) which will only include HOME funding opportunities, as the department does not anticipate any large scale housing projects (i.e. apartment complexes).

The home ownership assistance performance measure (the second measurement 2A) was changed this year to include Senior Home Repair and Housing Rehabilitation numbers, as well as the Homebuyer Assistance number that was counted in previous years. The 2007-08, 2008-09 totals and the 2009-10 target reflect the addition of the new programs to this measurement. The numbers for the homeownership assistance measurement increased in 2008-09 due to the high number of seniors served in the Senior Home Repair Program (SHRP). In 2008-09, 235 seniors were served under SHRP. The SHRP was restructured in 2009-10 and was not operational until September 2009. The new SHRP requires participating cities and districts to allocate desired funding amounts towards the program. Under the restructured program, clients have been utilizing the entire \$5,000 compared to the old program of \$3,000 actual benefit. The restructured program requirements will reduce the number of clients served, even though, the funding remains constant. However, each client will receive increased benefits compared to the previous program. For 2009-10, it is estimated that 127 seniors will be served. The same estimation is expected for 2010-11.

The homeownership assistance count for 2008-09 includes 35 loans for the HOME-grant funded Down Payment Assistance Program and 11 Housing Rehabilitation Loans. The estimate for 2009-10 includes 30 loans for the HOME-grant-funded Down Payment Assistance Program and 30 Housing Rehabilitation Loans. These programs are planned to continue through 2010-11.

NSP funding is also available for Homebuyer Assistance and is anticipated to generate an additional 40 home purchases during 2009-10. The department expects to have fully utilized all of its onetime NSP funds in 2009-10 and does not project having NSP funds available for 2010-11.

**2010-11 REQUESTS FOR GENERAL FUND FINANCING**

The department is not requesting any additional general fund financing for 2010-11.

**2010-11 PROPOSED FEE/RATE ADJUSTMENTS**

The department is only requesting minor title changes for 2010-11.

If there are questions about this business plan, please contact Mitch Slagerman, Director, at (909) 388-0808.



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**Sandra Harmsen**  
 Director of Workforce Development

**Mission Statement**  
*The Department of Workforce Development serves residents and businesses in the County of San Bernardino by developing a skilled workforce that meets the ever-changing demands of the business community.*



**GOALS**

*INCREASE EMPLOYABILITY OF COUNTY RESIDENTS THROUGH SERVICES PROVIDED*

*INCREASE AWARENESS OF SERVICES AVAILABLE*

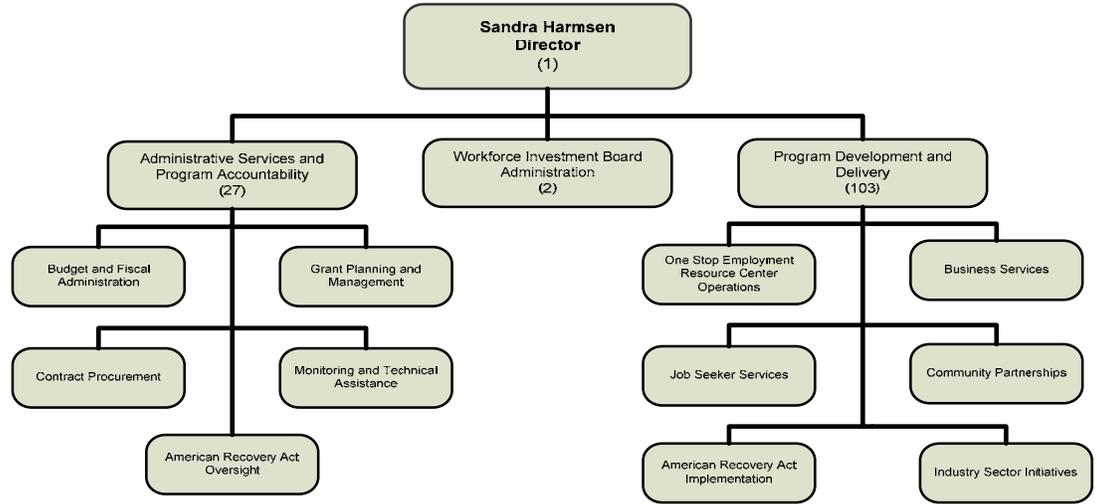
*ENHANCE THE COMPETITIVENESS OF SAN BERNARDINO COUNTY'S WORKFORCE AND SUPPORT POSITIVE ECONOMIC GROWTH*



*Workshop Session*

**WORKFORCE DEVELOPMENT**

**ORGANIZATIONAL CHART**



**DESCRIPTION OF MAJOR SERVICES**

The Department of Workforce Development (WDD) provides services to job seekers, incumbent workers, entrepreneurs and employers through Workforce Investment Act (WIA) funding from the Department of Labor. Services are delivered to job seekers and businesses throughout the county via the department's Employment Resource Centers. These offices are strategically placed in three of the county's economic regions. In addition, we provide services through two additional State of California Workforce Services Centers. Services delivered include job search, skills assessments, vocational training, job readiness skills, connection to employers, and assisting businesses with outreach services, recruitment efforts and retention. Understanding that increased employment opportunities enhance the quality of life for residents, WDD strives to ensure that the needs of local businesses are met by providing them with a skilled workforce; thus supporting the mission of the County.

The Workforce Investment Board (WIB) administratively oversees the programs offered through the department. The WIB's focus has been on demand industry sectors, and the Board has worked diligently with businesses to target these demand occupations and high growth industries. The WIB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the Board of Supervisors.

**2009-10 SUMMARY OF BUDGET UNITS**

	<u>Appropriation</u>	<u>Revenue</u>	<u>Fund Balance</u>	<u>Staffing</u>
Workforce Development	28,726,410	28,860,792	(134,382)	133

## GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: INCREASE EMPLOYABILITY OF COUNTY RESIDENTS THROUGH SERVICES PROVIDED.

*Objective A: Maintain number of county residents receiving intensive WIA services.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Number of County resident Enrollments*	1,556	23,621	26,250	20,000	20,000

\*The 2008-09 Actual reflects a significantly higher enrollment due to integrated services model implemented on July 1, 2008. The 2009-10 Estimate reflects a lower enrollment number due to enrolling only those individuals who receive intensive services effective July 1, 2009.

#### Status

This new objective was selected based on the role the department plays in the overall economic development strategy of the county and the Economic Development Agency. This objective was influenced by federal and state mandated performance outcomes and funding levels made available from the department's primary funding source.

In 2007-08, WDD followed a model in which customers that visited the Employment Resource Centers (ERC) and received WIA services were registered in the case management system. Only those clients who were provided supportive services or vocational classroom training were formally enrolled into WIA.

On July 1, 2008, WDD implemented an integrated services model with the California Employment Development Department (EDD) which required the department to formally enroll all individuals who visited the local ERC into WIA. The goals were to improve efficiencies in an era of declining resources and economic slowdown, improve customer service for both workers and businesses by streamlining processes, and focus on developing the skills and employment readiness of job seekers in a manner that is most responsive to business demand. As a result of this new model, as well as severe economic conditions, the number of clients enrolled into WIA increased significantly in 2008-09. WDD's target of 26,250 enrollments for 2009-10 reflected this model. However, some clients visiting the ERC sought only state unemployment benefits and declined the more comprehensive WIA services. As a result, the integrated services model with EDD was modified effective July 1, 2009 to enroll only individuals receiving WIA services. This modified model is reflected in a lower enrollment estimate for 2009-10.

The infusion of funding under the American Recovery and Reinvestment Act (ARRA) enabled WDD to provide intensive Core B WIA services to an estimated 20,000 individuals during 2009-10. ARRA funding must be fully utilized by June 30, 2010. WDD aims to continue to provide the intensive Core B WIA services to the same number of customers through its regular WIA allocations during 2010-11.

### GOAL 2: INCREASE AWARENESS IN THE BUSINESS COMMUNITY OF THE SERVICES AVAILABLE THROUGH WDD.

*Objective A: Increase number of businesses contacted by staff by 10%.*

*Objective B: Make presentations at chamber of commerce functions, job fairs and business events and coordinate business-related workshops.*

#### 2008-09 ACCOMPLISHMENTS

- ❖ *Met or exceeded all federal and state performance standards under the Workforce Investment Act Adult and Youth Programs*
- ❖ *Conducted a series of five Business Survival Workshops which served 314 businesses*
- ❖ *Implemented Integrated Service Delivery model in all Employment Resource Centers*
- ❖ *Utilized 100% of Economic Slowdown Grant to provide vocational training to individuals laid off in the construction, mortgage and manufacturing industries*
- ❖ *Successfully implemented a Summer Youth Employment Program and placed over 1,800 youth at 640 worksites*
- ❖ *Developed customized training program at Barstow Community College to train individuals as Diesel Technicians*



*Business Recruitment*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
2A. Number of businesses contacted.	2,223	3,141	1,900	2,400	2,640

#### Status

WDD understands the challenges businesses are facing in these difficult times. In 2008-09, the Business Services unit contacted over 3,000 businesses. This number was the result of WDD holding a series of large business resource fairs. The intent of these resource fairs was to assist WDD in identifying the needs of local businesses and develop a Business Services program that would effectively address issues faced by businesses during severe economic conditions. Services provided through the program include labor market analysis, employee recruitment and training, job fairs and layoff aversion activities. WDD contacts previously served businesses and also reaches out to at least 40 new businesses per month.

In 2009-10, WDD planned a series of 27 workshops for businesses with resources to help mitigate the impact of the economic downturn. Experts conducting the workshops provide information on marketing techniques, reducing operating costs and increasing sales revenues. In 2010-11, WDD plans to continue to develop and provide workshops that are responsive to the changing economy. WDD will also participate in regional education/business collaboratives to identify the training needs of the business community.

### **GOAL 3: ALIGN WORKFORCE DEVELOPMENT, ECONOMIC DEVELOPMENT, EDUCATION AND FUNDING STRATEGIES TO ENHANCE THE COMPETITIVENESS OF SAN BERNARDINO COUNTY'S WORKFORCE AND SUPPORT POSITIVE ECONOMIC GROWTH.**

*Objective A: Participate in regular meetings of stakeholders to align strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.*

*Objective B: Diversify funding sources available for demand driven training services to include sources other than WIA funding.*

*Objective C: Maintain the number of industry specific demand driven training programs.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
3A. Number of regular meetings of stakeholders for the purpose of aligning strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.	4	6	6	6	6
3B. Number of new funding sources available for demand driven training services to include sources other than WIA grants from the Department of Labor.	2	5	2	4	4
3C. Number of industry specific/demand driven training programs.	4	6	4	6	6

#### Status

WDD understands its role to provide support to residents and businesses in San Bernardino County. The challenge WDD faces during this economic downturn emphasizes the critical need for collaboration among strategic partners. Diminishing resources make it imperative for all stakeholders to align their strategies and resources to facilitate economic growth. WDD has partnered with other counties, cities and educational institutions for a regional approach.

In 2009-10, WDD collaborated with multiple entities to diversify available funding resources. WDD entered into a Memorandum of Understanding (MOU) with the Transitional Assistance Department (TAD) to provide a Subsidized Training Employment Program utilizing CalWORKs funding. Through this program, WDD works with local businesses to employ and train up to 200 TAD customers. WDD also entered into a MOU with the Probation Department to provide job development services utilizing funding under the Juvenile Justice Grant. Additionally, WDD received new funding through the California Clean Energy Workforce Training Program to develop a Green Building and Clean Energy Pre-Apprenticeship Training Partnership with local Community College Districts. In 2010-11, WDD will continue to seek collaborations and new funding sources to provide innovative and cost-effective training services to county residents.

Throughout 2009-10, WDD worked with various entities to develop industry-specific training programs. WDD worked with Chaffey College and Kaiser Permanente to implement a program to upgrade Medical Assistants to Licensed Vocational Nurses. The department also collaborated with Loma Linda Medical Center to provide specialized training for Registered Nurses in acute pediatric care and the Manufacturers Council to provide training to upgrade the skills of their workers on new technology. WDD aims to continue providing industry-specific and demand-driven training programs to meet the needs of local employers.

**2010-11 REQUESTS FOR GENERAL FUND FINANCING**

The department is not requesting any additional general fund financing for 2010-11.

**2010-11 PROPOSED FEE/RATE ADJUSTMENTS**

The department is not requesting any proposed fee/rate adjustments for 2010-11.

If there are questions about this business plan, please contact Sandra Harmsen, Director, at (909) 387-9862.





**Kathy Thomas**  
Director

**Mission Statement**  
The County of San Bernardino Redevelopment Agency serves as a catalyst to revitalize communities within established redevelopment project areas by: improving infrastructure, retaining and expanding opportunities for existing businesses, attracting new businesses and private investment, creating new jobs and affordable housing and improving the living conditions of residents. Through coordinated efforts with County departments and other jurisdictions, CoRDA implements strategic programs and projects that advance economic opportunities and foster a sense of community pride.



**GOALS**

DEVELOP AND IMPLEMENT HOUSING PROGRAMS

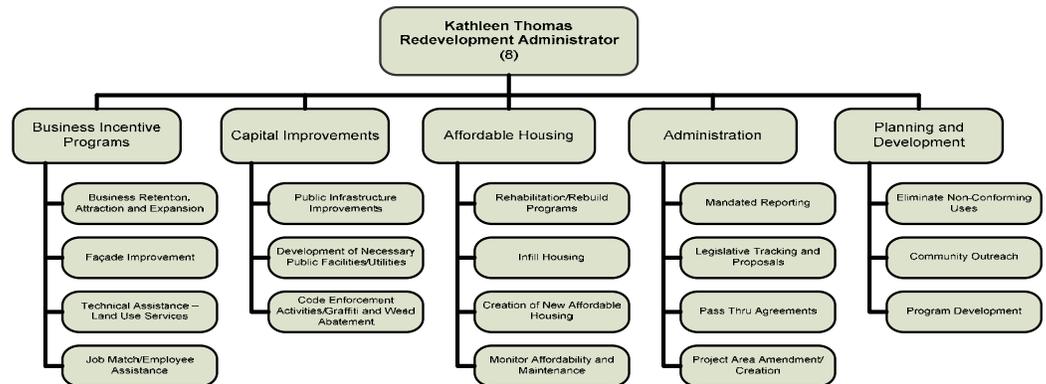
ASSIST IN THE DEVELOPMENT OF CAPITAL IMPROVEMENTS

DEVELOP BUSINESS INCENTIVE PROGRAMS

FACILITATE HIGHER AND BETTER UTILIZATION OF LAND IN PROJECT AREAS

**REDEVELOPMENT AGENCY**

**ORGANIZATIONAL CHART**



**DESCRIPTION OF MAJOR SERVICES**

In 1980, the County established a Redevelopment Agency (Agency) under California Redevelopment Law as a tool to: 1) alleviate conditions of blight in identified communities throughout the county, 2) address the growing needs and services to its residents, and 3) ensure that the county's economic base would grow and remain healthy through the provision of new public improvements, commercial and industrial developments and affordable housing.

In 1993, two joint powers authorities were created: the **Victor Valley Economic Development Authority** (VVEDA) and the **Inland Valley Development Authority** (IVDA). These project areas were established to support economic development in and around the former military installations George and Norton Air Force Bases, respectively. The County of San Bernardino shares oversight of VVEDA with four other jurisdictions, including: the cities of Victorville, Hesperia and Adelanto and the Town of Apple Valley. Approximately 22,400 acres of the 90,000-acre project area is unincorporated. Six jurisdictions participate in economic development activities of the IVDA area, including the cities of San Bernardino, Colton, Redlands, Highland, Loma Linda and the County of San Bernardino. Approximately 2,200 acres of the 18,413-acre project area is unincorporated.

In 1995, the former Kaiser Steel Mill site and other blighted industrial properties in its vicinity were formed to create the San Sevine Redevelopment Project, currently known as the **Speedway Redevelopment Project Area** (Speedway).

In 2003, the county approved the **Mission Boulevard Joint Redevelopment Project Area** (Mission Boulevard) with the City of Montclair. Mission Boulevard totals approximately 404 acres and is administered by the City of Montclair.

In 2004, the **Cedar Glen Disaster Recovery Project Area** (Cedar Glen), consisting of 837 acres, was adopted to assist with the rebuilding of the community that was destroyed by the 2003 Old Fire.

The Redevelopment Agency encourages private sector investment in support of development and redevelopment of the area by removing impediments to growth, eliminating and/or preventing the spread of blight and deterioration, correcting infrastructure deficiencies, and promoting rehabilitation and augmentation of affordable housing for low- and moderate-income households.

Although the Agency is a separate legal entity, the Board of Supervisors acting as the Board of Directors serves as the legislative body of the Agency.

The Agency currently has eight positions to manage redevelopment activities, including project and program management as well as administrative functions. Agency activities include managing: capital improvement projects, housing programs, real property activities, business incentive programs, planning and development of projects, and general administration duties for the Redevelopment Agency, such as coordinating budget and reporting requirements and maintaining the Agency's official records.

**2009-10 SUMMARY OF BUDGET UNITS**

	Appropriation	Revenue	Fund Balance	Staffing
<b>Redevelopment</b>				
Speedway Project Area	67,541,134	13,632,335	53,908,799	8
Cedar Glen Project Area	10,997,061	655,878	10,341,183	-
VVEDA Project Area	4,714,622	933,100	3,781,522	-
Mission Boulevard Joint Project Area	174,480	34,700	139,780	-
<b>Total Other Agencies</b>	<b>83,427,297</b>	<b>15,256,013</b>	<b>68,171,284</b>	<b>8</b>

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: DEVELOP AND IMPLEMENT INCLUSIONARY AND REPLACEMENT HOUSING PROGRAMS AND PROJECTS TO MEET SUCH NEEDS AND TO INCREASE, IMPROVE AND PRESERVE THE REDEVELOPMENT PROJECT AREAS' AFFORDABLE HOUSING STOCK.**

- Objective A: Implement Home Rehabilitation Program (HRP) in all redevelopment project areas to address residential blight in project areas.*
- Objective B: Continue to implement the Home Rehabilitation and Land Use Grant Program in Cedar Glen to assist with the rebuilding effort.*
- Objective C: Purchase land as sites for affordable housing development.*
- Objective D: Partner with housing developers to construct affordable housing, which includes the construction of new homes and/or apartments to increase the supply of new housing for very-low, low and moderate-income families.*
- Objective E: Develop and implement an Infill Housing Program in project areas to address underutilized and blighted parcels and increase home ownership among very-low, low and moderate-income families.*
- Objective F: Leverage other funds, such as Community Development Block Grant (CDBG) and HOME, to facilitate a large-scale affordable housing project in a redevelopment project area.*
- Objective G: Assist in future updates of the Housing Element of the General Plan, and other housing related planning programs as it pertains to special needs (i.e., Mental Health clients and the homeless), as necessary.*
- Objective H: Provide financial and technical assistance to redevelop foreclosed and abandoned homes in and around redevelopment project areas.*

**2008-09 ACCOMPLISHMENTS**

- ❖ *Finalized the Community Vision and Strategic Plan process for the Speedway Project Area*
- ❖ *Acquired 15 additional properties as part of the Voluntary Sales Program in Speedway Project Area*
- ❖ *Completed the San Sevaire Flood Control Channel providing needed drainage improvements*
- ❖ *Continued sponsoring the clean up of on- and off-ramps through Caltrans Adopt-A-Ramp program in the Speedway Project Area*
- ❖ *Continued participation with the coordinated marketing program for VVEDA*
- ❖ *Completed a strategic plan for public improvements in the VVEDA area*
- ❖ *Programmed the use of \$4.9 million of improvements for the Cedar Glen Project Area*
- ❖ *Revised the housing loans and grants in Cedar Glen Project Area*
- ❖ *Continued coordination with the City of Montclair for development of housing programs for the Mission Boulevard Project Area*
- ❖ *Continued partnerships with the Departments of Behavioral Health and Community Development and Housing*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Number of applicants assisted in the Home Rehabilitation Program (HRP) in the Speedway, VVEDA, Mission Boulevard and IVDA Project Areas.	N/A	N/A	15	3	10
1B. Number of applicants assisted in the Cedar Glen Housing Programs (Home Rehabilitation Loan and Grant Program and Land Use Services Program).	31	5	8	4	8
1H. Number of applicants assisted through the NSP Foreclosed and Abandoned homebuyer and/or rehabilitation programs (use of RDA funds not NSP funds).	N/A	N/A	15	3	10

### Status

The above objectives are designed to improve the county's affordable housing stock within redevelopment project areas. The Agency has drafted two new programs in place of the Home Rehabilitation Program: The Infill Housing Program (IHP) and the Noise Attenuation Program (NAP). The IHP aims to develop small infill parcels within our more urbanized project areas such as the Mission Boulevard and Speedway Project Areas.

The Agency has surveyed the Speedway, Mission Boulevard, IVDA and VVEDA project areas for available properties suitable for infill housing. Staff is currently assessing specific sites within the Housing Target Areas (HTA) in each project area to determine where infill housing is best suited (e.g., land use compatibility, parcel size, availability of utilities, etc.). The Agency has not been successful in acquiring properties as the properties have been listed higher than fair market value. While Mission Boulevard may be appropriate for the IHP, the Agency does not have sufficient funds to acquire property. Staff continues to work with developers interested in the IHP with site selection. Over the coming year the Agency will hire an affordable housing consultant to review the affordable housing needs of each of the project areas, and to develop housing programs specifically tailored for the needs of each project area. The Agency is currently preparing a Request for Proposals that will be issued in early 2010.

Due to extensive time delays of the Noise Attenuation Program, the Agency has determined that the proposed Home Rehabilitation Program (HRP) provides many of the same benefits and could be applied in lieu of a specific program designed strictly for noise. Due to these delays, the Agency estimates it will assist 3 applicants during 2009-10. The HRP program will be made available in the Speedway Project Area, Mission Boulevard, VVEDA, and IVDA. The program will require final approval of the Board of Directors and is expected to be launched in early 2010.

During 2008-09, the Agency was able to assist 5 applicants in the Cedar Glen Housing programs. During 2009-10, the Agency anticipates that only 4 applicants will be assisted through these programs due to the current economic climate and the delay in acquiring Arrowhead Manor Water Company. Property owners wanted some assurance that a reliable water supply and system would be in place before rebuilding. Phase 1 of the water improvements is close to completion which may motivate some property owners to rebuild and therefore request grant assistance. The Cedar Glen programs were amended this year to raise the qualifying income levels, lower the loan interest rate and remove covenant requirements.

Objective D reflects the Agency's desire to increase the supply of new affordable housing in the redevelopment areas through partnership with housing developers. In July 2008, the Agency released a Request for Qualifications/Proposals (RFQ/P) to solicit proposals and qualifications for an affordable multi-family housing development in the Speedway Project Area Two of seven proposals met the qualifications. The Agency conducted site visits and interviews with the two development teams in November 2008 and determined that due to the current economic climate neither proposal met the needs of the community and that other programs should be developed.

As a result of the foreclosure crisis, the Agency has shifted focus from many of the above projects and programs. The Agency is examining the best approach for the use of funds in each project area that may include the construction of new affordable housing units, the rehabilitation of existing homes, and/or the participation in the Neighborhood Stabilization Program (NSP) to address foreclosed and abandoned homes. Because some of the areas heavily impacted by foreclosures are adjacent to project areas, such as Adelanto<sup>1</sup>, unincorporated portions of San Bernardino, Fontana, and Montclair<sup>2</sup>, the Agency may opt to use redevelopment funds in lieu of NSP funds thereby reserving and making available

<sup>1</sup> A member jurisdiction of VVEDA but is a non-entitlement jurisdiction under the federal department of Housing and Urban Development (HUD) and therefore will not receive a direct allocation of NSP. However, Adelanto is a "participating jurisdiction" under the County's CDBG program and qualifies for NSP funding through the County.

<sup>2</sup> Also a participating jurisdiction under the County's CDBG program and therefore only qualifies for NSP funding through the County.

NSP funds for other communities heavily impacted. Due to the low demand of NSP funds, the Agency is anticipating assisting three applicants.

The following is a list of accomplishments from the past two fiscal years:

- Partnered with the county departments of Behavioral Health and Community Development and Housing to develop programs to address special needs populations.
- The Cedar Glen programs were amended this year to raise the qualifying income levels, lower the loan interest rate and remove covenant requirements. The goal of the revisions is provide more incentives to apply for the housing programs.

**GOAL 2: ASSIST IN THE DEVELOPMENT OF CAPITAL IMPROVEMENTS TO ELIMINATE AND PREVENT THE ACCELERATION OF PHYSICAL BLIGHT AND ENCOURAGE THE BETTER UTILIZATION OF REAL PROPERTY AND NEW PRIVATE ENTERPRISE INVESTMENT.**

*Objective A: Assist in the improvement of public infrastructure, including but not limited to: construction or reconstruction of roads, curbs, gutters and sidewalks; providing signalization; installing landscaping, multi-use trails, lighting and street furniture; and the construction or reconstruction of water storage and distribution facilities, drainage and flood control measures and sewerage systems.*

*Objective B: Ensure that capital improvement projects are carried out as planned in the work program and the budget.*

*Objective C: Assist in the development of public facilities and utilities, such as the construction or rehabilitation of fire and sheriff stations, community centers, school facilities, parks, multiuse trails and utility improvements.*

*Objective D: Expand ongoing code enforcement activities.*

*Objective E: Continue to implement a Graffiti Abatement Program.*

#### Status

These objectives seek to facilitate the needed infrastructure to promote economic development and improve the quality of life within established redevelopment project areas. Most capital projects are meeting project schedules and budgeted costs. The following describes how the objectives were met in the past fiscal year:

- Completed the following construction projects:
  - Speedway Project Area:
    - Completed the southern extension of the Etiwanda/San Sevaive Channel from Valley Boulevard to Slover Avenue, finalizing the \$1.8 million project (\$1,323,768 RDA contribution).
- Under construction:
  - Cedar Glen: residential street signage is ongoing until the full completion of the water and road Improvement.
- Continued the design and specifications for the following projects:
  - Speedway Project Area: San Bernardino Avenue improvements – road widening, landscaped median; turn pockets, lighted intersection, safety improvements to railroad crossing; design of Cherry widening from Merrill to Foothill including bridge widening; design and right of way acquisition of Interstate 10 and Cherry interchange; and West Fontana Channel.
    - Although San Bernardino Avenue improvements were scheduled for construction the past fiscal year, the Agency and County delayed improvements in order to coordinate construction activities with the City of Fontana. The city has recently completed the construction of a new sewer main along San Bernardino Avenue. In order to prevent the destruction of new street improvements and additional construction detours and delays, the county and city coordinated all construction activities thereby improving efficiencies and reducing costs and business/logistical impacts.
    - Continued sponsoring the clean up of on- and off-ramps at Interstate 10 and Cherry via Caltrans Adopt-A-Ramp program.
  - Cedar Glen:
    - Intersection improvements at SH-173 and Hook Creek Road.
    - Phase II of the Water and Road Improvements in the Cedar Glen Improvement Zone.
- Continued to implement Graffiti Abatement Program and ongoing Code Enforcement within the Speedway Project Area. Exploring expanding both programs in VVEDA and IVDA.

**GOAL 3: DEVELOP BUSINESS INCENTIVE PROGRAMS TO RECONSTRUCT, UPGRADE AND EXPAND COMMERCIAL AREAS IN CONFORMANCE WITH THE GENERAL PLAN (AS AMENDED) AND COMMUNITY PLANS.**

*Objective A: Implement an ongoing economic development and business promotion program to expand existing businesses and attract new ones.*

*Objective B: Develop and implement a Façade Improvement Program to rehabilitate deteriorated commercial buildings.*

*Objective C: Develop and implement a Voluntary Blight Removal Program (formerly Volunteer Demolition Grant program) to remove blighting conditions on private property, particularly unsafe structures that pose public health and safety hazards.*

*Objective D: Provide job matching and workforce development training to help businesses find needed employees or better train existing or future employees.*

*Objective E: Provide incentives for the development of under-utilized parcels.*

*Objective F: Provide technical assistance to facilitate and expedite the entitlement process.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
3C. Number of applicants assisted in the Volunteer Blight Removal Program.	N/A	1	10	2	3

#### Status

The above goals and objectives were designed to retain and/or expand existing businesses, attract new businesses, promote economic development and improve the quality of life within established redevelopment project areas. The two programs are still being drafted, the Volunteer Blight Removal Program and the Façade Improvement Program. Staff has determined that the Strategic Plan/Community Visioning process should be conducted prior to the release of the programs. Through the visioning process, the community will define the types of programs it believes are necessary in the project area as well as design guidelines for the project area. The Strategic Plan/Community Visioning process was finalized in December 2009.

The purpose of the Volunteer Blight Removal program is to assist in stabilizing the project area's economy by providing financial resources to improve and enhance the appearance of properties located in the Speedway Project Area. The results of the pilot project initiated in September 2008 were successful and assisted the Agency in determining the length and scope of the process. As a result of the length and scope of the process, the Agency anticipates assisting two applicants this year and three applicants in the upcoming year.

The Agency has assisted a number of businesses with technical and/or financial assistance. Due to the length of time it takes to assist businesses (the entitlement process alone can take between 9-18 months), many of the businesses listed below have been noted in previous Business Plans; these businesses will more than likely be mentioned in future Business Plans as projects progress through design and specifications, site clearance/demolition, and construction of improvements.

The following is a list of additional accomplishments related to the goals and objectives.

- Continued marketing of redevelopment project areas at conventions and trade shows such as those of the International Council of Shopping Centers, High Desert Opportunity and The Auto Club Speedway.
- Provided technical and/or financial assistance to businesses seeking to locate, relocate and expand in our redevelopment project areas.
  - Inland Kenworth, a logistics company, assisted with egress and ingress planning for existing site and median improvements along San Bernardino Avenue.
  - Burrtec, a waste management company, assisted with relocating existing truck repair facility.
  - Auto Club Speedway's Opportunity modified freeway-oriented sign and other on site proposed improvements.
  - Vista Metals, an aluminum manufacturer, proposed expansion of existing facility along Whittram and Ilex.
  - California Steel Industries Inc., removal of obsolete smokestacks and assisting with pre-development planning for north 40 acres of the existing site.

- o Advanced Steel Recovery, a scrap metal recycler, assisted in the planning of on-site improvements to improve aesthetics and dust control from current operations.

**GOAL 4: TO EFFECTUATE THE COMPREHENSIVE PLANNING, REDESIGN, REPLANNING, RECONSTRUCTION, AND/OR REHABILITATION OF PROJECT AREAS IN SUCH A MANNER AS TO FACILITATE A HIGHER AND BETTER UTILIZATION OF LAND USES IN ACCORDANCE WITH THE GENERAL PLAN.**

*Objective A: Eliminate non-conforming uses as appropriate and necessary. Collaborate and coordinate with the Planning Department on the development of standards and guidelines, or where appropriate, a county-initiated Specific Plan, Community Plan or Master Plan for redevelopment project areas.*

*Objective B: Buffer residential neighborhoods from the intrusion of incompatible land uses.*

*Objective C: Actively engage in community outreach.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
4B. Total number of properties acquired as part of the Rosemary/Iris Voluntary Sales program to alleviate incompatible land use.	29	44	40	49	53

#### Status

The above objectives were designed to comprehensively and strategically plan activities in the redevelopment project areas. The creation of a Strategic Plan for each project area aims to provide clear direction, target locales and specify benchmarks for facilitating the objectives in the plan.

Measurement 4B includes the total number of properties acquired through the Voluntary Sales Program in the Speedway Project Area. This program was created in 2005 when residents requested that the Agency buy their properties as they were completely surrounded by industrial related uses and logistics operations. The target, estimated and actual figures noted above indicate all properties acquired thus far. In total there are 64 properties. To date, the Agency has purchased 47 properties. The target for 2010-11 is not expected to have a large increase as residential property values have declined dramatically throughout the County and the Speedway Project Area is no different. Values in some cases have reduced by 50 percent or more. Many property owners are "upside down" where they owe more on their home than what it is worth. The Agency will continue to work with property owners and potentially modify the program in the upcoming fiscal year.

Projects accomplished in the past two fiscal years include the following.

- Continued progress on the Community Visioning/Strategic Plan process for the Speedway Project Area. The intent of this process is to elicit a community vision for the project area and a strategic economic plan for future activities. This project was finalized in December 2009.
- Purchased 7.5 acres in the Speedway area on the northeast corner of Randall and Cherry Avenues across from the Auto Club Speedway. The Intent is to consolidate adjacent Agency-owned properties and eventually release a Request for Proposals to solicit proposals for a quality industrial or commercial development.
- Continued the voluntary sales program in the Speedway Project Area to eliminate incompatible land uses. Acquired 15 properties along Rosemary and Iris Drives within the next fiscal year for a total of 44 properties.
- Finalized the Five Year Implementation Plans for VVEDA and Mission Boulevard. The report, which is required by California Community Redevelopment Law and provides an update on projects and their priorities for the area.
- Initiated the Five Year Implementation Plan for Cedar Glen; approved by the Board of Directors in December 2009.
- Completed the conceptual design of business district improvements in Cedar Glen; engineering, specifications, and right-of-way acquisition are underway to initiate the construction phase.
- Developed a property disposition plan for Agency-owned property in Cedar Glen. The intent is to sell properties to neighboring property owners to increase the size of lots for improved defensible space; the program will be submitted to the Board of Directors in early 2010 for consideration of approval.
- Entered into a Memorandum of Understanding with Special Districts to expend the funds secured in the planning and construction of water and road improvements in Cedar Glen area.

- A RFP currently being developed to implement needed housing programs within the target housing sites identified in the surveys of each project area.

#### **2010-11 REQUESTS FOR GENERAL FUND FINANCING**

The Agency is not requesting any additional general fund financing for 2010-11.

#### **2010-11 PROPOSED FEE/RATE ADJUSTMENTS**

The Agency is not requesting any proposed fee/rate adjustments for 2010-11.

If there are questions about this business plan, please contact Kathy Thomas, Director, at (909) 387-9804.



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