

February 17, 2015

City of
HIGHLAND
Inc. 1987



Highland City Council and Community:

The 2015/2016 Work Program is the document that will guide the City over the next two years. The Council and staff had three public meetings, reviewed the issues, and prepared the document which will provide the direction over this period of time.

The process included three separate public meetings. During the three meetings the following activities occurred:

1. The Proposed New Work Items were reviewed and edited.
2. The various Proposed New Work Items were prioritized.
3. The High Priority projects were put on the Time Table.
4. The public hearing was held for final adoption.

The City Council has used this process in giving policy direction to the organization for 27 years. It has proven to be an extremely effective policy tool.

The Work Program has been recognized by the League of California Cities as one of the truly outstanding strategic planning programs in the State. In 2001 the Work Program was awarded the prestigious Helen Putnam Award of Excellence.

This year there were 49 new work items. As a result of the prioritization process, 30 work items received a high/urgent priority and were placed on the time table. The organization will focus its energies on these items during the next two years.

I want to thank the City Council and staff for the time and energy that was put into this important process.

Sincerely,

Joseph Hughes
City Manager

BACKGROUND

This marks the twenty-seventh consecutive year in which the City has successfully completed the Work Program process. The process begins every other December when Staff prepares a list of proposed Work Items to be considered by the City Council. In addition, Staff completes an in-depth analysis of their ongoing work in a time utilization study which determines the amount of time available for any new work items.

The process included three separate public meetings. During the three meetings the following activities occurred:

1. The Proposed New Work Items were reviewed and edited.
2. The various Proposed New Work Items were prioritized.
3. The High Priority projects were put on the Time Table.
4. The public hearing was held for final adoption.

The following is the rating system that was used to rank the Work Items:

URGENT PRIORITY (8 Points) - Critically important that this item be completed during the two-year period.
(So important that it would be alright if it were the only item accomplished - although there may be more than one)

HIGH PRIORITY (6 Points) - Very important that this item be completed during the two-year period.

PRIORITY (4 Points) - This item may be accomplished during the two-year period if urgent and high priorities are completed.

LOW PRIORITY (2 Points) - If the urgent, high and priority items are accomplished or time permits then this item should be accomplished.

DELETE (0 Points) - This item should be removed from the Work Program.

Ranges

7.8 - 8.0 UP
7.1 - 7.7 UP-
6.4 - 7.0 HP+
5.7 - 6.3 HP
5.0 - 5.6 HP-
4.3 - 4.9 P+
3.6 - 4.2 P
2.9 - 3.5 P-
2.2 - 2.8 LP+
1.5 - 2.1 LP
0.8 - 1.4 LP-
0.0 - 0.7 D

This year there are 49 Work Items of which 30 (61%) are Urgent or High Priorities that were given dates of accomplishments as shown in the Work Item Time Table.

It is not possible to foresee all of the issues that may arise in the next two years. When new issues do appear, Staff will bring them forward to the City Council to be prioritized taking the overall 2015-2016 Work Program into consideration. With this program in place Staff has the direction to move forward and accomplish the community's most pressing needs.



CITY OF HIGHLAND
2015/2016
GOALS AND OBJECTIVES
TIME TABLE

URGENT AND HIGH PRIORITY ITEMS									
GENERAL GOVERNMENT/CITY CLERK/POLICE/FIRE									
GOAL/OBJECTIVE	2015				2016				
	1ST	2ND	3RD	4TH	1ST	2ND	3RD	4TH	
Public Safety Tax for Increased Law Enforcement									X
Construction of Replacement Fire Station 1 Facility									X
Purchase of Replacement Fire Engine & Disposal of Existing Fire Engine						X			
Purchase of Replacement Hydraulic Extrication Tool (Jaws of Life) Set						X			
Add Fixed Point Automated License Plate Readers (ALPR) Locations throughout the City of Highland				X					X
PUBLIC WORKS/ENGINEERING/MAINTENANCE/PUBLIC SERVICES									
GOAL/OBJECTIVE	2015				2016				
	1ST	2ND	3RD	4TH	1ST	2ND	3RD	4TH	
Prepare a Comprehensive Update of the Development Impact Fee Program			X						
Complete Development of the 5th Street/Greenspot Road Widening Project between the SR-210 On and Off Ramp									X
Initiate Development of the Boulder Avenue/Orange Street widening Project between Greenspot Road and Pioneer Street									X
Complete Environmental and Design Phase of Base Line Bridge over City Creek									X
Determine Funding Level and Prioritize Project Locations for City-Wide Pavement Management Program		X							
Secure Environmental Permits for Maintenance of Drainage Channels						X			
Implement Strategies to Balance Street Lighting District Budget						X			
Implement Strategies to Balance Landscape Maintenance District Budget				X					

PUBLIC WORKS/ENGINEERING/MAINTENANCE/PUBLIC SERVICES continued....

GOAL/OBJECTIVE	2015				2016			
	1ST	2ND	3RD	4TH	1ST	2ND	3RD	4TH
Complete Project Development to Improve Palm Avenue around Historic District							X	
Complete Preliminary Engineering and Environmental Document for Base Line Interchange Improvements						X		
Complete Construction of 5th Street Storm Drain and Pavement Widening between Victoria Avenue and Palm Avenue						X		

COMMUNITY DEVELOPMENT/CODE ENFORCEMENT/PLANNING

GOAL/OBJECTIVE	2015				2016			
	1ST	2ND	3RD	4TH	1ST	2ND	3RD	4TH
Business Orientated Freeway Sign Program (Greenspot Village and Marketplace Specific Plan			X					
Convert Code Enforcement Files to Digital Format							X	
Demolition of single family residence owned by the Housing Authority (Central Avenue)			X					
Improve Accuracy of City GIS data profile				X				
Prepare an Implementation Plan for the Highland Housing Authority					X			
Convert Planning Division permit tracking system to IWORQ						X		
"Harmony" Specific Plan				X				
Re-evaluate the Business Park and Industrial Zoning District					X			
Review of the Residential Rental Enhancement Program		X						

ITEMS ADDED BY COUNCIL MEMBERS

GOAL/OBJECTIVE	2015				2016			
	1ST	2ND	3RD	4TH	1ST	2ND	3RD	4TH
Speaker System in Council Chambers		X						
Review Recycling Requirements			X					
All Apartments/Rentals "Crime Free" required - Ordinance needed for Mandate			X					
Instruct the Street Naming Committee to Name a Street Honoring Col. Paul Greene and to look at a Policy for Other Eligible Candidates	X							
Renew and Reconsider Sign on New Police Station as Previously Approved by the Public Facilities Sub-Committee	X							



CITY OF HIGHLAND
2015/2016
GOALS AND OBJECTIVES RANKING

LEGEND

- UP Urgent Priority
- HP High Priority
- P Priority
- LP Low Priority
- D Delete

GENERAL GOVERNMENT/CITY CLERK/POLICE/FIRE						
GOAL/OBJECTIVE	PL	LM	SR	JS	JT	AVERAGE
Public Safety Tax for Increased Law Enforcement	HP	UP	UP	HP	UP	UP-
Construction of Replacement Fire Station 1 Facility	P	HP	HP	LP	UP	HP-
Purchase of Replacement Fire Engine & Disposal of Existing Fire Engine	HP	HP	HP	HP	HP	HP
Purchase of Replacement Hydraulic Extrication Tool (Jaws of Life) Set	HP	P	P	P	UP	HP-
Add Fixed Point Automated License Plate Readers (ALPR) Locations throughout the City of Highland	UP	HP	UP	P	UP	HP+
PUBLIC WORKS/ENGINEERING/MAINTENANCE/PUBLIC SERVICES						
GOAL/OBJECTIVE	PL	LM	SR	JS	JT	AVERAGE
Prepare a Comprehensive Update of the Development Impact Fee Program	HP	HP	HP	HP	HP	HP
Complete Development of the 5th Street/Greenspot Road Widening Project between the SR-210 On and Off Ramp	HP	HP	UP	UP	HP	HP+
Initiate Development of the Boulder Avenue/Orange Street widening Project between Greenspot Road and Pioneer Street	P	P	HP	UP	HP	HP-
Complete Environmental and Design Phase of Base Line Bridge over City Creek	HP	HP	HP	HP	UP	HP+
Determine Funding Level and Prioritize Project Locations for City-Wide Pavement Management Program	HP	HP	HP	P	HP	HP-
Update Existing Street Ordinance	HP	P	P	P	HP	P+
Secure Environmental Permits for Maintenance of Drainage Channels	P	P	P	UP	HP	HP-
Conduct Annual Health and Safety Fairs	D	D	LP	LP	D	LP-
Implement Strategies to Balance Street Lighting District Budget	P	HP	UP	P	UP	HP
Implement Strategies to Balance Landscape Maintenance District Budget	P	HP	HP	HP	UP	HP
Implement Strategies to Reduce Water Use in Landscaped Areas at City Facilities	P	P	P	P	HP	P+
Complete Project Development to Improve Palm Avenue around Historic District	HP	HP	HP	UP	LP	HP-
Evaluate Implementation Priority of Gateway Monument Sign on Base Line west of SR-210	UP	LP	P	LP	LP	P

PUBLIC WORKS/ENGINEERING/MAINTENANCE/PUBLIC SERVICES continued...

GOAL/OBJECTIVE	PL	LM	SR	JS	JT	AVERAGE
Complete Preliminary Engineering and Environmental Document for Base Line Interchange Improvements	HP	HP	HP	UP	UP	HP+
Continue Project Development of a New Victoria Avenue Interchange	UP	UP	D	UP	D	P+
Develop Alternatives to Residential Solid Waste Billing and Lien Processing	P	LP	P	P	D	LP+
Complete Construction of 5th Street Storm Drain and Pavement Widening between Victoria Avenue and Palm Avenue	HP	HP	HP	HP	HP	HP

COMMUNITY DEVELOPMENT/CODE ENFORCEMENT/PLANNING

GOAL/OBJECTIVE	PL	LM	SR	JS	JT	AVERAGE
Business Orientated Freeway Sign Program (Greenspot Village and Marketplace Specific Plan	HP	HP	HP	HP	HP	HP
Convert Code Enforcement Files to Digital Format	P	P	HP	UP	HP	HP-
Demolition of single family residence owned by the Housing Authority (Central Avenue)	P	P	HP	P	UP	HP-
Development Code Update (focus on ambiguities and inconsistencies)	P	HP	P	P	LP	P
Comprehensive General Plan Update (Ten Year Update)	P	D	P	P	LP	LP+
Improve Accuracy of City GIS data profile	P	HP	HP	HP	HP	HP-
Prepare an Implementation Plan for the Highland Housing Authority	P	HP	HP	HP	HP	HP-
Convert Planning Division permit tracking system to IWORQ	P	HP	HP	HP	HP	HP-
Public Nuisance Hearing Board - Appeal Process Update	P	P	HP	P	HP	P+
Viable Economic Revitalization Strategies to Facilitate High-Wage Jobs in Highland	P	HP	HP	LP	HP	P+
"Harmony" Specific Plan	UP	UP	HP	HP	UP	UP-
Re-evaluate the Business Park and Industrial Zoning District	P	HP	HP	P	HP	HP-
Review of the Residential Rental Enhancement Program	HP	P	P	HP	HP	HP-

ITEMS ADDED BY COUNCIL MEMBERS

GOAL/OBJECTIVE	PL	LM	SR	JS	JT	AVERAGE
City takes Back Control/Management of Citrus Harvest Festival	LP	D	D	P	LP	LP
Boundaries	HP	D	D	UP	D	LP+
Speaker System in Council Chambers	HP	HP	HP	HP	P	HP-
Historic Highland - Investiage Museum Facility	HP	D	HP	UP	D	P
Review Recycling Ordinances	UP	HP	HP	UP	HP	HP+
No Curb Parking Street Sweeping Days	LP	D	D	UP	D	LP
Cooperate with other Agencies/Cities to: 1. Connect Arden to Base Line; 2. Widen 210 Freeway; 3. Victoria Off Ramp	LP	D	D	UP	D	LP
All Apartments/Rentals "Crime Free" required - Ordinance needed for Mandate	UP	P	HP	UP	LP	HP-
Return to 5 Day City Hall Open	P	D	D	UP	LP	LP+
Honor Col Paul Green/Highland Heros	HP	P	HP	UP	HP	HP
Security Cameras All Commercial Parking Lots	P	P	P	UP	D	P
Budget Cuts	LP	D	D	UP	D	LP
Renew and Reconsider Sign on New Police Station as previously Approved by Public Facilities Subcommittee	UP	P	P	UP	P	HP-
Replace Plaque on 5th Street Bridge	P	D	HP	UP	HP	P+