



ESCONDIDO CITY COUNCIL

Action Plan



Introduction

The City Council Action Plan represents the City Council's collective vision for Escondido's future and the key strategies that will be used to achieve that vision. It is developed biennially following a workshop where key policy goals are identified and discussed.

The priorities categories for the 2011-2012 Council Action Plan were identified by the City Council at its February 2, 2011 workshop and were: (in alphabetical order)

- Economic Development
- Embrace Diversity & Community Outreach
- Financial Stability
- Image and Appearance

Responsibility for developing and overseeing each of those categories was assigned to the following individuals:

- Sheryl Bennett (Embrace Diversity & Community Outreach)
- Joyce Masterson (Economic Development)
- Barbara Redlitz (Image and Appearance)
- Gil Rojas (Financial Stability)

Specific information pertaining to the current reality in those areas, as well as strategies to achieve the City Council's goals and evaluation measures, were presented to the City Council over the course of several months. Final approval of the document was sought on September 14, 2011.

A workshop on the status on the Council Action Plan will be held twice a year to keep the City Council apprised of the progress being made to achieve stated goals, provide greater flexibility to changing needs and finances, and to elevate the public's interest and attention to the action plan.



ECONOMIC DEVELOPMENT

City Council Action Plan 2011-2012

Economic Development

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
<p>Create business / employment land to stimulate the creation of jobs and improve median income</p>	<p>1. The City does not have a comprehensive plan for economic development. With land supply dwindling and costs of doing business increasing, Escondido will need to adopt a vision and economic development strategy that leverages its existing assets, makes full use of technology, and targets its resources towards activities and investments that have the greatest short and long-term impact on its economy. The cost to hire a consultant to prepare a comprehensive plan is estimated at \$100,000. Funding is available in the Economic Development Fund.</p>	<p>1. Contract with a consultant to build upon the draft Economic Development element of the General Plan to create a comprehensive economic development plan for Escondido that includes baselines of existing jobs and types of properties available.</p>	<p>Adoption of an Economic Development Plan</p> <p>Jobs created, jobs retained, average salaries</p>	
	<p>2. City maintains local control over a significant portion of its water supply. However, key areas, including the ERTC, are controlled by Rincon Water District whose requirements may be impeding development.</p>	<p>2a. Work with Rincon Water Board to reduce barriers to business development in Escondido.</p> <p>2b. Update master plan for</p>	<p>Jobs created, jobs retained</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	<p>Infrastructure is lacking in downtown and other areas slated for future development (I-15/Felicita, I-15/El Norte Parkway, Citracado Parkway missing link).</p>	<p>water and sewer infrastructure and establish a list of priorities.</p> <p>2c. Purchase land in I-15/Felicita corridor needed to construct pump station for subsequent development.</p>	<p>Creation of priority list; jobs created</p> <p>Installation of infrastructure; jobs created</p>	
	<p>3. In 2010, 1,623 new business licenses were processed and 6,698 business licenses were renewed; \$1,573,385 was received in Business License revenue. No data exists on the number of employees hired/jobs created.</p>	<p>3a. Revise business license application to include mandatory information including the number of employees associated with the business in order to develop a baseline.</p> <p>3b. Explore new formula for business license fee.</p>	<p>Jobs reported</p>	
	<p>4. Escondido's percentage of Very Low and Low Income (Target) Households is 44% which is higher than 12 of 18 cities in the county, and exceeds the regional average of 40%, which can negatively influence business owners' decisions to locate or expand their operations in the community.</p> <p>Area city's Target Household percentages:</p> <p>Poway (21%), Carlsbad (27%), Santee (32%), Chula Vista (42%), Coronado</p>	<p>4a. Authorize Mayor to lobby SANDAG for a more equitable distribution of future Target Household units that allocate a greater share to cities with fewer than the regional average. This would ensure that all communities shoulder a more proportionate share of Target Households.</p>	<p>Reduced percentage of Target Households allocated to Escondido</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	(25%), Del Mar (25%), Encinitas (27%), Oceanside (40%), San Diego (41%), San Marcos, (40%), Solana Beach (27%), Vista (42%), unincorporated county (34%).	4b. Include language in the General Plan Housing element that will limit the number of Very Low and Low Income Housing units.		
	5. Downtown vacancies exist but prospective tenants often cannot relocate there due to current regulations requiring additional parking. Existing businesses wanting to expand are similarly blocked by parking regulations. Parking permits for municipal parking lots in downtown have been suspended.	5. Eliminate parking requirements for new and expanding businesses in the core downtown area and Mercado District.	Jobs created in downtown and Mercado	
	6. Escondido's General Plan has the lowest percentage of land designated for employment uses among all North San Diego County communities.	6. Analyze up to 450 additional acres to re-designate from residential to employment land.	Increased acreage; Jobs created; Standing among other North County cities	
	7. Additional staff is needed to adequately address Economic Development efforts.	7a. Re-assign existing staff to City Manager's Office to assist with Economic Development.	Customer feedback	
Streamline Regulations	1. Well trained staff members are available to provide project streamlining and quick turn around on development projects, saving applicants time and money. However, redundant reviewing bodies in the approval process add time and cost to projects.	1a. Expedite the permitting process for projects within priority areas (Ballpark District, I-15/Felicita, I-15/El Norte Parkway, Citracado Parkway missing link). 1b. Consolidate Design Review Board with	Shorter Approval times	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
		<p>Planning Commission. Change criteria for Planning Commission to include design-professional applicants.</p>		
	<p>2. The environmental process is time consuming and complex. Having an existing environmental overlay in key areas would accelerate the process.</p> <p>An overlay area for South Escondido Boulevard was completed in the 1990s. An update will be required as an implementation measure of the General Plan to reflect the updated land uses.</p>	<p>2a. Adopt master environmental document for each priority development area to streamline future CEQA review.</p> <p>2b .Update overlay area for South Escondido Boulevard.</p>	<p>Adoption of Overlay zone</p>	
	<p>3. Fire codes have saved lives over the years. However, City officials must determine the proper balance between fire safety and other City goals, such as revitalization, historic preservation, and affordable housing.</p> <p>Fire Department plan checks, formerly done at City Hall, are now done at the Police and Fire HQ. This may be inconvenient for customers. Current fire prevention staffing levels have caused fire inspectors to prioritize new construction and development while incurring delays in other fire prevention responsibilities.</p>	<p>3a. Implement cost/benefit analysis in fire plan checks.</p> <p>3b. Schedule Fire Prevention staff at least 1 day a week at City Hall for Plan check and fire-related permits while exploring possible consolidation of fire plan check services at City Hall by Community Development Staff or outsourcing.</p> <p>3c. Analyze the process for final inspections of single family residences since both Building and Fire inspectors are on</p>	<p>Shorter review times, quicker permit issuance</p> <p>Customer Service feedback</p> <p>Faster response to customers</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
		<p>site, conducting a variety of different inspections, to determine if efficiencies can be found within the process.</p>		
	<p>4. The internal business license process has been streamlined recently, with most permits now being issued within a week of submitting an application instead of months. However, applicants still cannot apply or pay online. The City also does not have the ability to allow the electronic submission and return of plans. Nor does staff have the ability to update licensing, permitting and inspection data from the field. CRW Systems, which provides the "TRAKIT" program currently used by various departments, offers 3 software modules that will increase staff efficiencies and provide comprehensive e-services to the public. Staff requested funding in the amount of \$177,000 for an update to the CRW system as part of the 2011-2012 CIP process.</p>	<p>4. Upgrade the CRW TRAKIT software package with "eTRAKIT", "eMarkup", and "Mobile TRAK" to allow various online transactions including licenses, permits, payments, inspection requests, submission and markup of plans and the entry of data from the field.</p>	<p>Business license volume increase and revenue</p> <p>Shorter review times</p>	
	<p>5. The current Public Art Fee is \$0.30 per sq. ft. (first 1,800 sq. ft. exempt). Since the Public Art Program began in 1988, more than 22 public art projects have been initiated by the City and private developers. The Public Art Program has received a number of local and national awards for its projects.</p>	<p>5a. Determine the appropriateness of retaining, reducing, or eliminating the current Public Art Fee and the Public Art Commission.</p>	<p>Customer feedback</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	<p>6. The Zoning Code has been amended repeatedly over the decades and has lost clarity, adding time to the process. A consultant could streamline the code and improve processing times at a cost of approx. \$100,000. Funding is available in the Economic Development Fund.</p>	<p>6. Hire a consultant to review and streamline the Zoning Code.</p>	<p>Approved Streamlined Zoning Code</p>	
<p>Create Incentives</p>	<p>1. Selected fees in the Downtown Area are currently reduced for multi-family development.</p> <p>An Incentives/Development Fee Guide is currently online. http://www.escondido.org/Data/Sites/1/pdfs/Building/FeeGuideforDevelopmentProjects.pdf and includes the following:</p> <p>BUSINESS ENHANCEMENT ZONE (BEZ) Possible fee reductions of 25% (\$25,000 cap) or 50% (\$50,000 cap)</p> <p>RESTAURANTS CENTRAL CORE up to 100% of water, wastewater, and traffic fees</p> <p>NONPROFIT ORGANIZATIONS 50% fee reduction \$10,000 cap</p> <p>HISTORICAL BUILDINGS Zoning Code Chapter 33, Article 40.</p> <p>CHANGES IN USE IN EXISTING BUILDINGS Dev Fees not charged</p>	<p>1a. Re-evaluate existing Development Fees in other "Priority Areas" for possible reductions.</p>	<p>Additional living units in the Downtown District</p> <p>Expansion of existing business</p> <p>Increased sales tax generation from expanded, more-successful businesses</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	<p>TARGETED COMMERCIAL AREAS Waiver of permit and processing fees varies from \$25 to \$1,040</p> <p>BUILDING DEMOLITIONS & ABANDONED USES 100% Dev. Fee credit for demolished buildings, and uses abandoned less than 10 years</p>	<p>1b. Create incentive to encourage the demolition of vacant buildings for which there has been no interest.</p>		
	<p>2. Generally, Development Fees are paid prior to permit issuance. Development Fees for a typical Single-family dwelling include: Parks, Public Facility, Art, Traffic-Local and Regional, and Drainage (Approx. \$13,000). Water and Wastewater connection fees (Approx. \$15,430), may be paid prior to connection, (requesting a water meter). Allowing development fees to be paid prior to requesting a final inspection would have a positive impact on developers and individuals.</p>	<p>2. Change City Policy to allow payment of Development Fees (not staff hard costs) prior to requesting Final Inspection rather than at permit issuance.</p>	<p>Customer feedback</p>	
	<p>3. Current parking ratios for industrial, commercial and office land uses are based on 1960's auto-oriented travel patterns and don't reflect a shift toward multimodal transportation opportunities.</p>	<p>3. Evaluate parking requirement for projects that incorporate transit-oriented design principles (i.e. pedestrian orientation, proximity to transit, inclusion of bicycle facilities, etc.) as an incentive for reduced parking requirements.</p>	<p>Customer feedback</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	<p>4. City Council endorsed a concept plan for Escondido Creek that incorporates landscaping and recreational improvements adjacent to the trail within the creek right of way.</p>	<p>4a. Allow residential development along the creek trail frontage to install public recreational improvements (with a maintenance agreement) within the trail right of way and install permanent access onto the trail from their property in exchange for required on-site open space.</p> <p>4b. Allow commercial development along the creek trail frontage to install public recreational improvements (with a maintenance agreement) within the trail right of way and install permanent access onto the trail from their property in exchange for parking credits.</p>	<p>Increased number of trail connections to adjacent properties.</p>	
	<p>5. The Façade and Property Improvement Program (FPIP) is currently inactive. Additional funding of \$500,000 is recommended to reinstate the program. Funding is available in the Economic Development Fund.</p>	<p>5a. Reinststate and fund the FPIP to provide matching grants for commercial property façade improvements.</p>	<p>Dollar amount of private matching funds invested to enhance business appearance</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
<p>Focus on image / outreach / marketing including proactive business recruitment by the City Council</p>	<p>1. Previous focus had been primarily on business retention and expansion, rather than business attraction. Councilmember involvement, as well as that of successful local CEOs / business leaders, is crucial to attracting new businesses.</p>	<p>1a. Recruit a corps of successful high-profile CEO's to participate in recruitment meetings with potential new business owners.</p> <p>1b. Develop business attraction "kits" for Councilmembers to provide accurate and consistent information to potential businesses.</p>	<p>Site visits</p> <p>Number of kits distributed</p>	
	<p>2. More effective communication needs to broadcast Escondido's positive qualities including:</p> <ul style="list-style-type: none"> • Escondido Research and Technology Center • Historic Downtown with unique recreational and regional entertainment attractions is unique among San Diego County communities. • Strategic location • Existing infrastructure, plans for development, and projected capital allocations. • Regulatory and environmental compliance requirements • Competitive transportation opportunities and alternatives • Ready-to-go, serviced and adequately zoned sites • Ready access to key suppliers and 	<p>2a. Refresh existing Economic Development web site to a more robust one directed at existing and prospective businesses, brokers and site selectors with companion written materials.</p> <p>2b. Develop subscription-based business retention /attraction E-newsletter.</p> <p>2c. Bolster the current on-line public art information with photos, electronic maps, and self-guided tour routes of existing art pieces that will attract visitors to the community who will visit</p>	<p>Hits on web site</p> <p>Number of subscribers to E-newsletter</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	<p>support services</p> <ul style="list-style-type: none"> • Local talent pool available and the benefits of hiring locally • Public Art 	<p>the art displays and spend money at nearby restaurants and shops.</p> <p>2d. Hold a commercial real estate brokers' symposium in partnership with the Chamber and regional partners to highlight available properties.</p>	<p>Number of attendees</p>	



**EMBRACE DIVERSITY &
COMMUNITY OUTREACH**

City Council Action Plan 2011-2012

Embrace Diversity and Community Outreach

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
Community Events Downtown	<p>The City has a robust history of downtown events to draw a diverse group of citizens to the area.</p> <p>In 2010, over 274,000 people visited a variety of downtown events hosted by many different Escondido-based groups.</p> <p>This is a partial listing of some of the popular events:</p> <ul style="list-style-type: none"> • Cruisin' Grand - April - Sept • 2nd Saturday ArtWalk • Saturdays in the Park - History Center - Weekly Sat events in Grape Day Park • Escondido Jaycees Christmas Parade • For the Love of Chocolate Festival - February • Dia de Los Ninos - April • Semi Annual Escondido Street Faire 	<p>Add the following new events:</p> <ol style="list-style-type: none"> 1. Sunrise Grape Day 5K – 9/10/11 2. 9/11 10th Anniversary Remembrance Event – Partnership with the Center for the Arts 3. Partner with the Escondido History Center to bring additional activities to the Grape Day Festival that reflect our diverse community. 	<p>Number of attendees at each event.</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	<ul style="list-style-type: none"> American Heritage Car Show in Grape Day Park Summer Movies in Grape Day Park Independence Day Celebration in Grape Day Park Grape Day Festival and Parade - Sept 			
Making things easier for residents to communicate with government	<p>Current communication tools include:</p> <ul style="list-style-type: none"> City's Internet Page Recreation brochure Newsletters Facebook (Library & Recreation) Twitter Online Crime Reporting Email Phone System Utility Bill Inserts Escondido Experience through Chamber Escondido Workforce Roundtable Council meetings, live, televised, and on the Internet City Sourced Application (graffiti and potholes) <p>Communication has mostly been "one-way", from the city to residents. More interactive communication is desirable.</p>	<p>Increase opportunities for the community to provide input to City:</p> <ol style="list-style-type: none"> Hold Mayor's Town Hall Meeting Conduct community survey to obtain feedback from the residents on the methods they would like the City to use to share and receive information. Survey will be done via staff and City resources at a minimal cost. Offer the public quarterly tours of City Hall and the Police & Fire HQ. Expand City Sourced Application Create "City" Facebook Page 	<p>Number of attendees</p> <p>Responses from survey and analysis to the potential need for changes in communication methods.</p> <p>Number of Attendees</p> <p>Number of Referrals</p> <p>Number of followers</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
<p>Communication and Listening</p>	<p>Current customer service training is focused primarily on new employees and includes:</p> <ul style="list-style-type: none"> • New Employee Orientation • Fish Training <p>Additional periodic training is needed as a refresher for long-time employees.</p> <p>An informational kiosk would enhance customer service, by allowing visitors to get their questions answered from the kiosk, submit reports on-line and avoid having to wait in line. The cost of a kiosk is approximately \$5,100.</p>	<p>Internal Customer Service</p> <ol style="list-style-type: none"> 1. Provide additional citywide customer service training 2. Solicit feedback from customers on the quality of service they received from City staff. <p>External Customer Service</p> <ol style="list-style-type: none"> 1. Purchase kiosk with online resources for customer to access information at City Hall 	<p>Number of-employees trained</p> <p>Number of feedback forms received and quality of service measured.</p> <p>Number of utilizations</p>	



FINANCIAL STABILITY

City Council Action Plan 2011-2012

Financial Stability

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
Adopt balanced budget without using reserves	1. For the past 4 years, the budget has been balanced by relying on City reserves.	1a. Adopt a 2 year operating Budget 1b. Negotiate employee sharing pension costs 1c. Close Branch Library 1d. Conduct fiscal analysis of Recreation operations 1e. Reduce funding for Center for the Arts 1f. Reduce funding for outside agencies	Adoption of a budget that does not use reserves	
Reform pension benefits to ensure they are affordable	1. The City's pension obligation is 17% of the General Fund. The present pension system is no longer affordable or sustainable. Contracts with labor groups have varying expiration dates: Teamsters, ACE, and Supervisory union contracts expire on June 30, 2011.	1a. Increase employee contributions to their own pensions 1b. Implement a two tiered pension system	Approved revised contracts with each labor group Implementation of a two tiered system	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	Police and Fire union contracts expire December 31, 2011. Non-sworn police contracts expire June 30, 2012.			
Focus on Core Service	<p>1. The Police Department has a labor-intensive and paper-driven data collection and reporting process. Efficiencies in this area will allow officers to do more proactive law enforcement by spending less time writing reports, as well as provide significant time-saving for the Records Division. Staff has requested \$525,200 for a Records Management System as part of the 2011-12 CIP process.</p>	<p>1. Fund \$525,200 for a Capital Improvement Program that will be used for implementation of the Records Management System</p>	<p>Implementation of Records Management System</p>	
	<p>2. Fire Station 6 was designed to house an engine company, not an ambulance crew. Due to the economic downturn, when construction was completed the City could not afford to hire staff for an engine company. Instead the ALS paramedic ambulance and crew from Fire Station 5 was moved to Station 6. Hiring personnel to staff Engine 6 would improve response capabilities and response time for all emergency incidents and assist with call distribution throughout the entire City. If an engine company is put in at Station 6 the ambulance and crew likely will be moved to Station 1 to help with EMS call distribution.</p>	<p>2. Conduct an assessment of the City's delivery of fire services to ensure they are meeting the community's fire safety goals</p>	<p>Completion of assessment</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	<p>3. The current Street Maintenance program targets streets for reconstruction, overlays and seal coats based on staff's assessment of physical conditions and available funding. Also considered are resident complaints and areas in constant need of repair work.</p> <p>Downtown area alleys are generally excluded from street maintenance projects as they are classified a lower priority than major arterials, collectors and residential streets in need of repair.</p> <p>Maintenance and Operations Division performs pothole and road edge repair as needed. They also refresh striping and limit lines on roads throughout the City.</p>	<p>3. Repair 3-5% of total city streets each year with an emphasis on major roadways and on reducing the annual pothole/edge repair work required of in-house forces</p>	<p>"Lane" miles of streets improved to good or better condition per the Pavement Condition Index</p> <p>Number of pothole complaints/repairs</p>	
<p>Outsource city services where appropriate for cost savings and efficiency</p>	<p>1. The City currently outsources or contracts for some services such as custodial and landscaping. A study of other opportunities for cost savings or cost avoidance has not been undertaken for several years. Upcoming facility moves make this an opportune time for considering additional outsourcing strategies.</p>	<p>1. Systematically evaluate a minimum of five strategies for outsourcing</p>	<p>Dollar amount saved by outsourcing certain City services</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
<p>Maintain \$15-20 million in reserve</p>	<p>1. Reserves are now at approximately \$15 million. The city does not have a written policy defining a minimum amount to be kept in reserves, as well as potential uses for it.</p>	<p>1. Develop a Reserve Policy for the General Fund based on cash flows during the first 6 months of the fiscal year and/or the average of 2 months of expenditures</p>	<p>Adoption of Reserve Policy</p>	



IMAGE AND APPEARANCE

City Council Action Plan 2011–2012

Image and Appearance

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
<p>Pro-active code enforcement (residential and commercial properties); implement existing ordinances; public education on violations</p>	<p>1. The Appearance and Compliance Team (ACT) was highly successful in proactively improving the City’s appearance, but was disbanded due to the recession’s impact on staffing and budget. A modified version of the ACT can be reinstated, although monthly sweeps cannot yet be accommodated.</p> <p>Code enforcement currently is complaint-based, with priority given to health/safety violations. Priorities are as follows:</p> <ul style="list-style-type: none"> • Health & Safety violations <ul style="list-style-type: none"> • Garage conversions • Non-permitted room additions • Substandard dwellings • Graffiti removal • Inoperable street lights • Abandoned vehicles • Abandoned and foreclosed properties • Weed and junk abatement 	<p>1a.Reinstate a modified version of the interdepartmental ACT to identify and monitor problem properties and attractive nuisances; anticipate “ripple effect”; and adjust resources accordingly.</p> <p>1b. Identify specific geographic areas of the city for methodical, proactive enforcement; give advance public education or notification, then target for concentrated enforcement, focusing on appearance violations.</p> <p>1c. Establish reporting mechanisms to determine baselines and</p>	<p>Quarterly reports from various departments and/or operations</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	<ul style="list-style-type: none"> • Shopping carts • Potholes • Illegal signs • Business license violations 	<p>progress made by geographic or specific areas.</p> <p>1d. Develop additional public education information on reporting problems or finding solutions (i.e. website, handouts, etc.)</p>		
	<p>2. Code enforcement part time staffing:</p> <ul style="list-style-type: none"> • Allows for weekend and flexible coverage. • Officers lack experience; not yet fully trained. • No night-time enforcement <p>Over the years, city employees in all departments have been encouraged to report code violations, potholes, burned out street lights, etc. Unless continually reminded, personal responsibility for this lessens over time.</p>	<p>2a. Train volunteers in all organized neighborhoods to report code violations; examine potential to use volunteers in other low and moderate income areas in the City.</p> <p>2b. Release periodic reminders encouraging all field personnel, inspectors, police volunteer patrols, and general City employees to report potential code violations.</p> <p>2c. Work with the DBA, Chamber of Commerce, realtors, and other business and non-profit groups to encourage voluntary compliance.</p>	<p>Quarterly reports from various departments</p> <p>Track volunteer numbers and hours</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	3. City Appearance Committee reviews public and private projects involving city-owned property or facilities, and along gateways and medians for appropriate level of design and issues related to maintenance, public safety, liability, etc.	3. Appoint a representative from the City Appearance Committee to sit on the interdepartmental team and coordinate or resolve issues that may arise.	Biannual report from City Appearance Committee	
	4. Multiple inspections are often required to achieve compliance.	4. Establish a re-inspection fee to encourage timely compliance.	Adopt fee for non-responsive cases Number of cases requiring multiple inspections	
	5. Some properties in Escondido owned by major regional organizations are in need of clean-up and/or beautification.	5. Develop protocol for working with regional organizations to resolve unsightly property maintenance issues at their facilities.	Develop and maintain contact list Track response times	
	6. Maintenance of city property should set the standard in the community. Unfortunately it has been reduced due to diminished resources.	6a. Analyze City workforce to effectively maintain City property. 6b. Develop an “Adopt-a-Lot” program for maintenance of public properties. Explore a corporate sponsorship program or other form of recognition as an incentive. 6c. Co-sponsor community and corporate	Mid-year report on maintenance needs, concurrent with mid-year budget review Establish policies and procedures for an “Adopt-a-Lot” program	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
		volunteerism, such as work days, coordinated through the City's Volunteer Coordinator.		
	<p>7. In CDBG-eligible areas:</p> <ul style="list-style-type: none"> • Staff actively educates and trains residents and 15 neighborhood groups regarding violations • NEAT staff and PD District Area Commanders attend neighborhood meetings and Neighborhood Leadership forums • NEAT staff prepare items of interest in the Neighborhood News • NEAT staff participate in neighborhood tours with group leadership members • Project NEAT assesses 2,600 residential properties for property maintenance and appearance issues. • Funding for additional Code Enforcement personnel through CDBG has been authorized for FY 2011-12. 	<p>7a. Use CDBG funds to:</p> <ul style="list-style-type: none"> • Expand Project NEAT program to all CDBG-eligible neighborhoods • Add Code Enforcement officer(s) for CDBG-eligible commercial properties • Conduct field survey of commercial property and identify high violations rates • Focus efforts in areas of high pedestrian use <p>7b. Develop an expanded marketing plan for Project NEAT. Identify and maintain key private citizen groups (realtors, service clubs, churches) to educate them regarding the importance of property maintenance issues</p>	<p>Number of cases with voluntary compliance; Number of cases referred to Code Enforcement; Number of cases referred to the City Attorney</p> <p>Track and report new outlets used to market Project NEAT, and determine if new projects are generated by the use of these outlets</p>	
	8. Enforcement successes are not well publicized to the City Council, other departments or the public, resulting in a skewed and potentially negative perception of City Image.	8. Develop standardized reports to track enforcement complaints, case-load, responsiveness, and trends using	Quarterly reports regarding enforcement caseload and results	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
		upgraded TRAKIT and Azteca software approved in the FY 2011-12 CIP budget.	Post results on website	
	9. Proliferation of new types of temporary signs such as “feather” signs create unsightly appearance, but provide a cost-effective way for businesses to attract customers. An increased number of businesses are painting murals on large blank walls without design review approval.	9. Evaluate sign ordinance to address feather / temporary signs and murals.	Adopt code amendment	
	10. Special volunteer projects on City properties provide public improvements that may not otherwise be funded, but lack of a standardized policy result in proposals that do not make efficient use of staff resources.	10. Develop policy to address offers of special projects on City property, i.e., Eagle Scout projects, including procedures and identification of types of desirable projects and locations.	Adopt policy	
	11. Weed Abatement enforcement response is handled by Code Enforcement under property maintenance provisions of the Municipal Code, and by the Fire Department under the Fire Code.	11. Coordinate weed abatement enforcement efforts by Code Enforcement and Fire Department to ensure communication and provide consistent direction to property owner.	Response time	
	12. FY 2011-12 CIP Budget authorized \$177,000 for CRW upgrades. Code Enforcement Officers document their cases when they return to the office.	12. Purchase additional TRAKIT software (Mobile TRAK and CRM).	Response time	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	<p>Additional CRW software is available to increase staff accuracy and efficiency by allowing immediate field entry (Mobile TRAK) and monitor customer response (CRM). Cost for the additional software and annual maintenance is \$40,500 plus additional laptop purchase and internet fees of \$20,000.</p> <p>Customer complaints are submitted through a variety of sources, often resulting in overlapping responses that are difficult to track and create inefficiencies. Additional TRAKIT software (Citizens Response Management or CRM) is also available to manage and monitor customer complaints. Cost for software and annual maintenance is \$22,500.</p>			
<p>Urban Renewal, Overlays and Standards</p>	<p>1. Vacant and foreclosed properties are poorly maintained. Enforcement efforts are hampered by difficulty determining ownership or responsible party.</p>	<p>1. Explore strategies employed by other jurisdictions to address maintenance of vacant and foreclosed properties, and assess necessary resources for implementation as additional funding becomes available.</p>	<p>Summary Report</p>	

Goal	Current Reality	Strategy	Evaluation Measures	Outcome
	<p>2. The Economic Development element of the Council Action Plan requested funding for a consultant to update the Zoning Code.</p> <p>Some code provisions lack enforceability due to conflicting language, inconsistencies or lack of clarity between guidelines and standards.</p> <p>Current City policy requires preliminary step of City Council initiation prior to processing.</p>	<p>2a. Expand scope of Zoning Code update to evaluate land use and development related code sections and guidelines to delete outdated provisions and amend codes as necessary to better support current enforcement goals and policies.</p> <p>2b. Eliminate City Council initiation of code amendments and authorize Planning staff to process as deemed necessary, in consultation with City Attorney.</p>	<p>Adoption of code amendments</p> <p>Adoption of code amendments</p>	