

# Two-Year City Council Action Plan 2013-2014

September 24, 2014 Status Report

# City Council Action Plan Economic Development

Goal	Current Reality	Strategy	Evaluation Measure
<b>Implement Comprehensive Economic Development Master Plan</b>	<p>As prescribed by the Master Plan, an Economic Development Task Force (EDTF) has been formed consisting of Community members and staff. This group is currently reviewing any barriers or enhancements needed to make the new employment lands identified in the General Plan available for development, keeping in mind those which best can accommodate the plan's focus on healthcare and clean tech.</p>	<ol style="list-style-type: none"> <li>1) Convene EDTF to identify specific industry attraction targets and goals for two and five-year horizons. (CEDS 4a). <b>Completed</b></li> <li>2) Develop industry-specific marketing materials and campaigns for the initial "focus targets" identified by the EDTF in conjunction with the City's identity and image enhancement program. (CEDS 4b) November 2014</li> <li>3) Investigate implementation of formal Business Retention and Expansion survey process. Cost is anticipated at approximately \$10,000. CEDS (5b) September 2014</li> </ol>	<ol style="list-style-type: none"> <li>1. Creation of list of targets and goals</li> <li>2. Creation of materials</li> <li>3. Completion of analysis</li> </ol>
<b>Integrate with regional economic development efforts</b>	<p>The Mayors, City Managers and Economic Development staffs of Carlsbad, Escondido, Oceanside, San Marcos and Vista have agreed to collaborate on a joint branding effort.</p>	<p>4. Provide funding in the amount of \$21,000 to hire a consultant to create a regional brand for the North County. Funding requested in FY 2013-2014 Budget <b>Completed</b></p>	<p>4. Creation of brand by consultant</p>

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<p><b>Prepare Business Park Land and infrastructure</b></p>	<p>The type of proposed development drives preparation requirements. Water, sewer, communications, soil remediation and traffic demands are driven by development type. Acquisition of private properties to be assembled for sale would require significant investment. An RFP for development of this land is not recommended until properties are assembled. However, refinement of the vision for City-owned properties is needed to guide decisions (lease or sell) and will set the frame-work for overall development of the Business Park.</p>	<p>5. Remove potential barriers to development including:</p> <ul style="list-style-type: none"> <li>a. Fund removal of dilapidated building at 525 N. Quince. (Estimated cost is \$48,974) <b>Completed</b></li> <li>b. Develop a Long Range Property Management Plan (LRPMP) - <b>Completed. Adopted by Successor Agency and Oversight Board (10/2 &amp; 10/8); to DOF for approval by 11/24</b></li> <li>c. Implement LRPMP December 2014</li> </ul>	<ul style="list-style-type: none"> <li>5a. Completion of demolition</li> <li>5b. Adoption of a Long Range Property Management Plan.</li> <li>5c. LRPMP Implementation</li> </ul>

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<p>Leverage partnerships with local Chambers of Commerce, schools &amp; universities, realtors, developers , Union Tribune, SDNEDC, wineries, breweries, Visitor’s Bureau</p>	<p>City staff currently serve on the following chamber committees:</p> <ul style="list-style-type: none"> <li>• SDNCC economic development and workforce development</li> <li>• Escondido Chamber government relations and economic development</li> </ul> <p>City staff have well-established connections with:</p> <ul style="list-style-type: none"> <li>• Vista Brewers’ Guild</li> <li>• SDNEDC</li> <li>• Escondido wineries via Grape Day 2012 event</li> <li>• School district</li> <li>• Brokers</li> </ul>	<p>6. Schedule minimum of 2 editorial board meetings with UT annually <b>Completed.</b>  <b>Mayor has meet several times with Union Tribune Board.</b></p> <p>7. Establish Escondido brewers/vintners guild modeled after Vista example . <b>On Hold. Escondido brewers and vintners are now participating in regional professional collaborations (The Vista Brewer’s Guild and the San Diego Urban Winery Association ) making separate Escondido guild s redundant. These groups are comprised of industry professionals who meet regularly to share information and resources and serve as a unified voice for these industries. A City Economic Development staff member will be included in the meetings and information sharing of both organizations, including being the main presenter at the September meeting of the winery group.</b></p> <p>8. Fold “ Visit Escondido” Director into City Economic Development Division <b>Completed</b></p> <p>9. Encourage industry specific business groups (i.e. craft beer, wineries, hotels, restaurants) <b>July 2014 . Completed with ongoing relationships for collaboration, networking and promotion.</b></p>	<p>6. Meetings held</p> <p>7. Establishment of guild</p> <p>8. Approval by Council</p> <p>9. Formation of groups</p>

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Attract a Hotel	<p>In 2003 the City issued an RFP for a downtown hotel. The developer selected has been unable to secure financing for the project. Since ten years have lapsed it is appropriate to solicit new proposals for a quality hotel in Escondido, including areas outside of downtown.</p>	<p>10. Develop an RFP for a hotel <b>July 2014. On hold pending two proposals under consideration.</b></p>	<p>10. Selection of developer</p>
<p>Establish a pro-active annexation Policy for the commercial areas identified in the General Plan Update</p>	<p>LAFCO requires a development plan to accompany an annexation application. This requirement could be modified by the San Diego LAFCO Board leadership to facilitate certain annexations. General Plan Policies have been updated focused on a pro-active approach toward annexing land that addresses city goals. The City Annexation Guide has been updated and posted online at:  <a href="http://www.escondido.org/Data/Sites/1/media/pdfs/Planning/AnnexationGuide.pdf">http://www.escondido.org/Data/Sites/1/media/pdfs/Planning/AnnexationGuide.pdf</a></p>	<p>11. Request the Mayor, as a member of the San Diego LAFCO , to work with the Board and LAFCO staff to modify its policy which would facilitate annexation of commercial properties. December 2014</p>	<p>11. Modification of policy</p>

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<p>Enhance use of Technology and Innovation to improve efficiency, services and reduce costs</p>	<p>Virtual City Hall was recently completed to provide easy public access to information. Expedited processing is available.</p>	<p>12. Improve use of City’s systems for tracking permit processing times. (CEDS 8d) This will also include customer complaints and special events permits. <b>Completed. TRAKiT permit tracking software has been updated and CRM TRAK module has been implemented to track customer complaints.</b></p>	<p>12. Internal and external customer feedback</p>
<p>Make Escondido more competitive in the marketplace</p>	<p>Substantial work has taken place to accomplish this goal including creation of the Economic Development Director position to increase focus in this area; expedited permit delivery is available upon request; and the development process has been streamlined by combining Design Review Board and Planning Commission. Interdepartmental meetings are held weekly to coordinate, proactively identify and resolve issues early in the development process.</p> <p>The current focus of the Economic Development Subcommittee has primarily been only to review requests for expedited processing, rather than to update committee members on broader economic development matters.</p>	<p>13. Raise the project-size threshold for triggering CEQA requirements, subject to City’s discretionary authority (CEDS 8b.) <b>Completed. At the December 4, 2014 meeting, the City Council adopted updated CEQA thresholds of significance based on local standards that establishes the parameters for preparing the environmental documentation required for projects (Ord. 2013-12).</b></p> <p>14. Continue to identify process improvements to further streamline the development review process. <b>Completed. “Working Together to Get to Yes” program presented at City Council workshop in June 2014.</b></p> <p>15. Formalize City “red team” (Staff Development Committee) to ensure timely development processing, building on the structure of the existing interdepartmental team (CEDS 8c.) <b>Completed</b></p> <p>16. Prepare appropriate zoning ordinances for Planned Office, R-5-30, Mixed Use Overlay Standards, Parking, etc. reflecting recent General Plan Update land use changes <b>Completed. Code amendments for commercial zones including Planned Office approved in August 2014.</b></p>	<p>13. Adoption</p> <p>14. Completion</p> <p>15. Completion</p> <p>16. Adoption</p>

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		<p>17. Assign the Economic Development Director as the staff liaison to the Economic Development Subcommittee, and hold quarterly meetings to update subcommittee on economic development topics. Special meetings of the subcommittee will still be held as needed to review requests for expedited processing. <b>Completed</b></p>	<p>17. Customer feedback Establishment of quarterly regular meetings.</p>
<p><b>Turn Escondido into an Education Hub</b></p>	<p>27.9% of Escondido residents over the age of 25 do not have even a high school diploma.</p> <p>Interest in improving educational opportunities is increasing as evidenced by the construction of the new public high school Del Lago Academy, the expansion of Classical Academy and Charter High School, the remodel of Palomar College and the relocation of John Paul the Great University to Grand Avenue.</p>	<p>18. Establish an Educational Task Force. (CEDS 16a) <b>Completed. Rather than create a separate group, a City Economic Development staff member has joined the recently created San Diego North Adult Education Partnership. The Partnership is a regional consortium that includes the Escondido Union High School District. The Partnership is focused on creating and implementing a plan to better provide adults in the region with high school equivalency certificates, career technical education and apprenticeships.</b></p> <p>19. Draft an Educational Enhancement operational plan, specifically focused</p>	<p>18. Creation of Task Force</p> <p>19. Develop plan</p>

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<p>Carryovers from previous Council Action Plan</p>	<p>Review of the Public Art Fee and Commission in 2011-2012 Action Plan was not completed due to work load of staff associated with AMGEN race.</p> <p>The scheduling of a Fire Prevention Staff member at City Hall one day a week for plan checks had been delayed due to staffing levels. However, based on customer feedback, this service enhancement is no longer needed. Staff recommends removing this item from the Action Plan.</p>	<p>21. Determine the appropriateness of retaining, reducing or eliminating the current Public Art Fee and the Public Art Commission. <b>Completed. A recommendation by staff was given to the City Council in August 2014 recommending no changes be made to either the Public Art Fee or the Public Art Commission. There were no objections to this recommendation.</b></p>	<p>21. Customer Feedback</p>

# City Council Action Plan Fiscal Management

Goal	Current Reality	Strategy	Evaluation Measure
<p data-bbox="108 179 423 251"><b>Improve the City's A+ Bond Rating</b></p>	<p data-bbox="446 179 890 329">Ratings are influenced by factors beyond the city's control including regional economic factors, local unemployment, etc.</p> <p data-bbox="446 379 915 886">The best Standard &amp; Poor's ratings are AAA, AA, and A. These are sometimes supplemented with a plus (+) or a minus (-) sign to raise or lower a bond's position within the group. According to definition the "A" represents a "strong capacity to meet financial commitments, but somewhat susceptible to adverse economic conditions and changes in circumstances". The "+" indicates a standing at the top of the scale.</p> <p data-bbox="446 936 900 1086">The City's current bond Rating for General Obligation Bonds is A+. The City's Water and Wastewater Bond Rating is AA-.</p>	<p data-bbox="944 179 1406 329">1. Create a list and implementation dates of economic factors that the City can control that may assist the city in raising its bond rating.</p> <p data-bbox="944 337 1418 686"><b>Completed. Standard &amp; Poor's Ratings Services upgraded the City's General Obligation Bond credit rating from A+ to AA-. The Finance Department has developed a list of strategies that are within the city's control that will help maintain or improve the City's bond credit rating.</b></p>	<p data-bbox="1450 179 1812 287">1. Implementation of economic factors within the city's control</p>

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<p><b>Reduce Pension Debt</b></p>	<p>PERS is addressing this issue by implementing increased city contribution rates over the next five years that will be dedicated to lower the unfunded liability amount. The PERS actuarial report released in November of 2013 will have more information regarding these specific rates. The City needs to address this extra retirement cost in our future projections.</p>	<p>2. Present a five year projection, adding in a new retirement cost dedicated to eliminate the unfunded liability in 30 years. <b>Completed. On March 26, 2014 John Bartel provided the City Council with an update on CalPERS new assumption changes and newly adopted contribution policy which will modify its actuarial smoothing and amortization methods. The outcome of these changes will be a ramp up in the employer contribution rate for the next 5 years beginning in fiscal year 2015/16 along with a 20 year amortization period and then a 5 year ramp down in rates with the end goal of eliminating the unfunded liability in 30 years.</b></p>	<p>2. Review of PERS report</p>

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<p><b>Maintain Reserve fund at 25% of the General Fund but never lower than 25 million dollars</b></p>	<p>The City has had a standard policy of keeping a minimum of 15% of General Fund operating revenue in a reserve. Past year's analysis show that the General Fund should have a minimum of 15 million dollars to cover cash flow during the July to December time period. Currently the General fund reserve is \$16.5 million dollars.</p> <p>The City has a policy requiring any land sales proceeds to be placed in the Reserve Fund.</p>	<p>3. Establish a projection of how soon the City can expect to establish a \$25 million reserve under normal circumstances and have alternatives to achieve this goal faster. December 2014</p>	<p>Achieve a minimum reserve of \$25 million</p>

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<p>Resubmit the Charter City Proposal to voters without district language</p>	<p>The previous Charter City Proposal included language about voting districts and was not approved by voters in November 2012.</p> <p>Pending state legislation may have a significant impact on charter cities. SB 7, which is expected to be signed by the Governor, prohibits a charter city from receiving or using state funding for a construction project if the city has a charter provision or ordinance that authorizes a contractor not to comply with prevailing wage requirements on any public works contract, as specified.</p>	<p>4. Hold public hearings on a revised Charter City Proposal for possible inclusion in 2014 election ballot.</p> <p>Completed. Public Hearings were held in April and May 2014.</p>	<p>Election result</p>

# City Council Action Plan Neighborhood Improvement

Goal	Current Reality	Strategy	Evaluation Measure
<b>Urban Renewal to Improve Aging Neighborhoods</b>	<p>A comprehensive review of the Zoning Code was anticipated as part of the General Plan Implementation Program and a draft RFP was prepared to solicit consultants to prepare citywide Zoning Code Update. This project was originally funded through CIP budget; due to budget limitations, CIP funds have now reallocated to fund GP Project Manager position as part of the reorganization of the Housing Division. The CIP balance is insufficient to fund an outside consultant; up to an additional \$200,000 would be needed for a comprehensive update by a consultant or one-time extension of staff. The work can be done incrementally by in house staff but would not be done as quickly.</p>	<p>1. Prepare individual code amendments targeting CC priorities, in lieu of a comprehensive update; to be prepared by staff instead of a consultant. This will allow quicker implementation of priority amendments, with a focus on 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 December 2014</p>	<p>1. Adoption of individual code amendments and area plans</p>
	<p>There is currently no funding for an incentives program to rehabilitate residential properties. The Home Rehabilitation Program was discontinued in 2011 due to the</p>	<p>2. Explore new funding options to reinstate a Housing Rehabilitation Program and/or “curb appeal” program; options include:</p>	<p>2. Fund program</p>

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	<p>Dissolution of the Redevelopment Agency. Residential projects are not eligible for Façade Improvement Program grants.</p> <p>An application was submitted for CalHome Grant Funds to reinstate the Home Rehabilitation Program. The City was notified in late June the grant was not awarded.</p>	<ul style="list-style-type: none"> <li>• Continue to pursue grant opportunities</li> <li>• Designate proceeds from sale of Mercado properties (as part of long range property management planning) or other Housing repayments (such as First Time Homebuyer program)</li> <li>• Use Reserve Funds to establish new program similar to FIP December 2014</li> </ul>	
	<p>With the elimination of the redevelopment agency, the City must find new funding sources to redevelop blighted areas and meet goals for affordable housing. As a result of recent project repayment from the Terraces, HOME funds are available for housing projects.</p>	<p>3. Prepare an RFP for use of HOME funds directed towards rehabilitation of substandard multi-family housing in specified areas. Housing will be for income-qualified households and monitored for up to 55 years.</p> <p>Completed; awards made to San Diego Habitat for Humanity and Solutions for Change</p>	<p>3. Issue RFP and select developer(s)</p>
	<p>Existing street lights are not energy efficient; current lighting ordinance does not recognize new technologies to allow retrofit. Significant savings could be realized by retrofitting luminaires with energy efficient LEDs.</p>	<p>4. Amend “Dark Skies” Outdoor Lighting Ordinance to allow use of energy efficient street lights (LEDs) December 2014</p> <p>5. Retrofit street lights by contracting a company with proven experience and success in LED switchovers. December 2014</p>	<p>4. Adopt Ordinance</p> <p>5. Quantify LED installations, energy savings and overall costs.</p>

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		6. Explore contracts with mobile cell providers to implement new cell technology on streetlights, and require retrofit of lights as part of contract. December 2014	6. Number of retrofitted streetlights
	Existing design standards for improvement of public streets may be an impediment to the annexation of developed properties. Rural road standards may be appropriate in some circumstances; however, the previous rural standards were repealed.	7. Revise Engineering standards to reinstate Rural Street Standards. <b>Completed: Rural Road standards adopted by City Council on April 2, 2014</b>	7. Adoption of standards
<b>Improve City Appearance by Restoring Proactive Code Enforcement</b>	<p>Current staffing in code enforcement is based on part-time (PT) positions which:</p> <ul style="list-style-type: none"> <li>• Allows for limited weekend and flexible coverage, but no nighttime enforcement</li> <li>• Experience a high staff turnover, making it difficult to train officers with appropriate certifications.</li> </ul> <p>Proactive enforcement citywide cannot be accomplished until such time as additional full time positions are restored. Code enforcement is currently complaint-based (except in CDBG areas), with priority given to</p>	<p>8. Retain budget for 2 PT CDBG-funded positions, for proactive enforcement in eligible commercial areas, based on defined priorities. <b>Completed</b></p> <p>9. Conduct a workshop with Council to discuss Council priorities for enforcement. <b>Completed. Workshop held April 2014.</b></p> <p>10. Identify priority areas for targeted proactive enforcement, including downtown, gateways and transportation corridors, public spaces and other highly visible locations. <b>Completed</b></p>	<p>8. Quarterly reports</p> <p>9. Conduct workshop and establish priorities</p> <p>10. Identification of target enforcement areas</p>

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	<p>Health/safety violations. Priorities are as follows:</p> <ul style="list-style-type: none"> <li>• Health and Safety violations</li> <li>• Building and Housing Code violations (garage conversions, non-permitted room additions, substandard dwellings)</li> <li>• Maintenance of abandoned &amp; foreclosed properties</li> <li>• Weed and junk abatement</li> <li>• Mobile Home park inspections</li> <li>• Shopping Carts</li> <li>• Illegal signs</li> <li>• Business license violations</li> </ul> <p>Additional funding is needed to reinstate proactive enforcement citywide (\$86 K per FT position, including benefits).</p>	<p>11. Respond to Quality of Life issues brought up by community groups as assigned by the District Area Commander. Conduct crime prevention through environmental design (CPTED) principles and develop long term solutions. <b>Completed though the implementation of the Neighborhood Transformation Project (NTP). All CEPTED plans are now approved by the Chief of Police.</b></p> <p>12. Coordinate with Economic Development staff to provide initial contact responding to complaints to inform and encourage voluntary compliance similar to the Project/Neat model. <b>Completed</b></p>	<p>11. Adopt CPTED standards</p> <p>12. Establishment of protocols for EDD participation</p>
	<p>Approximately 175 vehicles are abated quarterly on public and private property under the AVA Reimbursement Program. The State Fee Authorization to fund this reimbursement program has expired.</p>	<p>13. Continue to fund PT Code Enforcement position for AVA program through FY 2013/14 FY General Fund budget for abatement on private property and direct Police Department to continue abatement on public streets. – <b>Completed</b></p>	<p>13. Quarterly reports</p>

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	<p>Maintenance of city property should set the standard in the community. Unfortunately it has been reduced due to diminished resources.</p> <p>“We Care” reporting program has emphasized expectation that all employees should report problems. “Report It!” App has made reporting easier. Complaints may also be submitted via website, email and phone.</p>	<p>14. Complete Code Enforcement inspection of City-owned/lease properties on annual basis, documented through Trakit. <b>Completed</b></p>	<p>14. Annual reports</p>
	<p>Closure of former Escondido Country Club has greatly increased demand for monitoring of property maintenance issues in that area.</p>	<p>15. Establish interdepartmental team to monitor and respond to maintenance issues and coordinate efforts with property owner/manager. <b>Completed.</b></p>	<p>15. Number of valid complaints resolved.</p>

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<p><b>Create a More Vibrant and Appealing Downtown</b></p>	<p>A comprehensive amendment to the Downtown Specific Plan implementing the adopted General Plan has been prepared for public review and the EIR is certified. Planning Commission hearings were held in July; public hearings are scheduled for Council in August 2013.</p>	<p>16. Adopt amendments to Downtown Specific Plan . <b>Completed.</b></p>	<p>16. Adoption</p>
	<p>Decorative banners are an inexpensive way to create a vibrant atmosphere and enhance tourism/ economic development efforts in downtown Escondido. Economic Development staff are working on a “subway sign” style design for new banners which will be presented to the City Appearance Team for review and approval.</p>	<p>17. Install 12 decorative banners on existing poles in center medians on Grand Avenue. <b>Completed.</b></p>	<p>17. Installation</p>
	<p>Sidewalk cafes and façade improvements contribute to the pedestrian environment but often encroach into the public sidewalk creating a potential liability. A mechanism is need to ensure that adequate insurance is maintained by the business/property owner.</p>	<p>18. Revise the Encroachment Permit process to streamline process and ensure adequate insurance is maintained to reduce City liability. - <b>Completed.</b></p>	<p>18. Adopt revised policy and/or procedures</p>

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<p><b>Maintain Recreational Facilities, Programs and Parks</b></p>	<p>Budget constraints and departmental reorganizations have resulted in the fragmentation of responsibilities for oversight of new park facility planning and construction. Multiple advisory commissions (Community Services, Planning and Public Art) have oversight of design and master planning efforts yet are coordinated through different departments. Maintenance demands need to play a greater role in planning efforts.</p>	<p>19. Consolidate review by designating the City Appearance Committee (CAC) as the entity responsible to review park master plan and improvement projects and to make recommendations to Council. Project Manager will coordinate consultants and interdepartmental team as needed to prepare plans for the design, construction and maintenance of park facilities for presentation to CAC. <b>Completed.</b></p>	<p>19. Designate committee</p>
	<p>Council authorized \$50,000 from Park Development funds for preparation of a master plan for the future El Caballo Park. Consultant selection is completed and scope of work is being prepared.</p>	<p>20. Execute consultant contract to prepare future El Caballo Park Master Plan <b>Completed. Council approved the Master Plan in concept at the March 26, 2014 Council Meeting.</b></p>	<p>20. Complete draft Master Plan for Council action or direction.</p>
	<p>The Grape Day Park Task Force is an ad hoc committee comprised of City staff and adjacent stakeholders with a common interest in restoring Grape Day Park as a recreation destinations. The Task Force’s goal is to promote a family friendly welcoming and safe environment. Council has authorized CIP funds for consultant to prepare</p>	<p>21. Execute consultant contract to prepare Grape Day Park Master Plan – <b>Completed. Council approved the Agreement with the Consultant at the March 19, 2014 meeting .</b></p>	<p>21. Complete draft Master Plan for Council action or direction</p>

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	<p>Grape Day Park Master Plan incorporating recommendations of the task force as endorsed by Council. An RFQ has been issued and consultant selection is anticipated in late August.</p>		
	<p>Funding for construction of the Grape Day Park playground structures has been approved in the CIP. Per Council direction, the playground will incorporate the historic eucalyptus tree trunk. An RFQ has been issued and consultant selection is anticipated in late August.</p>	<p>22. Executive consultant contract to develop improvement plans for the structures. September 2014 Council approval of the Master Plan &amp; Playground Design is planned for January 2015.</p>	<p>22. Complete improvement plans for bid.</p>
	<p>Partial funding for construction of Jim Stone Pool improvements has been approved in the CIP (\$219K). A draft assessment of the site by consultant is under review. The assessment will enable the City to prioritize improvement and expansion projects. Additional funding will be needed to complete the improvements. Total estimated cost if \$936K.</p>	<p>23. Prioritize improvements and expansion projects. <b>In progress. Having been awarded unanticipated Housing Related Park grant funds in August 2014 and in coordination with the Grape Day Park Master Plan project that is currently in process, staff is reassessing the priorities outlined by the consultant.</b></p>	<p>23. Complete assessment for Council action or direction</p>
	<p>Funding for an assessment of Kit Carson Park play equipment has been approve in the CIP (\$255K).</p>	<p>24. Complete assessment from park users and community; execute consultant contract to design play equipment. December 2014 August 2015</p>	<p>24. Complete assessment for Council action or direction</p>

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	<p>Funding for installation of Jesmond Dene Park Ball Field lighting has been approved in the CIP (\$114K). Some objection to the lighting has been raised by neighbors.</p>	<p>25. Prepare improvement plans for review by City Appearance Committee. <b>In Progress. CEQA Negative Declaration to be considered by Council on 9/24/14.</b></p>	<p>25. Complete improvement plans for bid.</p>
<p><b>Expand City Collaboration with our 17 Neighborhood Groups to Include Urban Core</b></p>	<p>CDBG Staff works with 17 neighborhood groups as part of Project NEAT. The program has been successful and serves as a model for other neighborhoods.</p> <p>Due to reduced CDBG funding, training is restricted to organized groups. Residents are encouraged to report all code issue and have been trained on “street appearance issues to report. Expansion to other low income areas will be on hold until funding is restored.</p>	<p>26. Continue to solicit and invite residents in the urban core who are not yet organized to formally organize into a neighborhood group. <b>Completed and Ongoing</b></p> <p>27. Partner with Habitat for Humanity as part of the “A Brush with Kindness” program. - <b>Completed</b></p>	<p>26. Number of neighborhood groups</p> <p>27. Number of clean up events</p>
	<p>The NEAT staff person will spend 50% of time working on NEAT activities (20 hrs./wk.). This include education, training to report violations, and attending neighborhood meetings to provide status update on the</p>	<p>28. Integrate an educational component in all neighborhood correspondence and group meetings. This will include handouts, regular NEAT reports and articles in the Neighborhood E-News. Annual cleanup and neighborhood</p>	<p>28. Track and report NEAT projects in all groups. Continue to monitor the success of the NEAT approach in solving code cases without the need to elevate to an actual code case</p>

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	<p>Progress in individual group areas. NEAT type “sweeps” are timed in advance of the annual cleanups to provide the opportunity for violations to clean up their residence by using the cleanup. All Neighborhood Services staff continue to education all of the respective groups and encourage reporting all code issues.</p>	<p>Group smaller monthly “spot” cleanups will be encouraged in all 17 neighborhood groups. <b>Completed and Ongoing</b></p>	
<p><b>Implement Escondido Creek Master Plan as Funds Become Available</b></p>	<p>City Council has accepted the Escondido Creek Master Plan, however funding for improvements is limited and will be done on an incremental basis as funding become available or as part of the development of adjacent properties.</p>	<p>29. Explore grant opportunities and leverage CDBG funds to implement Master Plan. November 2014  30. Explore an “Adopt a Creek” program for improvement and maintenance of creek segments. December 2014</p>	<p>29. Number/amount of grant funds awarded   30. Prepare reports and policy recommendations for City Council consideration</p>
	<p>The master plan includes design concepts that can incorporate public art into the improvements, similar to the approach used for the Maple Street Plaza; \$302,000 in Public Art (PA) funds have been designated in the CIP for functional public art along the creek. However, some of this funding may need to be reallocated for maintenance of other public art pieces.</p>	<p>31. As recommended by the Public Art Commission, use designated PA funds to hire a consultant to prepare a master concept plan for functional public art along the creek walk. <b>Suspended. In 2013 the City Council directed staff to suspend the effort for preparing a functional art master plan and preserve funds for repairs needed at Queen Califia Magical Circle.</b></p>	<p>31. Complete draft master plan.</p>

Goal	Current Reality	Strategy	Evaluation Measure
<b>Graffiti Removal</b>	<p>Graffiti reports and incidents are responded to as best possible. Previous staffing levels could remove reported graffiti in 24-hour period. Current staffing levels do not have the ability to keep up with removals of all graffiti reported.</p> <p>Five employees currently assigned to graffiti removal (2 Full Time employees and 3 1,000 hour Temporary Department Specialists). An additional \$75K in CDBG funds was allocated for the graffiti program, which can be used for efforts on private property in CDBG-eligible areas.</p> <p>Graffiti reported by residents, City employees, and others. Historically receive in excess of 1,000 graffiti reports monthly. Focus is on education, enforcement and eradication.</p> <p>Public workshop on the Graffiti Master Plan is scheduled for 9/11/13.</p>	<p>32. Prepare a Graffiti Management Plan, to identify and address priorities, including:</p> <ul style="list-style-type: none"> <li>• Profanity</li> <li>• PD requests</li> <li>• Targeted locations (Gateways, downtown focus area, and public property)</li> <li>• Repeatedly hit sites</li> <li>• Private property with Right to Enter (RTE)</li> </ul> <p>Other components of the plan will include:</p> <ul style="list-style-type: none"> <li>• Property owner responsibilities</li> <li>• Code enforcement actions</li> <li>• Investigation of electronic enforcement with EPD</li> <li>• CPTED design standards to discourage graffiti</li> <li>• Opportunities for partnerships with agencies such as schools, SDG&amp;E and the Escondido Arts Partnership to develop programs promoting artistic expression in public settings. <b>Completed</b></li> </ul>	<p>32. Number of reports received compared to number of locations cleaned</p> <p>Monthly reports of graffiti compared to historic data for previous months</p> <p>Track man hours, labor and material costs</p>

Goal	Current Reality	Strategy	Evaluation Measure
Carryovers from Previous Council Action Plan	33. Solicit feedback from customers on the quality of service they received from City staff.	33. Number of feedback forms received and quality of service measured. <b>In progress. Forms have been developed and are being tested. Anticipate implementation in September.</b>	Customer Feedback

# City Council Action Plan Public Safety

Goal	Current Reality	Strategy	Evaluation Measure
<p><b>Address Police and Fire Staffing</b></p> <ul style="list-style-type: none"> <li>• Need competitive compensation packages implemented over time</li> <li>• Need to fill police positions to the level of what we need without upending the balanced budget.</li> </ul>	<p>Current contracts with Police and Fire expire Dec. 31· 2013.</p> <p>PD currently has 10 officer positions open and is actively recruiting for them. While large numbers of applicants apply for the positions, only a small number actually pass the necessarily stringent screening process, making it challenging to fill positions in a timely manner.</p> <p>FD implemented new Non-Safety Fire Medic program.</p> <p>Currently FD training is a collateral responsibility for a Battalion Chief.</p> <p>FD currently has a backlog of mandated inspections of commercial and other businesses. A self-inspection program to train low risk business owners to inspect their own business for possible violations that can be self-corrected could reduce the backlog.</p>	<ol style="list-style-type: none"> <li>1. Work with Human Resources on creative benefit ideas and a plan to implement them within allotted budget. - <b>Completed</b></li> <li>2. Increase recruitment advertising and attendance at job fairs <b>Completed and hiring is ongoing with 3 officer positions open.</b></li> <li>3. Evaluate the change of the EMS transport methodology. <b>Completed and Ongoing with changes implemented .</b></li> <li>4. Explore creative staffing options and/or grants to offset increase of adding a 40 hour Training Chief Position and part time position for inspections. December 2014</li> <li>5. Evaluate Fire and Life Safety Self-Inspection program for businesses under 5,000 square feet. December 2014</li> </ol>	<ol style="list-style-type: none"> <li>1 Successful negotiation of 2014 labor contract.</li> <li>2. Number of qualified candidates, applications and successful hires.</li> <li>3. Completion of evaluation</li> <li>4. Completion of feasibility study.</li> <li>5. Completion of evaluation.</li> </ol>

Goal	Current Reality	Strategy	Evaluation Measure
<p><b>Integrate advanced or non-traditional technology to improve efficiency and service</b></p> <ul style="list-style-type: none"> <li>Accomplish this through cameras, environmental design, and lighting</li> <li>Must have the best training and equipment</li> </ul>	<p>Current camera system at Grape Day Park needs to be repaired; additional camera needed at Maple Street Plaza. Funding in the amount of \$50,000 was approved by Council in April 2013.</p> <p>Currently beta-testing “Corona Solutions”, a new web-based application that provides historical CAD information to help with Predictive Policing</p> <p>The RMS (Regional Management System) will move the PD to a more efficient electronic and “paperless” system; will decrease time and costs of paper, copiers, toner, etc. Ultimately will provide efficiencies by all divisions.</p> <p>Currently EPD uses social media to enhance communication with the community and to serve as a force multiplier</p> <p>PD currently doesn’t make significant use of the state –of-the -art training facility at Fire Station 1</p>	<p>6. Restore and expand camera systems at Grape Day Park, City Hall and Maple Street Plaza <b>In Progress.</b></p> <p>7. Train PD personnel on Corona Solutions and begin using it for predictive analysis and data mining. – <b>Completed</b></p> <p>8. Train PD personnel on RMS system; anticipate going live in January 2014. <b>Completed</b></p> <p>9. Increase use of social media for daily and emergency information to community followers . <b>Completed</b></p> <p>10. Evaluate FS 1’s training facility to incorporate police training equipment, similar to Carlsbad’s training facility – <b>Completed. FS1 will be used for police training when appropriate.</b></p>	<p>6. Installation of new equipment</p> <p>7. Completion of training</p> <p>8. Completion of training</p> <p>9. Number of followers and “re-tweets” of information</p> <p>10. Completion of evaluation</p>

Goal	Current Reality	Strategy	Evaluation Measure
	<p>PD does not have a dedicated area at the Police Shooting Facility to conduct realistic “non” live-fire training. This type of training is critical in preparing officers to handle real incidents in the field. This type of training is also much sought after by outside law enforcement agencies interested in using the facility.</p> <p>The Fire Department RMS system is outdated and creates duplication of effort, resulting in lost hours and the inability to create desired reports.</p>	<p>11. Evaluate area and equipment needs at Escondido Range for realistic, scenario-based training . <b>Completed.</b>  <b>The PD is working toward moving forward with improvements.</b></p> <p>12. Research various programs and vendors and obtain costs. <b>Completed.</b>  <b>Vendor has been chosen and procurement is in progress.</b></p>	<p>11. Completion of evaluation</p> <p>12. Completion of research</p>

Goal	Current Reality	Strategy	Evaluation Measure
<p data-bbox="106 182 415 289"><b>Maintain and strengthen existing police and fire policies</b></p> <ul data-bbox="106 304 415 489" style="list-style-type: none"> <li data-bbox="106 304 415 489">• <b>Support Traffic safety and DUI checkpoints, gang team, code enforcement, graffiti eradication</b></li> </ul>	<p data-bbox="446 182 919 289">Currently PD conducts numerous traffic-related operations including DUI checkpoints.</p> <p data-bbox="446 665 855 729">PD conducts curfew sweeps when needed.</p> <p data-bbox="446 786 919 929">Due to the reorganization of Investigations, currently there is no detective assigned to the North County Regional Task Force.</p>	<p data-bbox="944 182 1418 247">13. Continue traffic safety operations and determine efficiencies . <b>Completed</b></p> <p data-bbox="944 304 1418 572">14. Partner with San Marcos and Valley Center Sheriff’s deputies to conduct multi-jurisdictional traffic and gang operations <b>Completed and expanded by partnering with multiple agencies in the North County Law Enforcement Alliance (NCLEA).</b></p> <p data-bbox="944 622 1418 686">15. Schedule regular curfew sweeps. <b>In Progress.</b></p> <p data-bbox="944 786 1418 851">16. Fill Gang Task Force position when staffing allows – <b>Completed</b></p>	<p data-bbox="1450 182 1744 289">13. Evaluation of traffic related collision data to determine effectiveness</p> <p data-bbox="1450 344 1821 451">14. Evaluation of effectiveness of multi-jurisdictional approach</p> <p data-bbox="1450 544 1647 608">15. Number of contacts/arrests</p> <p data-bbox="1450 701 1789 808">16. Increased presence of North County Gang Team in Escondido</p>

Goal	Current Reality	Strategy	Evaluation Measure
<p><b>Expand target community policing</b></p> <ul style="list-style-type: none"> <li>• Grape Day Task Force</li> <li>• Friendly interactions with officers</li> </ul>	<p>By creating a task force consisting of stakeholders around Grape Day Park, the crime and blight in the park has decreased significantly. Conversely the recreational use and perception of safety has dramatically increased. This model could be expanded by PD to work with organized neighborhood groups to mitigate crime and other problems in their neighborhoods.</p> <p>Positive PD interactions with the community are limited to a few special events every year, i.e, National Night Out, etc.</p> <p>The PD Bike Team has been inactive for a period of two years.</p>	<p>17. Introduce the Grape Day Park task force model to all 17 neighborhood groups; Adopt a neighborhood officer and sergeant program, assigning them to the various neighborhood groups - <b>Completed</b></p> <p>18. Reinstitute Police Community Awareness Academy; participate in neighborhood meetings. <b>Academy planning In Progress; Neighborhood meetings completed through NTP.</b></p> <p>19. Establish informal open “coffee meetings” in various areas of town to provide a forum for an open discussion <b>Completed through NTP</b></p> <p>20. Provide officers and employees who have public interaction with stickers and trading cards as giveaways to children to reinforce positive interactions . <b>Completed</b></p> <p>21. Reinstate the Bike Team with 2 officers . <b>Completed</b></p>	<p>17. All neighborhood groups know who which officers and sergeants work in their neighborhood</p> <p>18. Number of Academy graduates and neighborhood meetings</p> <p>19. Number of attendees</p> <p>20. Number of cards and stickers distributed to community</p> <p>21. Deployment of Bike Team</p>