

## 2017-2018 CITY COUNCIL ACTION PLAN

<b>PRIORITY AREA: ECONOMIC DEVELOPMENT</b> <b>GOAL: Ensure the long term vitality of Escondido's local economy</b>		
STRATEGY	STATUS	BACKGROUND
<ol style="list-style-type: none"> <li>1. Expand the Comprehensive Economic Development Strategy (CEDS) to target specific geographic areas based on current data and emerging economic trends.</li> <li>2. Utilize the <i>OppSites</i> online tool to promote target geographic development areas for economic investment.</li> <li>3. Leverage resources available through the Innovate 78 partnership to market target development areas.</li> <li>4. Identify business attraction and expansion opportunities for non-retail businesses that generate sales tax revenue.</li> </ol>	<p>Milestone date: December 2017 for updating the adopted <a href="#">Comprehensive Economic Development Strategy</a></p> <p>Milestone date: December 2017</p> <p><a href="#">Innovate 78</a> is an ongoing program</p> <p>Milestone date: June 2018</p> <p><i>Responsibility:</i> Economic Development Division</p>	<p>Escondido's first Comprehensive Economic Development Strategy (CEDS) was approved in 2013 and included target development areas identified in the 2012 General Plan. The CEDS will expire in February 2018, and staff are vetting consulting firms to develop the updated CEDS.</p> <p>The proposed federal budget includes elimination of the Economic Development Administration, which is the approving agency for the CEDS. Staff will continue to stay apprised of new developments on this topic.</p> <p>An Economic Development Manager position was created in the City Manager's Office in December 2016.</p>
<ol style="list-style-type: none"> <li>5. Establish the South Centre City Area Plan to improve residential and employment opportunities; update the existing land use matrix to attract new and expanded uses.</li> </ol>	<p>Milestone date: November 2018 For adopting the <a href="#">South Centre City Area Plan</a></p> <p><i>Responsibility:</i> Planning Division</p>	<p>Four interrelated General Plan Target Areas along Centre City Parkway south of Escondido's Downtown have been identified for consolidation in a single Area Plan to guide future development. This area is within the City's urban core, in close proximity to infrastructure and transit, but contains underperforming land uses that would support an increase of densities and intensities.</p>

## 2017-2018 CITY COUNCIL ACTION PLAN

<b>PRIORITY AREA: ECONOMIC DEVELOPMENT</b> <b>GOAL: Ensure the long term vitality of Escondido's local economy</b>		
STRATEGY	STATUS	BACKGROUND
<p>6. Evaluate and, if appropriate, develop funding mechanism(s) to improve inadequate infrastructure hindering development in the urban core.</p>	<p>Milestone date: December 2018</p> <p><i>Responsibility:</i> City Manager's Office</p>	<p>Aging utilities combined with increased fire flow requirements hinder downtown redevelopment by requiring extensive off-site improvements. The City has contracted with a consultant to explore the feasibility of establishing an EIFD in the urban core which could provide a funding source for infrastructure improvements.</p>
<p>7. Continue to prioritize and focus on the high profile projects currently in the entitlement process, evaluate opportunities for streamlining their processing, and work to attract additional development.</p>	<p>A report on high profile projects is ongoing in the <a href="#">Weekly Activity Report</a> on the City's Main Web Page</p> <p><i>Responsibility:</i> Planning Division</p>	<p>Thirty-five significant projects are currently in the entitlement process representing significant private investment for the community.</p>
<p>8. Involve the Escondido Chamber of Commerce in establishing business areas or groups to address the unique needs of business clusters.</p> <p>9. Assess whether business areas/groups would support a formalized structure to fund enhancements such as holiday decorations, lighting, landscaping, and security.</p>	<p>Milestone date: June 2018</p> <p>Milestone date: June 2018</p> <p><i>Responsibility:</i> Economic Development Division</p>	<p>Business areas and clusters in Escondido (Downtown, South Escondido Boulevard, East Valley Parkway, Craft Breweries, Auto Dealerships, etc.) have unique needs that may be better served by more a formal structure to address issues.</p>

## 2017-2018 CITY COUNCIL ACTION PLAN

<b>PRIORITY AREA: ECONOMIC DEVELOPMENT</b> <b>GOAL: Ensure the long term vitality of Escondido's local economy</b>		
<b>STRATEGY</b>	<b>STATUS</b>	<b>BACKGROUND</b>
<p>10. Improve the competitiveness of our grant applications for funding the Citracado Parkway extension, including incorporating transit and affordable housing to the project.</p> <p>11. Continue working closely with resource agencies to obtain permits for completing the project.</p>	<p>Milestone date: June 2018</p> <p>Efforts are ongoing for completing the <a href="#">Citracado Parkway</a> extension</p> <p><i>Responsibility:</i> Engineering Department</p>	<p>There is a \$12.5M shortfall for funding the Citracado Parkway extension, a crucial infrastructure project that will fill a critical gap in Escondido's transportation network and stimulate private investment in undeveloped industrial land. Cultural artifacts at the project site have complicated the permitting process with the resource agencies.</p> <p>The Federal Economic Development Administration (EDA) has provided positive feedback on a \$3M grant once permits are obtained; however, the current proposed federal budget proposes elimination of the EDA.</p>
<p>12. Amend Escondido's Climate Action Plan (E-CAP) to be consistent with updated methodologies and standards to reduce potential litigation threats.</p>	<p>Milestone date: December 2018</p> <p>For updating the adopted <a href="#">Climate Action Plan</a> (E-CAP)</p> <p><i>Responsibility:</i> Planning Division</p>	<p>Escondido's Climate Action Plan (E-CAP) is outdated and legal challenges to its methodologies could hinder opportunities for future development. The E-CAP anticipated a 2017 update to address post-2020 targets.</p>





## 2017-2018 CITY COUNCIL ACTION PLAN

<b>PRIORITY AREA: ECONOMIC DEVELOPMENT</b> <b>GOAL: Ensure the long term vitality of Escondido's local economy</b>		
STRATEGY	STATUS	BACKGROUND
<p>19. Establish an alternative compliance program as an opportunity for enhancing the development potential of projects seeking off-site storm water treatment compliance. Actions include:</p> <ul style="list-style-type: none"> <li>a. Participating in the development of a regional program.</li> <li>b. Providing project areas for alternative compliance in Escondido:                             <ul style="list-style-type: none"> <li>i. Seek Proposition 1 funding for projects included in the Storm Water Resource Plan for the San Diego Region.</li> <li>ii. Implement other projects that will support alternative compliance implementation, for example, hydrology/hydraulic studies of stream segments where restoration would be beneficial (e.g. KCP creek drainage)</li> </ul> </li> <li>c. If appropriate, seek hydro-modification exemption for Escondido Creek to facilitate program implementation by introducing more flexibility for projects.</li> <li>d. Complete the alternative compliance conceptual site design at El Norte/Rincon Villa Dr.</li> </ul>	<p><a href="#">Escondido's Storm Water Program</a> is ongoing</p> <p>Ongoing Status: City is in line for funding</p> <p>Milestone Date: June 2018 Status: Draft KCP Creek drainage RFP is under review.</p> <p>Milestone date: January 2018 Status: Annual Report completed, effective June 2018</p> <p>Milestone date: December 2017</p> <p><i>Responsibility:</i> Environmental Programs Division Engineering Department</p>	<p>Storm water treatment facilities must be provided for all significant development, which can adversely affect the build-out potential if provided on-site.</p> <p>Regional efforts have resulted in the development of water quality equivalency guidelines for projects within the storm drain system and preliminary framework for an alternative compliance program.</p> <p>A Hydraulic Study was completed and presented to the Technical Advisory Committee in Fall 2016. The three highest prioritized projects from the study have been included in the Regional Storm Water Resource Plan, a prerequisite for Proposition 1 funding.</p>

## 2017-2018 CITY COUNCIL ACTION PLAN

### PRIORITY AREA: FISCAL MANAGEMENT

**GOAL: Approve a balanced budget each year, as required by state law, that ensures the City's fiscal stability**

STRATEGY	STATUS	BACKGROUND
1. Establish regulations that limit the proliferation of targeted non-residential land uses that do not serve the broader interest of enhancing city revenues.	Milestone date: June 2018	Opportunities to optimize revenues require additional focus to ensure Escondido generates adequate funding for its operational and capital improvement needs.
2. Focus staff efforts and encourage applicants and owners towards employment-intensive and revenue generating land uses.	Ongoing	President Trump's proposed budget may affect grant applications in future funding cycles (Community Development Block Grant, HOME funds, TIGER grants, etc.).
3. Increase Transient Occupancy Tax revenues by assisting in the completion of Marriott Springhill Suites, and seek additional high-quality lodging opportunities.	Milestone date: June 2018. Status: Developers are consulting with staff regarding other hotel opportunities. <i>Responsibility:</i> Planning Division; City Manager's Office	
4. Conduct more periodic audits of Transient Occupancy Tax (TOT), franchise fees, and other revenues and agreements. Explore updated TOT collection regulations.	Ongoing: Information is included in the <a href="#">Comprehensive Annual Financial Report</a> <i>Responsibility:</i> Finance Department City Manager's Office	
5. Pursue negotiations with the County to increase the City's apportionment of property taxes for future annexations.	Milestone date: June 2018 <i>Responsibility:</i> City Manager's Office Finance Department	
6. Actively seek and apply for grants and other third source funding whenever possible.	Ongoing <i>Responsibility:</i> All departments	

## 2017-2018 CITY COUNCIL ACTION PLAN

### PRIORITY AREA: FISCAL MANAGEMENT

**GOAL: Approve a balanced budget each year, as required by state law, that ensures the City's fiscal stability**

STRATEGY	STATUS	BACKGROUND
<p>7. Evaluate opportunities for outsourcing city operations.</p>	<p>Ongoing</p> <p><i>Opportunity #1</i> Status: Staff is evaluating <a href="#">outsourcing Library services</a> to determine whether it would result in cost savings and improved service.</p> <p>Milestone date: January 2018</p> <p><i>Responsibility:</i> City Manager's Office; Library Services Division</p> <p><i>Opportunity #2</i> Status: Staff is evaluating certain Public Works functions for out-sourcing to be discussed at a future City Council workshop.</p> <p>Milestone date: June 2018</p> <p><i>Responsibility:</i> Public Works Department</p>	<p>Escondido faces a number of significant financial challenges warranting the exploration of outsourcing certain functions to improve cost savings while maintaining and/or improving public service.</p>
<p>8. Address the PERS unfunded liability through all appropriate measures including separate funding, budgeting, and reducing exposure.</p> <p>9. Schedule actuary John Bartel to present options to Council for addressing pension obligations and reduce the City's unfunded liabilities in a fixed timeframe.</p>	<p>Completed: Included as a separate line item in the <a href="#">FY 2017-2018 Operating Budget</a> (page 48) adopted on June 14, 2017.</p> <p>Milestone date: September 27, 2017; City Council workshop scheduled.</p> <p><i>Responsibility:</i> Finance Department</p>	<p>As of June 30, 2015, the Miscellaneous Employee Plan's funded ratio is 70.3% and the Safety Employee Plan's ratio is 73.7%. These ratios determine how well-funded a plan is with respect to assets vs. accrued liabilities. The City will receive its annual CalPERS valuation reports in Summer 2017.</p>

## 2017-2018 CITY COUNCIL ACTION PLAN

### PRIORITY AREA: FISCAL MANAGEMENT

**GOAL: Approve a balanced budget each year, as required by state law, that ensures the City's fiscal stability**

STRATEGY	STATUS	BACKGROUND
10. Evaluate Development Impact and Processing fees and consider adjustments to more closely align with regional averages, cost recovery, and build-out needs.	Milestone date: June 2018  <i>Responsibility:</i> City Manager's Office; Planning Division	The General Fund target reserve balance is 25% of the General Fund operating revenue. This balance provides the City with the ability to manage risk when faced with external and internal financial pressures. The City has established a long-term financial plan that enables proactive management of its financial resources in the future.
11. Continue to annually evaluate fees for services for full cost recovery.	Ongoing	
12. Identify cost-reducing and revenue-generating opportunities.	Ongoing <i>Responsibility:</i> All Departments	
13. Continue to update the City's long-term financial plan utilizing the most recent financial information.	Ongoing	
14. Adopt financial policies to safeguard resources and strive to achieve target reserve balance.	Completed: The City adopted <a href="#">Financial Policies</a> on 5/03/2017  <i>Responsibility:</i> Finance Department	

## 2017-2018 CITY COUNCIL ACTION PLAN

### PRIORITY AREA: NEIGHBORHOOD IMPROVEMENT

*GOAL: Improve aesthetics, design, land uses, services, and accessibility to support community needs*

STRATEGY	STATUS	BACKGROUND
<p>1. Continue the Neighborhood Transformation Project (NTP) through a variety of efforts:</p> <ul style="list-style-type: none"> <li>a. Conduct a City Manager’s meeting with department heads affirming the NTP as a citywide priority to ensure its overall effectiveness and to incorporate any updated Council direction;</li> <li>b. Hold quarterly meetings and document measurable NTP goals in an Executive Summary Progress Report;</li> <li>c. Continue to explore funding sources/grants; provide advance notice to grant writer on upcoming NTP areas</li> <li>d. Expand outreach with other city departments to explore opportunities for furthering the identified goals and objectives of the NTP.</li> <li>e. Conduct an analysis of NTP-related expenditures in each department and use it to establish an independent budget for NTP in the CIP</li> </ul>	<p>Milestone date: January 2018</p> <p><a href="#">Neighborhood Transformation Project</a> efforts are ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Milestone date: June 2018</p> <p><i>Responsibility:</i> Police Department</p>	<p>The Neighborhood Transformation Program has successfully involved multiple departments collaborating with residents in targeted areas to improve neighborhood aesthetics, security, communication, and cooperation.</p>

## 2017-2018 CITY COUNCIL ACTION PLAN

### PRIORITY AREA: NEIGHBORHOOD IMPROVEMENT

*GOAL: Improve aesthetics, design, land uses, services, and accessibility to support community needs*

STRATEGY	STATUS	BACKGROUND
<p>2. Continue to reorganize Code Enforcement staff to full time staffing and secure additional funding to facilitate the hiring of two new Code Enforcement Officers (CEO).</p> <p>3. Explore opportunities for implementing a code enforcement model where full time CEO are assigned to districts that correspond to the Police Officer districts, allowing greater coordination with PD and a more COPS-oriented approach for Code Enforcement.</p>	<p>Milestone date: December 2018</p> <p><i>Responsibility:</i> Police Department</p> <p>Completed: <a href="#">An evaluation was conducted</a> by the Code Enforcement Division and Police Department that determined that no efficiencies or improvements to services would be achieved.</p> <p><i>Responsibility:</i> Police Department</p>	<p>Code Enforcement has approximately 500 active cases assigned to staff. Current staffing levels have limited enforcement capability focused primarily on servicing incoming complaints and requests.</p> <p>Reliance on part-time code enforcement staff has resulted in retention challenges.</p>
<p>4. Establish a proactive commercial district street light conversion and replacement program with a goal of five conversions per week in targeted commercial districts.</p>	<p>Ongoing</p> <p><i>Responsibility:</i> Public Works Department</p>	<p>Public Works' street light maintenance and repair plan is reactive rather than proactive. Street light outages in commercial districts are less likely to be reported to Public Works than outages in residential districts.</p>

## 2017-2018 CITY COUNCIL ACTION PLAN

<b>PRIORITY AREA: NEIGHBORHOOD IMPROVEMENT</b> <i>GOAL: Improve aesthetics, design, land uses, services, and accessibility to support community needs</i>		
STRATEGY	STATUS	BACKGROUND
5. Continue aggressive graffiti removal and consider eradication through a variety of efforts: <ul style="list-style-type: none"> <li>a. Re-institute reward program for arrest and convictions of violators;</li> <li>b. Partner with middle and high schools to assist with gathering data on tagger monikers and identification;</li> <li>c. Partner with neighborhood groups and property owners to address graffiti in their neighborhoods;</li> <li>d. Transfer obligation to remove graffiti to property owners in circumstances where repeat offenses occur;</li> <li>e. Utilize community volunteers for removal;</li> <li>f. Establish performance standards for removing graffiti within a certain time period;</li> <li>g. Establish a program that allows community volunteers to conduct removal in public areas;</li> <li>h. Consider contracting for graffiti removal;</li> <li>i. Reinitiate proactive distribution of graffiti removal kits at meetings and forums;</li> <li>j. Promote graffiti removal kits in newsletter and at neighborhood meetings.</li> </ul>	<p><a href="#">Graffiti Removal</a> efforts are ongoing</p> <p>Milestone date: June 2018</p> <p>Ongoing</p> <p>Ongoing</p> <p>Milestone date: June 2018</p> <p>Ongoing</p> <p>Milestone date: June 2018</p> <p>Milestone date: June 2018</p> <p>Milestone date: June 2018</p> <p>Status: Completed</p> <p>Ongoing</p> <p><i>Responsibility:</i>                      Police Department;                      Code Enforcement Division;                      Public Works Department;                      Housing &amp; Neighborhood Services Division</p>	<p>Graffiti is escalating and eradication is costly in materials and labor hours.</p> <p>In 2013, staff began promoting City graffiti removal kits to neighborhood group meetings to increase accessibility to the kits and promote proactive approaches to graffiti removal by residents. Over time, fewer kits were distributed in this manner.</p>

## 2017-2018 CITY COUNCIL ACTION PLAN

<b>PRIORITY AREA: NEIGHBORHOOD IMPROVEMENT</b>		
<b>GOAL: Improve aesthetics, design, land uses, services, and accessibility to support community needs</b>		
<b>STRATEGY</b>	<b>STATUS</b>	<b>BACKGROUND</b>
<p>6. Conduct targeted mini-sweeps in specific neighborhoods with higher numbers of appearance issues.</p> <p>7. Focus code enforcement resources on the most egregious violations that impact safety and aesthetics.</p> <p>8. Involve a variety of outreach opportunities, including utility bill inserts, Chamber of Commerce publications, neighborhood newsletters, etc., to convey the importance of appropriate property maintenance.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p><i>Responsibility:</i> Code Enforcement Division</p>	<p>Several residential neighborhoods in the city core have a proliferation of graffiti, trash, debris, illegal parking and inoperable vehicles. This is partly addressed through the Storm Water Residential Inspection program that requires inspections to address potential water quality issues, which also overlap with other concerns (trash, debris, poor maintenance).</p>
<p>9. Subject to available funding, establish a goal of completing signal synchronization of one corridor per year.</p> <p>10. Investigate the application of adaptive signal timing and potential grant funding for its implementation.</p> <p>11. Continue including the County and Caltrans with the City's traffic synchronization efforts in areas where the coordinated timing would provide the most benefit.</p>	<p>Milestone date: June 2018</p> <p>Milestone date: June 2018</p> <p>Ongoing</p> <p><i>Responsibility:</i> Engineering Department</p>	<p>Traffic signal synchronization has been completed on four major corridors. The cost to coordinate each corridor is \$30,000 and there is no designated funding source. Signal synchronization is calibrated to address peak hour conditions, but disruption occurs during/after pedestrian and emergency calls.</p>

## 2017-2018 CITY COUNCIL ACTION PLAN

<b>PRIORITY AREA: NEIGHBORHOOD IMPROVEMENT</b> <i>GOAL: Improve aesthetics, design, land uses, services, and accessibility to support community needs</i>		
STRATEGY	STATUS	BACKGROUND
12. Conduct a City Council workshop to review the City's utility undergrounding policy to determine its appropriateness.	Milestone date: June 2018  <i>Responsibility:</i> Engineering Department	City policy allows developments to pay a fee in lieu of undergrounding overhead utilities when the cost is excessive or unfeasible. These fees are accumulated to fund the undergrounding of overhead utilities in priority areas that provide the most aesthetic value.
13. Create a fact sheet for residents explaining options for the completion of sidewalk improvements in their area through assessment districts.	Milestone date: December 2017  <i>Responsibility:</i> Engineering Department	Many older neighborhoods lack sidewalk improvements.
14. Implement the Spruce Street Channel Improvement Project.	Milestone date: December 2018 for Engineering design of the <a href="#">Spruce Street Channel Improvement Project</a>  <i>Responsibility:</i> Engineering Department Environmental programs Division	The Spruce Street Channel Improvement Project Engineering design is underway to remedy an Escondido Creek tributary that experiences flooding of adjacent properties. The City has successfully applied for grants to assist in project implementation.
15. Implement approved Watershed Quality Improvement Plans that identify strategies for improving water quality.	Milestone date: July 2018 for Permit update  <i>Responsibility:</i> Environmental Programs Division	Escondido has Watershed Quality Improvement Plans accepted by the Regional Water Quality Control Board that focus on minimizing trash, debris, and pathogens from entering creeks and storm drains.

## 2017-2018 CITY COUNCIL ACTION PLAN

<b>PRIORITY AREA: NEIGHBORHOOD IMPROVEMENT</b>		
<i><b>GOAL: Improve aesthetics, design, land uses, services, and accessibility to support community needs</b></i>		
<b>STRATEGY</b>	<b>STATUS</b>	<b>BACKGROUND</b>
<p>16. Prioritize and implement additional improvements along Escondido Creek following City Council direction.</p>	<p>Ongoing</p> <p><i>Responsibility:</i> Engineering Department</p>	<p>A hydraulic study completed in 2016 included preliminary calculations for Escondido Creek within El Caballo Park and Grape Day Park to potentially incorporate naturalized features</p>
<p>17. Improve the appearance and functionality of City parks and older neighborhoods through implementation of the CIP program to enhance or convert existing park features and to add sidewalks and improve lighting in CDBG eligible areas.</p> <p>18. CDBG to establish a priority list of improvement projects.</p>	<p>Ongoing</p> <p><i>Responsibility:</i> Engineering Department</p> <p>Milestone date: January 2018</p> <p><i>Responsibility:</i> Housing &amp; Neighborhood Services Division</p>	<p>Older neighborhoods have infrastructure deficiencies, including gaps in sidewalks and poor street lighting. Older parks also have some underutilized facilities that can be repurposed or enhanced to maximize use and improve users' experiences.</p>
<p>19. Improve and maintain current parks through a variety of efforts:</p> <ul style="list-style-type: none"> <li>a. Consider conditioning development projects to provide privately maintained outdoor meeting and recreational spaces for public use;</li> <li>b. Evaluate "Adopt-a-Park" and other volunteer programs for maintenance at existing parks;</li> <li>c. Continue to improve existing park facilities through Housing Related Parks grant program;</li> <li>d. Complete new features and facilities in parks focused on requiring minimal maintenance.</li> </ul>	<p>Milestone date: June 2018</p> <p><i>Responsibility:</i> Planning Division</p> <p>Milestone date: June 2018</p> <p>Ongoing</p> <p>Ongoing</p> <p><i>Responsibility:</i> Engineering Department; Housing &amp; Neighborhood Services Division</p>	<p>Current budget constraints create challenges for maintaining park facilities.</p>

## 2017-2018 CITY COUNCIL ACTION PLAN

<b>PRIORITY AREA: NEIGHBORHOOD IMPROVEMENT</b>		
<b>GOAL: Improve aesthetics, design, land uses, services, and accessibility to support community needs</b>		
<b>STRATEGY</b>	<b>STATUS</b>	<b>BACKGROUND</b>
20. Present Council with a fundraising plan for a new skate park at Washington Park.	<p>Milestone date: December 2017</p> <p><i>Responsibility:</i> Community Services Division</p>	The City Council directed staff in January 2017, to develop a funding strategy for the potential development of a skate park in Washington Park, with future development plans for skate spots in various city parks.
21. Continue development of vision for Library/Grape Day Park. Identify next concerted steps to take to move vision to reality.	<p>Ongoing</p> <p><i>Responsibility:</i> City Manager’s Office; Library Services Division</p>	Council has requested community input on the proposed new Library site prior to issuing a Request for Qualifications.
22. Consider community surveys to assess community satisfaction. If directed by the City Council, release a Request for Proposals (RFP) to solicit consultant bids for conducting a resident satisfaction survey.	<p>Milestone date: June 2018</p> <p><i>Responsibility:</i> City Manager’s Office</p>	The City has never formally conducted a resident satisfaction survey. Other cities conduct professionally developed resident satisfaction surveys on a regular basis. Escondido reviewed proposals from firms to conduct a resident satisfaction survey in 2011, but did not move forward with the project due to cost concerns.
<p>23. Develop a comprehensive Communications Plan for the City, including strategies for social media and other engagement tools.</p> <p>24. Develop and launch a new City of Escondido website.</p>	<p>Milestone date: June 2018</p> <p>Milestone date: June 2018</p> <p><i>Responsibility:</i> City Manager’s Office</p>	The City created a Communications Officer position in December 2016, to enhance external City communications channels including website and social media.

## 2017-2018 CITY COUNCIL ACTION PLAN

<b>PRIORITY AREA: NEIGHBORHOOD IMPROVEMENT</b> <i>GOAL: Improve aesthetics, design, land uses, services, and accessibility to support community needs</i>		
STRATEGY	STATUS	BACKGROUND
25. Continue partnering Project NEAT with NTP efforts in targeted areas of the community.	Ongoing	<p>Since 2012, Project NEAT (Neighborhood Enhancement, Awareness and Training) has implemented “NEAT Sweeps,” a proactive approach to identify and resolve code violations in Escondido’s 18 organized neighborhood groups in anticipation of neighborhood group cleanups, thus maximizing the opportunities to correct violations, especially those related to blight. Project NEAT staff attends meetings to educate residents on common code violations and to distribute educational material aimed at preventing additional code violations. Staff has seen a significant decrease in the number of code violations in neighborhood groups year after year.</p> <p>In April 2014, Project NEAT began collaborating with the Escondido Police Department’s NTP project to identify, resolve and educate the residents within about code violations.</p>
26. Continue to distribute educational material and attend meetings to educate residents about code violations.	Ongoing	
27. Include code violation information in the monthly neighborhood newsletter and in neighborhood group agendas.	Ongoing	
28. Continue to prepare a NEAT Sweep schedule to ensure all groups are proactively inspected prior to their cleanup date.	Ongoing	
29. Continue to work towards decreasing the number of violations in neighborhood groups through Project NEAT.	Ongoing	
<i>Responsibility:</i> Housing & Neighborhood Services Division		

## 2017-2018 CITY COUNCIL ACTION PLAN

### PRIORITY AREA: NEIGHBORHOOD IMPROVEMENT

*GOAL: Improve aesthetics, design, land uses, services, and accessibility to support community needs*

STRATEGY	STATUS	BACKGROUND
<p>30. Monitor the Rose to Foxdale parking district for parking and neighborhood appearance issues during the pilot program period and report findings to the City Council.</p> <p>31. Consider efficacy and success of the RTF parking district and determine if requests from other neighborhood groups warrant additional parking districts.</p>	<p>Milestone date: June 2018 Report to City Council</p> <p>Target completion date: June 2018</p> <p><i>Responsibility:</i> Police Department; Housing &amp; Neighborhood Services Division</p>	<p>Neighborhood Transformation Program 2 identified a neighborhood with extreme parking issues. Neighbors daily placed trash cans and other items along the street to reserve parking, degrading neighborhood appearance. Staff worked with the residents to form the “Rose to Foxdale (RTF) Neighborhood Group” in 2015 and a parking district in 2016/2017.</p>
<p>32. Consider expanding the Façade &amp; Property Improvement Grant Program to include murals and CPTED (Crime Prevention Through Environmental Design) elements as stand-alone, eligible improvements.</p>	<p>Target completion date: December 2017 For amending the <a href="#">Façade &amp; Property Improvement Grant Program</a></p> <p><i>Responsibility:</i> Economic Development Division</p>	<p>The Façade &amp; Property Improvement program has successfully assisted businesses since 1989 to improve non-residential properties resulting in increased customer activity. Only comprehensive exterior improvement projects are eligible for grant funds. Business owners have recommended expanding the program’s eligible improvements to better meet their needs. Currently, there are no unencumbered funds remaining in the budget.</p>

## 2017-2018 CITY COUNCIL ACTION PLAN

PRIORITY AREA: PUBLIC SAFETY		
GOAL: Maintain a safe environment for Escondido with high quality emergency services		
STRATEGY	STATUS	BACKGROUND
<p>1. Develop a Strategic Plan for Homelessness through a variety of efforts:</p> <ul style="list-style-type: none"> <li>a. Collaborate with agencies and program providers to discover best practices;</li> <li>b. Coordinate with PERT (Psychiatric Emergency Response Team) regarding homeless issues;</li> <li>c. Liaison with business groups;</li> <li>d. Participate in regional efforts (Alliance for Regional Solutions, Continuum of Care, Project One for All);</li> <li>e. Fund a range of homeless services - from homelessness prevention, to shelter care, to rapid rehousing (with case management) using CDBG and ESG funds, and permanent housing with HOME funds;</li> <li>f. Continue to consider applications for site improvements from non-profit organizations working with homeless/at-risk (including domestic violence shelters) populations;</li> <li>g. Consider an increase in funding to the Alliance for Regional Solutions to address regional homelessness.</li> </ul>	<p>Milestone date: June 2018</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Milestone date: June 2018</p> <p>Ongoing</p> <p>Milestone date: June 2018</p> <p><i>Responsibility:</i> Police Department; Planning Division; Housing &amp; Neighborhood Services Division</p>	<p>Homelessness requires a large commitment of resources and constitutes a significant portion of overall calls for service.</p> <p>A Community Oriented Policing (COPS) Unit, consisting of four officers and one sergeant, was formed in January 2017 dedicated to addressing homelessness issues.</p> <p>Non-profit organizations working with homeless populations, and those at risk of homelessness, cannot meet the needs of people requiring assistance.</p>

## 2017-2018 CITY COUNCIL ACTION PLAN

### PRIORITY AREA: PUBLIC SAFETY

#### GOAL: Maintain a safe environment for Escondido with high quality emergency services

STRATEGY	STATUS	BACKGROUND
<p>2. Leverage our current police officers to have more presence through a variety of efforts:</p> <ul style="list-style-type: none"> <li>a. Schedule briefings with Police Chief and the City Council regarding staffing deployment;</li> <li>b. Increase proactive patrol time;                             <ul style="list-style-type: none"> <li>i. Continue to explore calls for service and increased efficiency;</li> <li>ii. Continue to explore new technologies to improve effectiveness;</li> </ul> </li> <li>c. Continue pursuing grants to increase police staffing.</li> </ul>	<p>Milestone date: December 2017</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p><i>Responsibility:</i> Police Department</p>	<p>High call volumes prohibit police officers' ability to conduct proactive enforcement.</p> <p>Two additional part-time custody transport officers were hired in February 2017 for a total of five.</p>
<p>3. Address the current gang issues through a variety of efforts:</p> <ul style="list-style-type: none"> <li>a. Increase proactive patrol time;</li> <li>b. Continue the NTP in high crime areas;</li> <li>c. Enhance PAL (Police Athletic League), FIT (Family Intervention Team), EGRIP (Escondido Gang Reduction and Intervention Program), Girls Rock, etc.;</li> <li>d. Maintain excellent partnerships with outside law enforcement agencies;</li> <li>e. Include all community partners in solving gang problems.</li> </ul>	<p>Milestone date: December 2017</p> <p>Milestone date: June 2018</p> <p>Ongoing</p> <p>Ongoing</p> <p><i>Responsibility:</i> Police Department</p>	<p>The police department continues to conduct proactive gang enforcement and investigations.</p>

## 2017-2018 CITY COUNCIL ACTION PLAN

PRIORITY AREA: PUBLIC SAFETY		
GOAL: Maintain a safe environment for Escondido with high quality emergency services		
STRATEGY	STATUS	BACKGROUND
<p>4. Evaluate opportunities of establishing a long-term contract with another law enforcement agency that provides funding for expanding the Range including:</p> <ul style="list-style-type: none"> <li>a. Determining whether the Range expansion is sustainable, and identifying what would be needed to meet the anticipated return on investment;</li> <li>b. Identifying opportunities and challenges with City of Escondido stakeholders to accommodate the expansion;</li> <li>c. Approaching community stakeholders to discuss needs, expectations, and commitments for additional capital so further improvements can be made.</li> </ul>	<p>Milestone date: June 2018</p> <p>Milestone date: June 2018</p> <p>Milestone date: June 2018</p> <p><i>Responsibility:</i> Police Department</p>	<p>The Police Firing Range Training Facility (Range) has a previously adopted Master Plan that describes its future build-out. The City contracts with multiple law enforcement agencies who use the Range for training purposes. The Range is annually generating approximately \$50,000 from contracts with these outside agencies.</p> <p>The Range’s current capacity, and inadequate funding, constrains opportunities for building out the facility and maximizing its potential as a regional training facility and revenue generator.</p> <p>The Escondido Police Department has been approached by a law enforcement agency who currently trains at the Range with an opportunity for a substantial long-term contract that could provide funding to expand the facility.</p>
<p>5. Explore regional partnerships to increase efficiencies and enhance services.</p>	<p>Milestone date: June 2018</p> <p><i>Responsibility:</i> Police Department</p>	<p>Escondido Police and Fire Departments’ call volumes are outpacing available resources resulting in ever increasing staffing needs for responding to emergency demands.</p>