

City of El Centro
Strategic Planning Program
2008-2013

Goal #1 TRANSPORTATION & MOBILITY
Develop a transportation plan that reduces congestion, improves traffic flow within the City and the surrounding region.

Objective	Tasks	I, N, L,C	Target Completion Date	Responsible Party	Status
1. Improve Circulation	A. Synchronize traffic lights; include public safety controls	I	2010 Q1	PW/ IVAG	25 existing signals has been identified and a diagram developed showing which signals are interconnected with each other. Included in current plan. The majority currently have interconnects and preemptive systems installed on signals. CMAQ funds will be used to implement plan.
	B. Update Master Bicycle Plan	N	2011 Q1	PW/ Parks/ Planning	This will be added to the FY 2010 Budget.
	C. Development of reversion process for Hwy. 86 (as city street)	N	2012 Q1	PW Caltrans	Caltrans to prepare process for reversion. Pending written process from Caltrans.
2. Increase Public Transportation	A. New transfer terminal - (Time Transfer)	N	2011 Q1	PW/ IVAG	CEQA/NEPA completed and approved, design and construction to follow. Amtrak Bus Route stops at El Centro. Preparing RFP for architectural services. Site located at 7th and State Street.
	B. Continue to seek new funding - Local, State & Federal	I	Ongoing	PW	This is a Standard Operating Procedure to apply for all forms of Transportation Grants.
	C. Greenline Bus Route	I	2008 Q4	PW/ IVAG	The Greenline is scheduled to be online at the end of 2008 and is also managed by IVAG.
	D. Increase number / capacity of bus shelters	N	2011 Q1	PW	An increase in bus shelters will be assessed after an evaluation for shelters is completed, and an air revenues study is done by IVAG for blue/green lines.
	E. Evaluate the need for shades & cooling at bus shelters	N	2011 Q1	PW	Most bus stops currently incorporate a shade structure. There are no commercial solar coolers made for bus stops. Additional shelters will be added as funding permits.
	F. Develop partnerships with bus system & school districts	N	2011 Q1	PW	Increase public awareness.
	G. Coordination of bus stops for route transfers (Blueline to County).	N	2011 Q1	PW	The County operates the regional and local routes. Route transfers are included and take place at the Transfer Terminal currently located at City Hall, with the Greenline and new transfer terminal under way. Coordination and frequency expected to improve.

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3. Traffic Safety	A. Expand Traffic Division	I	2009 Q2	Police	Currently meeting with Public Works Director for development of a Traffic Safety Plan
	B. Decrease traffic congestion around schools	I	2008 Q3	Police/ PW	Chief will meet with school officials and discuss ways to improve circulation around impacted schools.
	C. Annual speed survey	I	2010 Q1	Police	Submitted a current list of streets to PW to be surveyed.
	D. Evaluate need for additional stop signs	N	As needed	Police/ PW	Police Department recommends location to PW. PW's determines if sign is appropriate. Currently performed annually and as warrants are reached.
4. Establish a Pavement Maintenance System	A. Storm Water Master Plan	N	2012 Q1	PW	The Storm Water Master Plan will include incorporating it in the future with IVAG and potentially develop an impact fee.
5. Improve Condition of City Streets	A. Repaving streets	I	Annually Q2	PW	The Pavement Management System has been developed and Public Works will budget at least 1.5 million per year for street rehabilitation.
	B. Annual street maintenance program	I	Annually Q2	PW	Improve Street Sweeping by requesting an additional street sweeper and developing a proactive pothole and street maintenance program with assistance from the prison crews. Partnered with Pavement Management System.
6. Improve Condition of Sidewalks	A. ADA Compliance	I	2010 Q4	PW	City wide evaluation of existing sidewalks for ADA compliance. Develop and implement sidewalk compliance project.
	B. Sidewalk/ramps repair program	I	2010 Q4	PW	Develop and implement a program for sidewalk repair for businesses and residents throughout El Centro. IE: Raised, cracked, potholed and crumbled sidewalks and ramps.
	C. Infill of sidewalks	I	2010 Q4	PW	City wide evaluation of gaps in between the City streets & curbs, gutters and sidewalk. Develop and implement a plan to repair.

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Goal #2 SAFE NEIGHBORHOODS: Enhance Police and Fire Services that improve the safety in the City and is maintained as El Centro grows.					
Objective	Tasks	I, N, L,C	Target Completion Date	Responsible Party	Status
POLICE DEPARTMENT					
1. Enhance Police Services	A. Establish 4/10 schedule	I	2009 Q3	Police	The 4/10 schedule requires 56 officers to implement. Vacancies must first be filled to allow for a change of schedule.
	B. Improve dispatch capacity	I	2009 Q1	Police	MDC training and installation is complete, Spillman is on-line and CLETS will be by the end of the year. Approved in 09/10 budget for (2) additional dispatchers.
	C. Expand investigations & support staff	N	2009 Q4	Police	Will request a Senior Records Clerk position. Additional juvenile Investigator and Scientific Investigator.
	D. Establish a first responder guide	I	2008 Q3	Police	The manual is being reviewed and will be completed and distributed to employees.
	E. Create a gang enforcement team/bicycle team	N	2010 Q1	Police	Add four (4) officers to promote safe malls, downtown area and school environment as well as juvenile gang intervention programs for our youth in the community. Will be requesting funding in 09/10 budget. Request funding from mitigation fees.
	F. Create a narcotics/vice team	N	2011 Q1	Police	Add four (4) officers to increase enforcement in narcotics and vice in our community; Will be requesting in 10/11 budget. Request funding from mitigation fees.
2. Construct New Police Station	A. Develop RFP for architectural design	I	2009 Q2	Police	Currently researching current and future needs of the department. In the process of writing a request for council to approve funding for a facilities study.
	B. Select location for new facility	N	2009 Q2	Police	Evaluate the merits of viable locations to construct facility. Proposal to be submitted upon finding suitable location.
	C. Submit for approval selected architectural design and recommended location	N	2009 Q2	Police	Submit design and location for approval as they become available.

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Objective	Tasks	I, N, L,C	Target Completion Date	Responsible Party	Status
3. Upgrade Technology to Enhance Police Services	A. Paperless records management	I	2010 Q2	Police	Gathering information for migration to paperless solution
	B. Filing system upgrade	N	2008 Q4	Police	Placed the order for the filing system, should be fully functional by the end of 2008.
4. Enhance Police Community Relations and Visibility	A. Establish a citizen's academy	I	2008 Q4	Police	Reviewing the Border Patrol curriculum for assistance. Will begin establishing curriculum and instructors.
	B. Revitalize PAX Program & Explorer Programs	I	2008 Q4	Police	PAX, PAL, Explorers, and crime prevention PAL are now assigned to a single supervisor who is designing plans to revitalize all of these programs to attract greater numbers of citizens as volunteers. The Chief and staff will provide assistance and resources to these programs to insure their success.
5. Improve Animal Control Services	A. Extend hours of service	I	2009 Q1	Police	When fully staffed will provide Saturday and evening animal control services
	B. Improve outreach education	I	2009 Q1	Police	Animal Control Officers to provide animal control education and information to the public including community newsletter, water bill inserts, presentations and information to animal groups, schools and volunteer groups. When fully staffed will implement.
	C. Develop long term plan for animal control	L	2009 Q1	Police	Evaluate the housing needs of animals. Develop and implement a plan. Working group established of all cities and county to address these issues. City Ad Hoc Committee to work on interim solution.

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FIRE DEPARTMENT					
1. Provide Better Fire Services	A. Review standards of fire protection	I	Ongoing	Fire	This is an ongoing process. ECFD Staff continues to evaluate property sites in all geographic areas of the City for future fire station locations. ECFD Staff assists developers in identifying the specific fire protection needs for their development project areas.
	B. Upgrade technology to interface with dispatch	N	2012 Q3	Fire	Requires significant infrastructure investment, and an IT person assigned to the Fire Department; needs Fire Department to split off from the main City system. Due to DOJ requirements, this upgrade will allow for the immediate and uninterrupted flow of information concerning fire department emergency responses.
	C. Develop Fire Department capital improvement program	N	2011 Q4	Fire	Develop a plan, in coordination with Finance, to annually fund a Fire Department CIP for all vehicles and equipment with a replacement cost of greater than \$25,000.
	D. Develop special operation planning's	I	2010 Q2	Fire	Complete the General Plan Amendment to establish NFPA #1710 (response time and staffing levels) as a City Fire Protection Standard. Develop a NFPA #1720 "Organization and Deployment of Fire Suppression, Emergency Medical, and Special Operations to the Public by Career Fire Departments" plan. Implement State OES Urban Search and Rescue Team. Expand participation with I.V. HEAT (Hazardous Emergency Assistance Team).
2. Fire Station #3	A. Construction	N	2010 Q2	Fire	Construction should begin in July of 2009, and be completed by May 2010. Working cooperatively with the RDA, the Fire Department has acquired a 6.15 acre site at Bradshaw and Waterman Avenues, and funding for the construction of a 3rd fire station.
	B. Establish a plan for financing and staffing fire stations	I	2010 Q2	Fire	The Department is working to develop a Fire Mitigation Fee to provide funding resources to help offset the cost of personnel services and operational expenses associated with new fire station facilities. Additionally, the Department is working to develop a Reserve Firefighter program - Reserves would supplement daily staffing.
	C. Develop Station 3 Operations Plan	I	2010 Q2	Fire	Issues of staffing, area coverage, special project centralization, and the scheduling of training, are currently under review.

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Objective	Tasks	I, N, L,C	Target Completion Date	Responsible Party	Status
3. Fire Prevention	A. Increase fire educational program outreach	L	2013	Fire	Hire Public Education Officer; Update Library Code Material: Adopt 2007 California Fire Code; Update Fire Inspection forms/training; Implement Computer Fire Inspection Program; Expand Fire Prevention Officer Training.
	B. Increase fire investigations/ inspections	L	2013	Fire	All fires are investigated to determine cause and origin. Training is underway to certify all captains to the level of Fire Investigator I. Long range plans include training 3 captains to the level of Fire Investigator II; and all personnel to the level of Fire Investigator I.
4. Emergency Medical Services & Disaster Preparedness Update	A. Emergency Operations Center Development	N	2010 Q2	Fire	Provided there is adequate funding, an EOC will be included with the construction of Fire Station #3.
	B. Review & upgrade city plan	I	2010	Fire	An ongoing process of Q&A; the Emergency Preparedness Plan is regularly reviewed to insure that it meets the needs of the City as well as applicable Federal & State requirements.
	C. Implement search and rescue team	N	2009 Q4	Fire	Awaiting dispersal of grant monies.
	E. Expand participation with Imperial Valley Hazardous Emergency Assistance Team (HEAT)	N	2009 Q4	Fire	Obtained new chemical analysis equipment 04/08; working to coordinate with other agencies to provide training on same.

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**Goal #3 RECREATION & LIFELONG LEARNING:
Implement a comprehensive cultural, recreational and lifelong learning programs for seniors, adults, youth and special needs populations through partnerships with public, private and not for profit sectors of the community. (Services)**

Objective	Tasks	I, N, L,C	Target Completion Date	Responsible Party	Status
1. Develop Segmented Recreational Programs	A. Seniors	I/L	Annual	Recreation	Will be developed by Community Services Commission & Recreation Staff. Introduce programs through Media and Website. Work with senior club to implement programs they need/want.
	B. Adults	I/L	Annual	Recreation	Provide evening sports, art, dance, aerobics, and language programs for adults with the assistance of volunteers.
	C. Youth	I/L	Annual	Recreation	Develop a seasonal plan for all youth sports. Train and certify all volunteer and City sports staff in CPR/ First Aid and sports (coaches clinic, training in etiquette, etc.). Include programs such as art, nutrition, dance, language.
	D. Special Needs	I/L	Annual	Recreation	Continue working with Special Olympics and Special Ed. Programs in the Imperial Valley.
	E. Music Oriented Programs	I/L	Annual	Recreation	Include programs such as learn to play guitar/piano, etc. Incorporate all levels/abilities.
	F. Performing Arts/Cultural Programs	I/L	Annual	Recreation/ Library	Feasibility report to be provided to Council on optimal utilization of OPOP. Continue to strengthen relations with performing arts and cultural organizations to bring competent programs to our City.
2. Upgrade Existing Recreation and Park Facilities	A. Various park facilities	I/L	2009 - 2028	Parks	In process of working with Skateboard Park Coalition and Pop Warner Football to renovate Swarthout Park. All other parks will be assessed and needs met as funding becomes available. The level of importance and which parks are addressed first will be based on safety concerns/issues and community need. (In conjunction with the Parks Master Plan)
	B. ADA compliance/ bring up to code	I/L	Ongoing	Parks	Park restrooms to be brought up to code. Create / upgrade walking paths and trails at Bucklin Park & Swarthout to make ADA compliant.

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Objective	Tasks	I, N, L,C	Target Completion Date	Responsible Party	Status
3. Establish Special Events Throughout the Year.	A. Evaluate current events suitability/ budget staff calendar.	I	2008 Q4	Rec./PIO	Evaluate the success to cost of each event. Establish a signature event based on the evaluation.
	B. More events downtown	I	Annual	Recreation	Work with groups to encourage more events such as Arts & Wine events, triathlon, and St. Patrick's Day events downtown.
4. Enhance Library Services	A. Reach under-served populations	I	Ongoing	Library	Establish services for home-bound and other groups.
	B. Increase the diversity of the collection/ create cutting edge programs/reach under served populations.	I	Ongoing	Library	Create Library Brochure to include all Library Services. Upgrade computers and add more public use computers, online services & increase staff and establish services for home bound groups.
5. Increase Public Awareness about programs.	A. Develop an outreach plan.	I	2009 Q1	Rec./PIO	a. Summer Program Schedule released every Summer. b. Staff will have outreach plan ready by June 2009. c. Working with Public Relations Consultant.
	B. Increase collaboration with parents and volunteers	I	2009 Q1	Rec./PIO	Will be addressed during City recreation workshops tba
	C. Conduct a series of targeted surveys to users	I	Annual	Rec./PIO	Surveys will be provided this Summer at all targeted activities. Provide survey through website and utilities notice.
6. Upgrade Library Facilities	A. Remodel main library	I	2009 Q4	Library	Project added to 5 yr RDA Plan. \$800,000 in RDA Bonds to remodel Library.
	B. Consider additional branch	I	2012 Q4	Library	Board to establish committee & begin search for site.
	C. Extend hours	L	2009 Q3	Library	Ongoing assessment to address the communities needs. Regular Hours Monday - Thursday 9-7, Friday 9-5, Saturday 9-1, Sunday Closed; Summer Hours of Operation: Monday-Thursday 9-7, Friday 9-5, Saturday & Sunday Closed.
	D. Library Café	I	2012 Q4	Library	Explore joint ventures; evaluate use of concession.

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Goal #4 ECONOMIC DEVELOPMENT & CITY BEAUTIFICATION:
Provide leadership for the region toward creating a sustainable economic base. Develop an attractive visual identity for the City of El Centro that includes entryway themes and agency identity.

Objective	Tasks	I, N, L,C	Target Completion Date	Responsible Party	Status
1. Strengthen Regional Partnership	A. Participate in regional planning to include Yuma, Mexicali, San Luis and Imperial County	I	Ongoing	Econ.Dev.	IVEDC, Chamber & City meeting w/4 cities. Joint City/County Managers effort. SCAG/Mexican Consulate/ Schools
2. Expand Business Opportunities	A. Develop business industrial park	I	2011 Q2	Econ.Dev.	Currently working with Chelsea Investment Corporation to develop 19 industrial lots at NE corner of Bradshaw Avenue (extended) and 8th Street.
	B. Feasibility study of convention center	L	TBD	Econ. Dev.	Made initial contact with potential developer. Staff will be indentifying potential funding sources to conduct feasibility study.
3. Expand & Maintain Infrastructure	A. Update & fund Capital Improvement Program	I	2010 Q4	Public Works/ Econ.Dev./ Finance	Completing several public facility and street improvements with 2007 Redevelopment Bond Issue. Performed annually along with the budget and updated as grant funds are awarded.
4. Expand Housing Opportunities	A. Develop affordable housing	I	2010 Q4	Econ.Dev.	Working with three different affordable housing developers to complete 72-unit family complex; 77-unit family apartment complex; and 20-unit senior complex.
	B. Homelessness	I	Ongoing	Econ.Dev.	Agency staff participates in Imperial Valley Homeless Task Force and City has provided CDBG funds to El Centro based homeless shelters during FY 2004, 2005, 2006, and 2007.

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5. New Storm Water Master Plan	A. Incorporate with future IVAG Regional Plan and potentially develop an impact fee	N	2012 Q1	PW	The Storm Water Master Plan will include incorporating it in the future with IVAG and potentially develop an impact fee.
6. Improve Visual Aesthetics of the City	A. Seek funding for sound walls on freeway ramps (I-8 between La Brucherie and 1st Street)	N	2011 Q2	PW/Caltrans	The need for Sound Walls would be examined in the NEPA process along with any improvements on the freeway systems by Caltrans.
	B. Improve I-8 & Hwy 86 landscaping	I	2009 Q2	PW/Caltrans	South side has been funded
	C. Increase code enforcement	I	2008 Q4	PW	Enhance and maintain quality of health and safety issues along with landscaping, housing and general compliance of city ordinances. Hire Code Enforcement Officer.
	D. Continue graffiti program	I	Ongoing	Econ. Dev.	Constantly evaluating the delivery of graffiti removal program.
	E. Implement volunteer clean-up program	I	Ongoing	Econ. Dev.	Continue working with Imperial County Probation Department to clean up graffiti once a month.
	F. Adams Avenue throughway	I	2011 Q3	Econ Dev. / Parks	Schedule meeting with property owners along Adams Avenue to determine their needs.
7. Improve City Landscaping	A. Medians	I/N	2010 Q1	Parks	Work with Public Works and Planning to create guidelines for medians and update landscaping accordingly.
	B. Businesses	I	2008 Q4	PW	Recruitment for Code Enforcement Officer is currently being conducted. This is a new position that will increase ordinance enforcement.
	C. Ordinance Enforcement	I	2008 Q4	PW	Recruitment for Code Enforcement Officer is currently being conducted. This is a new position that will increase ordinance enforcement.
8. Improve/Expand Rural Health Clinic		I	2010 Q4	ECRMC/ RDA	Agency staff and representatives from ECRMC have been working together to develop the proposed rural health clinic.

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