

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	2009 Q4	PW/ IVAG	\$568,000 in Federal funds received to synchronize & upgrade various signals throughout El Centro. \$2.7 million in LTA Funds for Dogwood/I-8 Signalization & improvements.
	B. Update Master Bicycle Plan	I	2011 Q1	PW/ Parks/ Planning	Currently 90% designed by consultant. Within the next six months will be presented to Planning and Community Services Commission and then to Council for final approval. After filing with Caltrans we will pursue grant funds.
	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. If the City initiates this process, then the City will not receive any one-time funds for repair.
2. Increase Public Transportation	A. New transfer terminal - (Time Transfer)	I	2011 Q1	PW/ IVAG	New transfer terminal will be located at 7th and State Street. \$3.7 million in FTA Grant money and \$1.2 in stimulus funds totaling \$4.9 million.
	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. Have received a total of \$2,302,000 in stimulus funds related to transportation.
	C. Greenline Bus Route	C	2009	PW/ IVAG	The Greenline began July 1, 2009 and is also managed by IVAG. East bound BlueLine was terminated.
	D. Increase number / capacity of bus shelters	I	Ongoing	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	I	Ongoing	PW	Most bus stops currently incorporate a shade structure. There are no commercial solar coolers made for bus stops.
	F. Develop partnerships with bus system & school districts	I	Ongoing	PW/ IVAG	Increase public awareness. Kathy Williams, County Public Works, met with school districts to encourage student use of bus system.
	G. Coordination of bus stops for route transfers (BlueLine to County).	I	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 online. Coordination and frequency is 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	2010 Q2	Police/ PW	School Resource Officers have meet with various school officials and discussed and offered suggestions to improve traffic safety around each school site. Public works obtained a Safe Route to Schools grant in August 2009 for Sunflower School; amount \$300,600 for curb, gutter, sidewalk, and ADA ramps.
	C. Annual speed survey	C	Completed	Police	Public Works performed a 5 year speed zone survey and updated the ordinance in 2009 Q2.
	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	I	2009 Q4 and 2010 Q1	PW	The Storm Water Master Plan will include incorporating it in the future with IVAG and potentially develop an impact fee. The Storm Water Master Plan has been completed and we will be submitting the final version to Planning and Council for approval.
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 of Measure D Funds for street rehabilitation. \$1,560,906.43 was spent in 2007/2008 and \$2,141,316.61 has been requested for the 2009/2010 Overlay Project. \$1.5 million in Economic Development funds for El Dorado Colonia Phase III/8th Street Improvements. \$3 million in Economic Development funds for 8th Street/Cruickshank Dr. Improvements.
	B. Annual street maintenance program	N	2010 Q1 and 2012 Q4	PW	Improve Street Sweeping by requesting an additional street sweeper (requesting additional CNG sweeper through a grant for fiscal year 2010) and developing a proactive pothole and street maintenance program with assistance from the prison crews. Partnered with Pavement Management System and also being addressed in the storm water permit. The target date set for the permit is 2012 Q4.
6. Improve Condition of Sidewalks	A. ADA Compliance	I	2010 Q4	PW/ Econ. Dev.	Received \$180,790 in stimulus funds for Sidewalk Improvement 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	2010 Q2	Police	The 4/10 schedule requires 56 officers to implement. Vacancies must first be filled to allow for a change of schedule. \$1,134,072 in COPS stimulus funding was received for 3 police officer positions.
	B. Improve dispatch capacity	I	2009 Q4	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	2012 Q3	Police	Will request a Senior Records Clerk position. Additional juvenile Investigator and Scientific Investigator.
	D. Establish a first responder guide	I	2009 Q4	Police	The manual is being reviewed and will be completed and distributed to employees.
	E. Create a gang enforcement team/bicycle team	I	2009 Q4	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. An officer will be assigned to a federal regional gang task force to combat gang activity.
	F. Create a narcotics/vice team	C	Aug. 2009	Police	Two officers were assigned to investigator positions and assigned to the Narcotics Task Force and the local DEA task force to combat the ongoing narcotics activities in our community. \$134,363 in stimulus funds were received to purchase police equipment.
2. Construct New Police Station	A. Develop RFP for architectural design	N	2012 Q3	Police	Due to budget constraints, obtaining an architectural design is on temporary hold.
	B. Select location for new facility	N	2012 Q4	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	2012 Q4	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	2011 Q3	Police	Gathering information for migration to paperless solution. Due to budgetary concerns this is not in the upcoming budget.
	B. Filing system upgrade	C	2008 Q4	Police	This project has been completed and is fully functional.
4. Enhance Police Community Relations and Visibility	A. Establish a citizen's academy	I	2010 Q2	Police	Reviewing the Border Patrol curriculum for assistance. Will begin establishing curriculum and instructors. Not feasible at this time due to budgetary and staffing issues.
	B. Revitalize PAX Program & Explorer Programs	C	2008 Q4	Police	A new volunteer group has been established. Recruitment is on going. Volunteer groups now are managed with the same division.
5. Improve Animal Control Services	A. Extend hours of service	C	Aug. 2009	Police	We are fully staffed and have extended hours that cover Saturday and Sunday.
	B. Improve outreach education	I	2010 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. Due to staffing shortages we had not completed the project but now can move forward on this.
	C. Develop long term plan for animal control	L	Ongoing	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. Project is pending due to fiscal crisis suffered by all agencies involved.

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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	I	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	N	2012 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	I	2010 Q4	Fire	Secured \$7.5 million in RDA Bonds to construct. Construction should begin in January of 2010, and be completed by November 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	2011 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 Q4	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	2013 Q4	Fire	Seeking additional funding, to construct an EOC adjacent to 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	2010 Q2	Fire	Awaiting dispersal of grant monies from the State for the trailer and the tow vehicle which will cost approx. \$165,000; trench rescue courses will begin in December 09 and will be paid with dept. funds.
	E. Expand participation with Imperial Valley Hazardous Emergency Assistance Team (HEAT)	N	Ongoing	Fire	Continue to train additional personnel as HazMat Technicians.

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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. Implement inclusion programs whenever possible.
	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	\$3.1 million to build Indoor Sports Complete at 8th/Adams (\$1.8 million RDA bonds + \$1.1 million CDBG funds + \$300,000 Impact Fees). \$1.5 million in RDA bonds to build Senior Center. \$120,320 in Air Pollution grants received to pave parking lot at Sunflower Park. \$111,554 for new playground equipment at Carlos Aguilar Park. \$95,000 in Reberty Z. Bierg Grants + \$16,554 in Per Capita Grants for new playground equipment at Carlos Aguilar Park. \$170,000 CDBG Funds to pave Frazier Field.
	B. ADA compliance/ bring up to code	I/L	Ongoing	Parks	\$242,000 in federal funds to rebuild Bucklin Park Path. \$110,000 in LTA Funds to reconstruct restrooms at City Hall for ADA Compliance. \$140,000 in Impact Fees to construct restrooms and snack bar facility at Sunflower Park.

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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.	C	2009 Q1	Rec./PIO	Mardi Gras Light Parade & Street Fair is the signature event that was established and approved by Council in January 2009.
	B. More events downtown	C	Complete	Recreation	Work with groups to encourage more events. City sponsors downtown events, Ice Cream Social, Oktoberfest, Farmer's Market. City holds Le Tour de Manure, Mardi Gras, Seasonal Tree Lighting and walking events downtown.
4. Enhance Library Services	A. Reach under-served populations	I	2010 Q4	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	2010 Q4	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	2010 Q1	Rec./PIO	a. Program Schedules released every Fall/Winter/Spring/Summer. b. Staff will have outreach plan ready by March 2010. c. Working with Public Relations Consultant.
	B. Increase collaboration with parents and volunteers	I	2010 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 Q1	Econ.Dev.	Grant letter was received from Economic Development Administration. City has a deadline to complete construction by February 2011 for the improvements related to the development of 26 industrial lots at the 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 identifying 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. Several sewer projects are environmental review process. WTP Plant Project will be complete in Dec. 09 \$30 million in water bonds.
4. Expand Housing Opportunities	A. Develop affordable housing	I	2010 Q4	Econ.Dev.	Construction of 72 affordable housing units known as "El Centro Family Apartment" is expected to start by November 2009.
	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, 2007 and 2009.

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Objective	Tasks	I, N, L, C	Target Completion Date	Responsible Party	Status
5. Improve Visual Aesthetics of the City	A. Seek funding for sound walls on freeway ramps (I-8 between La Brucherie and 1st Street)	L	2013	PW/Caltrans	The need for Sound Walls would be examined in the NEPA process along with any improvements on the freeway systems by Caltrans. There is currently no funding available.
	B. Improve I-8 & Hwy 86 landscaping	I	2010 Q2	PW/Caltrans	\$2,472,000 received for Dogwood/I8 Rehabilitation (\$800,000 stimulus and + \$200,000 City funds + \$625,000 Congestion Funds + \$847,000 STP Local Funds)
	C. Increase code enforcement	C	2008 Q4	PW	Enhance and maintain quality of health and safety issues along with landscaping, housing and general compliance of city ordinances. Code Enforcement Officer has been hired.
	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	\$700,000 received to Rehabilitate Adams Avenue (\$302,000 in stimulus + \$398,000 LTA Funds).
6. 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	C	2008 Q4	PW	Code Enforcement Officer has been hired. This is a new position that will increase ordinance enforcement.
	C. Ordinance Enforcement	C	2008 Q4	PW	Code Enforcement Officer has been hired. This is a new position that will increase ordinance enforcement.
7. Improve/Expand Rural Health Clinic		I	2010 Q4	ECRMC/ RDA	ECRMC Outpatient Clinic will be built at 4th/Main Street funded by \$1.6 million RDA Funds + \$1.6 million ECRMC = \$3.2 million.

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