



THE CITY OF SAN DIEGO

REPORT TO THE PLANNING COMMISSION

DATE ISSUED: June 30, 2015

REPORT NO. PC-15-063

ATTENTION: Planning Commission
Agenda of July 19, 2015

SUBJECT: The 2014 General Plan Monitoring Report

SUMMARY

This is an informational item to discuss the 2014 General Plan Monitoring Report. No action is requested from the Planning Commission.

BACKGROUND

The General Plan was comprehensively updated in 2008 and the General Plan Action Plan, which lays out the implementation program for the General Plan, was adopted in 2009. The General Plan and Action Plan include a commitment to monitoring. The Action Plan describes the Key Implementation Actions for the General Plan and includes a matrix that identifies over 300 implementation actions, with at least one action associated with every General Plan policy. The Monitoring Report (Attachment 1) assesses work taken to further the Key Implementation Actions and tracks efforts for each of the individual action items. The Monitoring Report also identifies planning grants and addresses other state reporting requirements.

DISCUSSION

The Monitoring Report was prepared by the Planning Department with input from staff representing many disciplines and City departments (see Attachment 2). Overall, the City made substantial progress in implementing the General Plan across a wide variety of actions and programs. Monitoring reports were also prepared in 2010, 2011 and 2012. In 2012 it was decided to prepare monitoring reports on a biennial basis. The General Plan, Action Plan, General Plan amendment packages and previous monitoring reports are available at <http://www.sandiego.gov/planning/genplan/>.

The 2014 General Plan Monitoring Report is organized in five sections as follows: 1) Overview, 2) Key Implementation Actions, 3) Planning Division Grants, and 4) Action Plan Progress Matrix. The Housing Element Annual Report has been prepared as a separate document. The

“Overview” section highlights the progress of implementing the General Plan’s vision and City of Villages strategy; it tracks General Plan and community plan amendments; and includes information on mobility implementation actions, grants and awards.

The Community Plan Update Program continues to be a key component of General Plan implementation with nine updates currently underway. Three community plans have been completed since 2013 and nine are underway, however, as noted in Section 2, several of the updates have taken longer than anticipated. Staff has identified key obstacles to plan preparation and instituted program changes to help ensure that updates more consistently meet schedule and budget expectations. The “Action Plan Progress Matrix” monitors progress on individual actions, with the “Notes” column expanding every year to provide more information on specific programs.

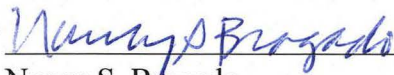
COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS

The General Plan Monitoring Report was presented to the Community Planners Committee (CPC) on June 23, 2015 as an informational item.

CONCLUSION

The General Plan Monitoring Report provides an assessment of General Plan implementation to help ensure that the vision of the General Plan continues to guide City actions and programs. Many of the remaining actions are ongoing efforts and continued progress is being made to realize the goals of the General Plan through projects, plans and programs across many disciplines.

Respectfully submitted,



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so/NB

Attachments 1: General Plan Monitoring Report – 2014
2: Department Contacts - 2014

City of San Diego



2014

General Plan Monitoring Report



Mayor Kevin Faulconer
Planning Department

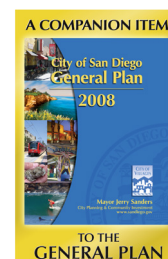


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Section 1

Overview



Overview

The General Plan Monitoring Report is prepared every two years to track and measure progress in implementing the City of San Diego General Plan. This report period covers calendar years 2013 and 2014. The General Plan, comprehensively updated in 2008, sets out a long-range vision and policy framework for how the City should plan for projected growth and development, provide public services, and maintain the qualities that define San Diego over the next 20 to 30 years. The General Plan provides direction on how to design infill development and reinvest in existing communities, protection for prime industrial lands, and policies designed to preserve San Diego's historical and cultural resources. It also has a strong sustainability focus through policies addressing transit/land use coordination, climate change, walkable communities, green buildings, clean technology industries, water and energy conservation and management, and urban forestry.

While the General Plan lays out the policy framework for city development, the 2009 General Plan Action Plan addresses the implementation program for the General Plan. The 2014 General Plan Monitoring Report provides a narrative of the Key Implementation Actions and summarizes the activity and progress of the items listed in the General Plan Action Plan. The Monitoring Report is organized in four sections as follows: 1) Overview, 2) Key Implementation Actions, 3) Planning Grants, and 4) Action Plan Progress Matrix. Overall, the City made substantial progress in implementing the General Plan across a wide variety of actions and programs throughout the City's departments. The Action Plan Progress Matrix includes a total of 302 action items, categorized as short-term, medium-term, long-term, or ongoing. Of the 56 short-term action items, 25 are underway and 24 have been completed since the General Plan was adopted. Modest progress has been made on the 18 mid-term actions, with ten action items underway and two completed. Of the seven long-term actions, three are underway and one has been completed. The majority of action items are categorized as ongoing tasks, of which 198 are underway and 21 have been completed.

In the Long-Range Planning Division, much of the work in implementing the General Plan comes together through the community plan update program and through multiple grant-funded planning projects. These plans and projects implement citywide smart growth strategies at the community level. Please see Section 2 - "Key Implementation Actions" of this report for more information on community plan updates. A summary of grants that have been awarded or are in process from 2008 to the present is provided in Section 3 - "Planning Grants."





Plan Amendments

The General Plan draws upon the character and strengths of San Diego’s natural environment, distinctive neighborhoods, and activity centers that together form the City as a whole. Community plans are essential components of the General Plan, since they provide more detailed land use designations and site-specific policy recommendations than is possible at the citywide level.

One of the most important long-term steps that the General Plan takes toward achieving sustainability is to advance the City of Villages strategy for more walkable, transit-friendly communities. Villages are to be designed to allow for many local trips to be made on foot or bicycle, with easy transit access to job centers and other more distant destinations. Reducing dependence on automobiles reduces vehicle miles traveled, which, in turn, lowers greenhouse gas emissions that contribute to global climate change. There are also public health benefits associated with walkable communities since regular exercise, such as walking, is integrated into everyday life. San Diego already has many examples of walkable villages, such as the Hillcrest and Little Italy neighborhoods, and the village of La Jolla. Community plan updates are assessing areas with village characteristics and working with the community to identify village opportunities and develop unique design criteria for village areas. See Section 2 - “Key Implementation Actions” Action Item 1. Community Plans for a detailed status of plan updates.

As part of the ongoing maintenance of the General Plan, regular amendments are processed to keep the document current and effective. The 2015 Amendment package proposes 15 amendments to the following elements:

General Plan Elements	Amendment Summary
Land Use	Amend plan amendment initiation criteria; Clarify Prop A lands and adds policies on continued implementation.
Mobility	Revise introduction language to reflect changes in congestion management and expand the multimodal strategies discussion.
Economic Prosperity	Revise Prime Industrial Land policy on use restrictions regarding hospitals and adult education, expand discussion and policies on community investment and revitalization tools, edit redevelopment discussion to be up-to-date, clarify policy EP-L.2.
Public Facilities	Amend Fire-Rescue discussion to reflect new measures.
Recreation	Incorporate policy provisions found in CP 600-17 and CP 600-11 and update General Plan Open Space and Parks Map.
Noise	Amend noise level compatibility guidelines.
Glossary	Amend definition to infill development.



Related to community plans, 10 project-specific amendments were adopted in 2013 and 2014, as shown in the following table.

2013 & 2014 Community Plan Amendments		
Community	Project Name	Description
Navajo	Village at Zion	Re-designation of a 1.21 acre site from Single Family Residential to Multi-Family Residential (30-43 du/ac). R-20245
University	Scripps Memorial Hospital	Increase the allowed square footage for Medical Offices and re-designation of a portion of the site from Commercial Office to Public Facilities-Institutional. R-308380.
East Elliot	Castle Rock	Detachment of a 203-acre residential subdivision from City of San Diego and annexation to the City of Santee. (Condition upon LAFCO approval) R-308433
Black Mountain Ranch	Santa Luz Assisted Living	Re-designation of a 3.28 acre site from Institutional-Seniors Center/Recreation Center to Institutional-Nursing Facility. R-308650
University	Bio med	An increase in the allowable development intensity of the Scientific Research land use. R-307980
Scripps Miramar Ranch	Scripps Miramar Ranch Technical Amendment	A technical amendment was adopted to correct a mapping error by changing the classification of Carroll Canyon Road between I-15 and Business Park Ave. from a 4-lane Major to a 4-lane Prime on the Circulation Element map. R-307999
University	La Jolla Commons III	Re-designation of a 1.68 acre site to change the land use from Residential, Visitor Commercial, Office, and Industrial to Visitor Commercial, Office, and Industrial for the construction of a new building with three optional uses including Office, Hotel or a combination of Office/Hotel. R-308755
Rancho Penasquitos	Black Mountain Ranch NRMP	Amendment to the Rancho Penasquitos Community Plan to add planned trail alignments associated with the Black Mountain Ranch Natural Resources Management Plan. R-308921
La Jolla	Children's Pool Beach Seasonal Closure	To prohibit public access to the Children's Pool Beach seasonally during Harbor seal pupping season from December 15 to May 15 annually. RR- 3008759; LCP-6-LJS- 14-0607-1
Otay Mesa-Nestor	Marian Catholic	Re-designation of an 18 acre site from School to Low-Medium Density Residential (10 - 15 du/net acre). R-309313
University, Torrey Hills, Torrey Pines, Carmel Valley, and the North City Future Urbanizing Area Subarea II	Coastal Land Use Maps Update	The City of San Diego Local Coastal Program – Coastal Land Use Maps were amended to include the North Coast Corridor Public Works Plan/Transportation and Resource Enhancement. Document No. PWP-6-NCC-13-0203-1



Planning & Mobility Studies

In addition to furthering the General Plan and City of Villages strategy through community plan updates and plan amendments, the Planning Department has applied for and received multiple grants related to active transportation projects, focused multi-modal land-use/transportation and urban greening, and park related plans and studies. Substantial work to improve conditions for walking and bicycling has been accomplished through these grants. Planning efforts that have been completed during this reporting period include:

- Bicycle Master Plan
- City Heights Urban Greening
- Morena Boulevard Phase I
- Commercial & Imperial Corridor Master Plan
- Euclid & Market Land Use & Mobility Plan
- National Avenue Master Plan
- Euclid Avenue Gateway Master Plan
- Pedestrian Master Plan Phase III
- Chollas Triangle Master Plan

Out of 27 grants, ten grants were completed during this monitoring cycle and 17 grants are currently underway. For a complete list of focused issue planning projects see Section 3 – “Planning Grants.”

City programs and actions addressing sustainability cross many disciplines and City department, and are found throughout the Monitoring Report. However, the preparation of a Climate Action Plan, as described under Section 2 - Climate Change Initiatives is one of the critical long range planning documents underway. It is anticipated for adoption in 2015.

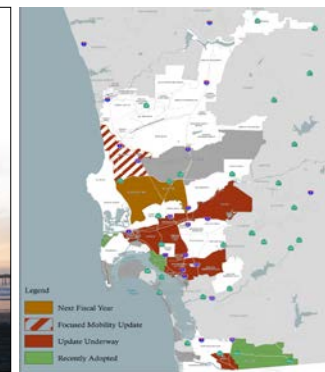
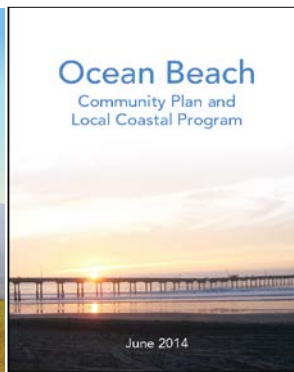
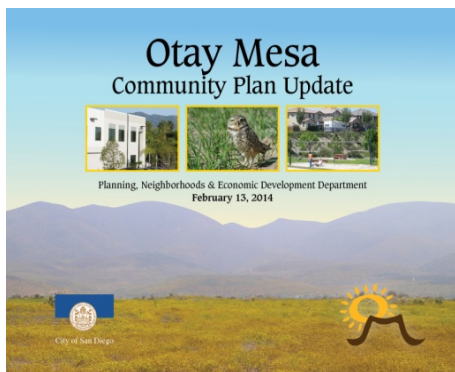
Awards

Since 2012, the Planning Department has been honored with the following awards from the local and state American Planning Association chapters, the Association of Environmental Professionals and the City of San Diego’s Historic Resources Board:

Year	Award
2012	The Affordable Housing Parking Study received both a California Chapter and a San Diego Section American Planning Association Award for Best Practices and Honorable Mention
2013	The Planning Project Mercado del Barrio, received a California Chapter American Planning Association Award of Excellence
	The General Plan’s Housing Element received a San Diego Section American Planning Association Outstanding Planning Award for Comprehensive Planning
2014	The Barrio Logan Community Plan Update Historic Context, Survey and Historic Preservation Element received a Community History Award by the City of San Diego’s Historic Resources Board
	The Pop-Up Outreach for the Southeastern San Diego and Encanto Neighborhoods Community Plan Updates received a San Diego Section American Planning Association Public Outreach Award
	The San Diego River Park Master received a San Diego Section American Planning Association Comprehensive Planning Award for a Large Jurisdiction

Section 2

Key Implementation Actions



Community Plan Updates

Timeframe: Ongoing

Funding: Variety of sources, including former Redevelopment funds, General Fund, and grants.

Status: Community plans are an essential component of the General Plan as they designate land uses and implement the City of Villages strategy at the community level. Community plan updates are needed in many communities in order to ensure that community plan land use designations are up-to-date and General Plan policies are effectively implemented. Between 2012 and 2014 there were ten community plan updates and one major focused amendment in process. The community plan update work program includes six phases: consultant contracting; assessment of existing conditions, including identification of opportunities and constraints; community outreach; community review of the draft plan; environmental review; preparation of the public facilities financing plan, and public hearings.

Since 2008, the City Council has adopted new community plans for Barrio Logan, Otay Mesa and Ocean Beach. The Otay Mesa update is currently in effect, the Ocean Beach Community Plan is awaiting California Coastal Commission certification, and the Barrio Logan Community Plan was repealed by voter referendum.

Each community plan is a unique reflection of the issues and trends facing the community and includes corresponding strategies to implement achievable goals. Community plans represent an essential component of the Land Use Element since they contain the detailed land use designations and site-specific policy recommendations not found at the General Plan level. Community plans shape the future of the community by guiding future growth, protecting neighborhood character, creating new economic opportunity, and enhancing the quality of life for those who live, work, visit and invest in the area. Several of the updates have taken longer than anticipated to complete for various reasons. Staff has identified the obstacles to plan preparation and instituted changes in the process to help ensure that these, and future updates, consistently meet schedule and budget expectations. Improvements to the process relate to: project management and staff resources, consultant selection, scope of work for environmental and traffic technical studies, identification of different types of updates, and public outreach efforts. Future comprehensive updates, starting with Mission Valley and Kearny Mesa, are anticipated to be completed within a three-year timeframe.

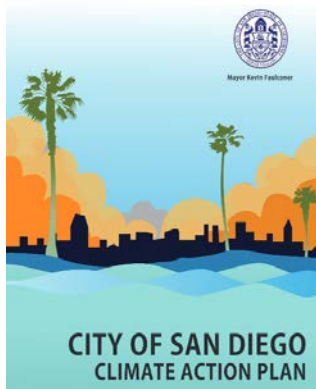
Community Plan Updates At a Glance	
Community Plan	Status
Otay Mesa	The Otay Mesa Community Plan Update and associated Environmental Impact Report were adopted by the City Council on March 11, 2014. The adopted community plan identifies village sites, sets open space preservation areas, and addresses a multi-modal mobility system to serve the community, among other issues. It was the result of a lengthy public input process that included eight roundtable discussions on key issues, and a series of Planning Commission workshops.
Ocean Beach	The Ocean Beach Community Plan, Environmental Impact Report, and Public Facilities Financing Plan were approved by City Council July 29, 2014. The plan seeks to preserve the small-scale coastal village of Ocean Beach, and addresses other issues facing the community, including sea level rise. A Coastal Commission hearing has been requested but has not yet been set.
Barrio Logan	City Council approved a comprehensive update to the Barrio Logan Community Plan in 2013. The Barrio Logan Community Plan was repealed by voter referendum in 2014.
Grantville Focused Amendment to Navajo	The Grantville Focused Plan Amendment (FPA), developed through significant public outreach, seeks to revitalize approximately 280 acres within the Navajo Community Planning Area. The FPA proposes concentrating new housing density and commercial uses in the area around the Grantville Trolley Station, thereby supporting regional mobility goals to encourage development around Village Centers, promoting the use of public transportation, and reducing vehicle trips and infrastructure costs. Objectives of the Grantville FPA include: to promote Transit Oriented Development (TOD) within walking distance to the Grantville Trolley Station, promote revitalization of properties which are underutilized; promote a multi-modal transportation strategy including walkable and bicycle-friendly streets; provide additional market-rate and affordable housing opportunities consistent with a land use pattern that promotes infill development; and facilitate implementation of the San Diego River Park Master Plan. (The Grantville Focused Amendment was adopted in June 2015.)
Southeastern San Diego & Encanto Neighborhoods	The Southeastern San Diego (SESD) Community Plan Update, will result in two distinct new community plans for the Encanto Neighborhoods and Southeastern San Diego. The update effort addresses facilities needs and impact fees for both communities. Key objectives of the update are to create new village areas within a ½ mile of the trolley and 15-minute interval transit corridors. The majority of future growth and development is targeted along the transit-rich corridors while retaining the established low density neighborhoods. These villages are intended to be characterized by higher density, mixed use community-serving uses and multi-modal streets, with an emphasis on enhancing the pedestrian environment, as well as interactive and usable public open space that emphasize connections to transit and Chollas Creek. The work program includes rescinding the existing Southeastern San Diego and Mount Hope

Community Plan Updates At a Glance	
Community Plan	Status
	Planned District Ordinances and replacing it with city-wide zoning and a Community Plan Implementation Overlay Zone (CPIOZ). City Council adoption is scheduled November 2015.
San Ysidro	A comprehensive community plan update for San Ysidro started in June of 2010 and aims to reflect current conditions, improve mobility, and address quality of life issues. The plan update identifies village areas and promotes infill development by increasing residential and commercial opportunities through mixed use zones and higher intensities along the major corridors. Through public outreach, the community has expressed a real desire to see an implementation strategy as part of this planning effort particularly for the village areas. The community strongly and consistently advocates for better connectivity, enhanced gateways, public signage and are enthusiastic about an Intermodal Transit Center at the border and the opportunity for it to create a showcase international gateway. The update effort will rescind the San Ysidro Planned District Ordinance and replace it with citywide zones and include a Specific Plan for the El Pueblito Viejo Village area. It is anticipated that the adoption hearing process will begin mid-2016.
Uptown	The update to the Uptown Community Plan has been prepared concurrently with updates to the North Park and Golden Hill Community Plans as an “update cluster.” The update identifies village types within the community per the General Plan and includes recommended mobility improvements; building design policies that address building height and infill development especially commercial-residential use compatibility, and zoning incentives for the provision of public space. This update process also includes the identification of appropriate residential density and intensity, as well as, community initiated land use changes to reduce density within portions of the community to primarily address concerns over neighborhood character. To meet objectives for a more multi-modal transportation network, improvements are identified in the plan update that focus on increasing bicycle, pedestrian, and transit use including a potential streetcar line connecting Uptown with Downtown. Because of the community’s historic nature and the community residents’ concern over the preservation of historic resources and character, new potential and expanded historic districts, as well as, design guidelines for single-family and hillside neighborhoods have been formulated. The Uptown Community Plan Update utilizes park equivalencies and the identification of new potential park sites to address the issue of increasing recreational opportunities and also updates the community open space mapping associated to identify areas for conservation, boundary line corrections to the Multi-Habitat Planning Area (MHPA), and strengthen policies for development adjacent to open space. Adoption of the

Community Plan Updates At a Glance		
Community Plan		Status
		update and Environmental Impact Report is expected in the summer of 2016.
Greater North Park		The update for the North Park Community Plan focuses on land use and mobility issues that are very similar to the issues being addressed in the Uptown Community Plan Update. Like Uptown, North Park is one of the City's older and historic communities. Similarly, the update identifies villages and commercial nodes, addresses issues regarding infill development compatibility and the preservation of neighborhood character, identifies potential park opportunities and equivalencies, designates new potential and expanded historic districts, and provides recommendations for multi-modal improvements especially those related to improving bicycle infrastructure. The update includes community-specific policies related to conservation and sustainability to address the community's desire to identify North Park as a model community for sustainability. To promote the community's interest in public art, the update includes a separate Arts and Culture element. This element provides policies encouraging public art in new development and promotes public art in commercial districts through partnerships with artists and the business community. Adoption of the update and Environmental Impact Report is expected in the summer of 2016.
Greater Golden Hill		The community plan update for Golden Hill also addresses similar land use and mobility issues that are prevalent in the Uptown and North Park Community Plan Updates. The community plan update for Golden Hill identifies village areas and commercial nodes, design policies for new infill development, as well addresses objectives for increasing biking and walking. Due to the lack of community and neighborhood parks, the community plan update focuses on addressing direct connections to Balboa Park, utilization of park equivalencies, and the identification of recreational opportunities such as trails, city-owned property, and pocket parks to address increasing recreational space within the community. To meet community objectives for preservation of historic resources and the preservation of established neighborhood character, new potential historic districts have been identified. Adoption of the update and Environmental Impact Report is expected in the summer of 2016.
Midway Pacific Highway Corridor		The update to the Midway-Pacific Highway Corridor Community Plan is being developed in collaboration with the Midway Community Planning Group and other community stakeholders, with a goal to enhance community character and livability. The vision of the community plan update is the development of a strong public realm with unique districts and villages connected through a system of landscaped streets that will link Mission Bay, the San Diego River, and San Diego Bay to traditional and nontraditional parks within the community. The guiding principles for this vision are: to create distinct districts and multi-use

Community Plan Updates At a Glance	
Community Plan	Status
	villages; to bolster Midway-Pacific Highway as a sub-regional employment center with supporting residential and commercial uses; to create a complete mobility system that provides options for people to walk, bicycle, and use transit to access homes, jobs, shopping, and amenities; and to connect the community to its historical and locational context to regional recreational and open space areas. The vision for districts and villages is a key feature of the update, which identifies eleven districts/villages within the community including the Sports Arena Community Village (mixed residential and commercial uses) and the Dutch Flats Urban Village (employment-focused with supporting residential uses). Adoption of the update is expected in fall 2016.
Old Town San Diego	The update to the Old Town San Diego Community Plan is being developed with significant community involvement and input and aims to re-articulate the vision for the Old Town community as a place of outstanding historical importance for the City of San Diego. The community plan update will provide clear guidance for future development that is compatible with existing historical resources, supports a vibrant community with residential, commercial, tourism, and park uses and an excellent multi-modal transportation system. One of the City's goals for the plan update is to consolidate land use and urban design policy guidance currently spread between the existing Old Town Community Plan, the Old Town San Diego Planned District Ordinance, and the Old San Diego Architectural and Site Development Standards and Criteria. This consolidation effort will create a community plan that provides straightforward and comprehensive direction to property owners and developers and ensures that new buildings reflect the character of pre-1871 Old Town. Another goal for the plan update is to improve linkages among the many open space, cultural, and transit resources in the community for pedestrians and bicyclists. Adoption is expected in fall 2016.

To help prioritize future community plan updates, Planning staff has developed a data-driven system that accounts for the following factors: age of plan, number of amendments, population and employment growth potential, transit priority area location, and park acreage deficit. The ability to leverage non-general fund dollars and community support are additional factors for consideration.



Climate Change Initiatives

Timeframe: Short-, Mid-, and Long-Term Actions

Funding: Variety of sources, including grant funding.

Status: The City is in the process of preparing a Climate Action Plan (CAP). The CAP is a companion document to the General Plan and is being prepared in accordance with Policy CE-A.13. The City of San Diego Climate Action Plan (CAP) identifies measures to effectively meet greenhouse gas (GHG) reduction targets for 2020 and 2035. Attainment of the reduction targets will require significant City and regional actions, continued implementation of federal and state mandates, and dedicated San Diegans choosing to take individual actions to be a part of the solution. These actions and associated co-benefits will contribute to the City's future prosperity and quality of life by:

- Furthering San Diego's leadership in clean technology industries, such as renewable energy, information technology, manufacturing, and waste management.
- Advancing the "City of Villages" concept of walkable and pedestrian-friendly neighborhoods with a mixture of uses that revitalize existing neighborhoods while retaining their individual character.
- Promoting active transportation and rapid transit systems to help preserve and improve accessibility for vulnerable groups, including: children, the elderly, people with disabilities, and the economically disadvantaged.
- Fostering programs to create well-paying jobs for the middle class. Implementation of the CAP will lead to an increased demand for workers in high-growth "green" industries. This will lead to greater opportunities for new and existing workers to flourish in these innovative sectors.
- Building communities that are resilient to climate change through the identification of vulnerabilities and the corresponding implementation of adaptation measures. These measures are intended to protect public health and safety; secure and maintain water supplies and services; protect and maintain

Reduce the City's overall carbon dioxide footprint by improving energy efficiency, increasing use of alternative modes of transportation, employing sustainable planning and design techniques, and providing environmentally sound waste management.

To be prepared for, and able to adapt to adverse climate change impacts.

To become a city that is an international model of sustainable development and conservation.

General Plan goals, page CE-7

urban infrastructure and community services; protect environmental quality; maintain open space, parks, and recreation; support coastal management and protection; promote urban forest management and local food production; improve building and occupant readiness; and enhance community education, knowledge and collaboration.

The City has identified five bold strategies to reduce GHG emissions to achieve the 2020 and 2035 targets:

1. Energy & water efficient buildings
2. Clean & renewable energy
3. Bicycling, walking, transit & land use
4. Zero waste
5. Climate resiliency

These viable strategies will leverage the City's existing efforts as well as provide clear direction for meeting the challenges of a changing climate.

As a companion item to the CAP, the Mayor and City Council have established the position of Sustainability Program Manager to oversee the implementation and monitoring of all actions outlined in the CAP. To increase efficiency and reduce costs, the City will integrate these actions into the context of existing workloads and programs whenever possible. The Program Manager will establish an interdisciplinary team of staff from various City departments to coordinate implementation efforts and coordinate city-wide progress.



Water Supply & Conservation Efforts

Timeframe: Ongoing

Funding: Variety of Sources

Status: Work continued on efforts to manage water resources and increase City water supplies through multiple strategies including conservation. Specific accomplishments are described below.

Drought Ordinance – San Diego Municipal Code Section 67.38 dictates actions to be taken during water emergencies. Per the code, mandatory water use restrictions associated with Drought Response Level 2 were in place in the City of San Diego from June 2009 to May 2011. During this time, San Diegans conserved water for savings that surpassed expectations. Drought response measures were ended due to improved California and local water supply conditions. However, there are permanent water use restrictions under the same Code section that remains in place and are being enforced.

Effective long-term management of water resources so that demand is in balance with efficient, sustainable supplies.

A safe and adequate water supply that effectively meets the demand for the existing and future population through water efficiency and reclamation programs.

A safe, reliable, and cost effective water supply for San Diego.

Water supply infrastructure that provides for the efficient and sustainable distribution of water.

General Plan goals, page CE-21; page PF-31

A new drought in California was declared by Governor Jerry Brown in January 2014. Aside from calls for increased water conservation, the City implemented Level 1 restrictions effective July 1, 2014 and escalated it to Level 2 (Mandatory restrictions) on November 1, 2014. Because the drought persisted with a record low snowpack this past winter, the Governor called for a statewide reduction in water use of 25% from 2013 usage levels on April 1, 2015. Credited for early implementation of water conservation measures and restrictions, the City of San Diego's reduction goal was reduced to 16%. This reduction goal is currently in effect through February 2016.

Outdoor Water Conservation Rebates - The Water Conservation Section received a Proposition 50 Integrated Regional Water Management (IRWM) Plan Grant in the amount of \$1.1 million dollars for the City's "Irrigation Hardware Giveaway and Cash for Plants" Project. Titled "Outdoor Water Conservation Rebates," this grant project provides commercial and residential customers with three rebates to promote outdoor water conservation: Smart Controllers (weather based irrigation controllers), Micro-Irrigation, and Sustainable Landscape-Turf Replacement. The goal is to conserve potable water while also reducing pollutant-laden dry weather urban runoff flows into sensitive receiving waters. Additional funding was received from the Transportation and Storm Water Department (T&SW) and supports both residential rain barrels and Outdoor Water Conservation Rebates. In addition, City Customers can take advantage of rebates

for irrigation devices and plant replacement through Metropolitan Water District and the San Diego County Water Authority.

Since then, the City has received other grants to implement turf replacement rebate programs and has infused operating funds from both the Public Utilities and T&SW Departments to help meet customer demand. Because of the prevalence of drought messaging and the increased awareness of the need to conserve water, participation in outdoor rebate programs has significantly increased.

Public Outreach – the City’s “No time to Waste, No Water to Waste” public outreach campaign was undertaken to convey the urgency of the need to conserve water and to inform the public of mandatory water use restrictions. This campaign helped the City achieve its 8% usage reduction goals for FY 2010 and FY 2011. With the end of drought response measures, the campaign transitioned to acknowledge conservation achievements, to encourage continued conservation, and to keep the public informed on permanent water use restrictions. With the development of drought conditions in 2014, the Public Outreach campaign has segued to “San Diegans Waste No Water, All Ways, Always” to reflect a lifestyle commitment.

2010 Urban Water Management Plan (UWMP) – the 2010 Urban Water Management Plan was adopted on June 28, 2011. The UWMP provides a 25 year estimate of water supplies and demand, and is updated every five years. Water demand projections were prepared using SANDAG’s 2050 Regional Growth Forecast (Series 12) demographic projections. The Water Conservation Act of 2009 set a goal of achieving a 20 percent reduction in urban per capita water use statewide. The URWP includes this per capita target and shows that the City’s per capita water use in 2010 was below the 2020 target. The City is preparing for the 2015 UWMP. The UWMP is important to the land development process, as it referenced in water supply assessments which are used to determine if there is water available to serve projects that meet certain thresholds.

San Diego Integrated Regional Water Management (IRWM) Program – The City, in partnership with the San Diego County Water Authority and the County of San Diego, formed a Regional Water Management Group (RWMG) in 2005 to co-manage the San Diego region’s IRWM Program. The establishment of an RWMG is required in order to be eligible for State IRWM grant funding made available from Propositions 50, 84 and 1. The 2013 IRWM Plan incorporates information produced from region-wide planning studies and stakeholder workgroups and establishes regional water management priorities. The IRWM Program facilitates project integration, forges partnerships with a variety of stakeholders, and moves the Region forward with implementing high-priority projects. The most recent IRWM Plan was adopted by all RWMG parties in October 2013. To date, the IRWM program has successfully secured over four implementation grants worth \$58.3 million. These funds are supporting 43 water management projects throughout the Region.

Pure Water San Diego - The Pure Water San Diego Program (Pure Water) is a 20-year program to provide a safe, reliable, and drought-proof local drinking water supply for San Diego. New advanced water purification facilities will be designed and constructed to purify recycled water and produce up to 83 million gallons per day (mgd) of water that can be safely added to the City’s water supplies. Eighty-three million gallons per day represents about one third of the City’s forecasted need. Through the City’s Water Purification Demonstration Project (2013), the purification process was tested over a 12-month period; the water results from over 9,000 laboratory tests showed that the purified water meets all drinking water standards and is comparable to distilled water. Pure Water is also environmentally sustainable and cost effective – it will reduce ocean discharges from the Point Loma Wastewater Treatment Plant (Point Loma) and eliminate the need for expensive upgrades to Point Loma. For more information, see: www.PureWaterSD.org.

Water Policy Implementation Task Force - In anticipation of the current drought, the City initiated a stakeholder group in 2013 to provide suggestions for enhancing existing programs and policies in water conservation, recycled water and other water supply alternatives. The task force researched and recommended enhancements to improve programs already in place. The City Council accepted a total of 43 recommendations on the topics of water conservation, water recycling and reuse, rate structures and innovation and technology, 35 of which were for immediate implementation. For a complete list of the Task Force's recommendations see:

www.sandiego.gov/citycouncil/committees/wpitf/pdf/wpitfmem130731.pdf

Water Efficient Landscape Ordinance – The City's landscape ordinance was amended to incorporate additional water conserving requirements including: establishing a maximum water allowance, or budget, for various types of development; requiring landscape irrigation audits to ensure that the water budget is met; and requiring dedicated irrigation water meters for development with landscape areas equal to or greater than 5,000 square feet. The requirements were approved and being implemented with Development Services.

Graywater Systems - Development Services Information Bulletin 208 was prepared to explain and simplify the permit process for the installation of single-family residential graywater systems. The Water Conservation Program provides information to the public regarding gray water systems.

Land Management – A *Land Management Plan for Public Utilities Rural Lands* builds on the nine core strategies identified in the *Framework for Managing Public Utilities Lands* (2009) and serves to protect the water quality of the City's source water supplies.

CALGreen – California's green building standards code addresses water efficiency and conservation, including a requirement for a 20 percent reduction in indoor water use which became effective July 1, 2011.



Land Development Code Amendments

Timeframe: Dependent on Specific Action

Funding: Amendment processing is covered by the Development Services Department enterprise fund and is supplemented with other funding (i.e. grants or community plan update budgets) as applicable; costs associated with implementation of the code amendments are covered by project applicants.

Status: The Land Development Code (LDC) contains zoning and land development regulations that are critical to General Plan and community plan implementation. Implementation of significant land use policies also occurs via single issue ordinances or through comprehensive updates to the code. Key recent and in process LDC amendments include:

Zoning concurrent with community plan updates and amendments to ensure consistency with community plan land use designations.

Zoning or development regulations to better implement updated community plans.

General Plan goals, page LU-29

Local Industry Growth and Development – Amendments will help support the growth of local industry consistent with the City's economic development strategy by reducing permit costs and process levels and incorporating flexibility into parking, signage, and screening requirements.

Companion Units – Amendments will remove restrictions to the development of companion units, including the requirement for same siding and materials as the primary dwelling unit and the requirement for access to parking spaces from an improved alley.

Fair Housing – Amendments will remove existing code limitations related to the provision of housing in order to increase housing opportunities for all segments of the population, including protected classes.

Airport Land Use Compatibility Plan (ALUCP) Implementation – Amendments to the Airport Land Use Compatibility Overlay Zone will implement the latest ALUCPs adopted for San Diego International Airport per state law. ALUCPs are addressed in Section G of the Land Use and Community Planning Element.

Incentives for Sustainable Development - Following adoption of the Climate Action Plan and minimum standards for sustainable development, the City's existing incentive program (currently available to

qualifying sustainable development) will be updated to further incentivize and encourage sustainable design and development.

Recent LDC amendments accomplished include:

Capital Improvement Program Projects - New regulations streamlined the processing of capital improvement program projects, which will facilitate the development of community facilities.

Food Truck Regulations - New regulations allow for food trucks to operate in the public right-of-way and on private property, which will help create an active pedestrian and social environment and provide economic opportunities for entrepreneurial individuals with little capital.

Regulations for Medical Marijuana Dispensaries - A new regulatory process was created to allow for conditional approval of medical marijuana dispensaries in appropriate locations.

Small Lot Subdivision Regulations – A new regulatory process that would for the subdivision of specified multi-family zones into small lots, consistent with base zone density, for the purpose of developing single-family residences without the need for home owners’ associations.

Community Plan Implementation - A major work effort to create new city wide zones (i.e. mixed use commercial zones that allow higher residential densities) and provide incentives for desirable development attributes to better implement the policy vision in community plan updates was completed in June 2015.



Public Facilities Financing Strategy

Timeframe: Long -term

Funding: Not Identified

Implementation of financing strategies to address existing and future public facility needs citywide

General Plan goal, page. PF-5

Status: A public facilities financing strategy is an ongoing process towards addressing the funding of existing and future infrastructure needs. The financing strategy will identify financing mechanisms and methods for providing existing and future public facilities which include, but are not limited to, the following: police, fire, library, parks, recreation, open space, transportation, and others. It will provide a context to examine the City's challenges related to financing capital improvements. The strategy will identify practical solutions, within realistic timeframes, to improve quality of life for residents. The following addresses the actions taken.

Multi-year Capital Improvement Program - The City's Multi-Year Capital Planning Report (MYCP) introduces the current state of capital planning efforts, provides definitions to critical components of capital planning, identifies challenges in maintaining MYCP efforts, and outlines future efforts in continuously enhancing the City's MYCP. The MYCP follows the City's Five-Year Financial Outlook to align revenue projections to fund future capital infrastructure needs and supports the development of the Annual Capital Improvement Program Budget. The MYCP provides for transparency by informing the public of future infrastructure needs and cost estimates, and projected funding sources and amounts to identify funding gaps. The MYCP serves to continue the ongoing efforts of planning for current and future capital needs and considers solutions to best meet those needs.

Council Policy 000-32 and Community Input - Council Policy 000-32, Neighborhood Input on Infrastructure Needs and Priorities, increases public participation, open data, and transparency to better understand public priorities and improve accountability with regards to the capital projects process. The Capital Improvements Program Review and Advisory Committee has provided a public process to gain community input on infrastructure suggestions and priorities through Community Planners Committee. The City Council Infrastructure Committee provided an Infrastructure Workshop Survey to identify infrastructure in need of investment.

Enterprise Asset Management (EAM) - The EAM Program a SAP software tool for managing infrastructure assets to minimize the total cost of owning and operating them, while delivering the desired service levels. EAM will enable staff to use information on assets, including condition and maintenance history, to assess and measure lifecycle costs, evaluate the broader costs and benefits of

General Plan Monitoring Report

Section 2 - Key Implementation Actions

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infrastructure projects and to develop optimal maintenance and capital investment strategies. EAM will enable participating departments to integrate with existing SAP applications in the City, such as finance and procurement, and leverage existing investments in SAP. The City is developing an implementation strategy for phase 1 and future phases.

Condition Assessments of City Facilities - General Fund Facilities - The City is conducting a Facilities Condition Assessment (FCA) to assess existing General Fund buildings, identify replacement items, update and augment current databases, identify capital projects and budgets, and prioritize operations and maintenance work and capital projects. In FY14, The FCA team assessed 349 General Fund Buildings, 30 Developed Parks, and 278 Public Utilities Buildings. In FY15, the FCA team is continuing its efforts with the assessment of 328 General Fund Buildings, 45 Developed Parks, and 23 Public Utilities Buildings.

Deferred Capital Funding Plan - The City has issued capital bonds to address streets, sidewalks, storm water pipes and buildings. The first deferred capital bond was issued in 2009. On March 20, 2012, the City Council approved a deferred capital funding plan, known as Enhanced Option B, which provides for bond funding totaling \$419.3 million over a five-year period from fiscal years 2013 through 2017, and increasing annual funding for maintenance and repair and capital expenditures from \$50.0 million in FY 2014 to \$79.0 million by FY 2017. Since that time and until April, 2015, a total of \$333.7 million in bond proceeds have been received. Council authorized an additional \$120 million of bonds to support deferred capital projects and new facilities in January 2014. Although receipt of these funds was delayed until April 2015, Public Works continued to monitor expenditures and allocations to meet the requirements of the current bond proceeds.

Impact Fee Studies (IFS) - As part of the Planning Department's Facilities Financing Division's work program is to update Public Facilities Financing Plans, renamed to Impact Fee Studies (IFS). The Department has maintained an ambitious schedule for updating PFFP's since FY 2012. In FY 2013 6 PFFP's were updated; ten PFFP's were updated in FY 2014; and twelve PFFP's are currently projected to be completed during the FY 2015/2016 timeframe.



Economic Development Strategy

Timeframe: Short-term

Funding: General Fund Staffing

Status: The City's Economic Development Strategy (EDS) was adopted by the City Council on June 24, 2014.

An informed public decision-making process providing economic information to the public and decision-makers.

General Plan goal, page EP-35

The (EDS) provides information to potential business investors, prioritizes economic development policies, and provides for improved internal and external coordination of economic development efforts. The strategy sets forth an economic development mission for the City as well as goals and objectives to achieve the mission. It focuses on creating middle-income jobs in the near term, as well as longer term efforts to create a business-friendly environment and to ensure a balanced mix of job types at all income and skill levels. The EDS also highlights those industry clusters and sectors for which the City has a comparative advantage - namely tourism, manufacturing, and international trade. Finally, it seeks to advance a variety of community revitalization and other related economic development efforts through the promotion of the City's business improvement districts, maintenance assessment districts, parking districts, and programs designed to improve workforce readiness.

In related actions, the City is continuing to focus on development of its economic base and community/neighborhood investment. It promotes established industries such as aerospace and defence as well as emerging industries such as food and beverage production. The City's basic economic development efforts are primarily handled by the Business Expansion, Attraction, and Retention (BEAR) Team and the Government Incentives Team who assist key businesses considering new investments by providing assistance with permitting and access to local, state and federal incentive programs. Specifically, the BEAR Team works to attract and retain businesses through the administration of the Business & Industry Incentive Programs, the Business Cooperation Program, and the Guaranteed Water for Industry Programs. The Government Incentives Team administers the federal Foreign Trade Zone #153 as well as local micro-lending programs, and markets the Governor's Economic Development Initiative (GEDI) Other economic development efforts focus on assisting small retail and service sector businesses through the Office of Small Business (OSB).



Parks Master Plan

Timeframe: Ongoing and Mid-term Actions

Funding: Not identified

Status: The Park's Master Plan will be a comprehensive planning document that will provide policy on the provision of park land, recreation programming and incorporate a trail's master plan. Work on preparing a Parks Master Plan will begin once available funding has been allocated. Staff continues to explore funding opportunities, and is accomplishing related tasks through other work efforts, as discussed below.

Preparation of a citywide, comprehensive Parks Master Plan to guide park and open space acquisition, design and development, recreational programming and needed maintenance over the next 20-30 years.
General Plan goal, page RE-6

As a part of the Community Plan Update program, recreation elements for: Ocean Beach and Otay Mesa have been adopted. Elements are in process for: North Park, Golden Hill, Uptown, San Ysidro, Midway, Old Town, Grantville Focused Amendment, Southeastern and Encanto neighborhoods. The plan update process includes identifying existing park and recreation facilities, evaluating potential opportunities and land acquisition for new improvements and facilities to meet population-based park requirements, and identifying financing for park facilities through the public facilities financing plan updates associated with each community plan update.

Substantial progress has been made in implementing the Recreation Element by developing the criteria and details of how credits/calculations for Park Equivalencies would be implemented and tracked on a project and community basis (Policy RE-A-1 and RE-A.9.a) This has been accomplished by preparing a "Park Equivalency Criteria and Toolbox" that provides definitions for the six park equivalency categories and then general and specific criteria for qualification and how to calculate the park credit. During the past year, the Park Equivalency Criteria and Toolbox has been used on all the 11 community plan updates that have resulted in identifying population-based parks within Regional Parks, on Caltrans land or other public agency land and trails located in City owned open space lands. All these efforts have been vetted through community input and provided in the database of each community's park inventory. The use of equivalencies has been a realistic strategy for the equitable provision of park and recreation facilities, with built in safeguards designed to protect the public interest.

Work on the update to the Mission Trails Regional Park Master Plan has proceeded, with release of the Draft Plan and Natural Resource Management in 2014. The City is working with the Wildlife Resource

Agencies to assure that all new uses will be consistent with environmental policies. It is anticipated that the update to the Park Master Plan will begin public hearings in spring 2016.

The De Anza Special Study, an amendment to the Mission Bay Park Master Plan, will begin in 2015 with public outreach on the future use of the approximately 76 acres of park land. The study, preparation of the plan amendments and approvals is anticipated to be completed in FY17.

Additional park planning efforts included:

- Continuing to work with private residential development projects to obtain new public parks or park equivalencies (Policy RE-A.10 and RE-E.11). New public parks include an urban pocket park in Mission Valley and a mini-park in Mission Beach.
- Recommendations for the annual allocation of development impact fees for new park projects, resulting in 17 new park sites and adding them to the City's Capital Improvement Program.
- Working with the School District (Policy RE-E.2) to identify future joint use sites on school district land and identifying seven new joint use sites to be designed and developed with Prop Z funding.
- Work has begun on the preparation of a standard park development agreement (PDA) for new parks on private land and parks to be deeded to the city. Several Park Development Agreements are in progress for a 9 acre park in Otay Mesa and a new urban pocket park in Downtown San Diego.
- Acquisition of new park land in Scripps Ranch for Fairbrook Neighborhood Park and in Mira Mesa for the Salk Neighborhood Park and Joint Use Facility.
- Assisting community driven park projects (Policy RE-B.1) with the implementation of enhanced park space, including Veterans Plaza and Saratoga Park in Ocean Beach and Cannon Street Park in Peninsula.



Historic Preservation

Timeframe: Short-term and on-going

Funding: General Fund

Status: The Historical Resources Board (HRB) and staff continued to make progress on several of the identified short-term and on-going actions.

*Identification and Preservation of
Historic Resources.*

General plan goal, page HP-10

*Provision of incentives supporting
historic preservation.*

General Plan goal, page HP-14

Over the past few years the City has increase awareness of the City's regulations related to historical resources and sensitivity to the appropriate treatment of historic resources. The City provides a free 30 minute consultation to the public – property owners, prospective property owners, architects, designers, contractors, and consultants – to provide early assistance and input on the identification and appropriate treatment of historic resources. This is an increasingly popular service, and assists applicants in identifying properties best suited to their needs and goals, while at the same time identifying properties which may be historic and worthy of additional study.

Additionally, the City has been working diligently to increase the amount of information available to the public online and free of charge. This includes posting draft Historic Resource Reconnaissance Surveys associated with the Community Plan Updates; as well as the online publication of the City's database of designated and surveyed resources. The California Historic Resources Inventory Database (CHRID) was made available this year, and includes information on all individually designated resources, including location information, a photograph, nomination report, staff report and resolution.

During the 2014 calendar year a new informational handout was published and made available online which details the historic designation nomination process – including submittal procedures, timelines, processing and costs – from start to finish.

Substantial progress has been made in implementing the Historic Preservation Element by fully integrating “the consideration of historical and cultural resources in the larger land use planning process” (Policy HP-A.2). This has been accomplished by preparing historic context statements and conducting historic surveys at the earliest stages of the community plan updates that are currently underway. During the past year, the results of the Golden Hill and North Park survey and previous Uptown survey have been used to inform the land use planning decisions associated with those Community Plan Updates. This includes reducing density allowances within potential historic districts to reduce development pressure and the identification of conservation areas that may warrant special design considerations and overlays. In addition, the survey results have informed the policies and goals of the Historic Preservation Elements.

Section 3

Planning Grants



Planning Grants

The Planning Department has been very successful in obtaining grant funding for planning activities to further the efforts of the division. Planning has been very deliberate in the application of grants, as grants have become an integral part of the funding available for planning activities. Grant applications are prioritized, based on the needs of the various communities within San Diego and many times community members have provided planning grant suggestions. Other times grants are sought to further particular work plans within the division, such as community plan updates. An effort is made to strategically apply for funds to broaden planning efforts throughout the entire City. Many times, the desired outcome of planning grants is to obtain specific project or improvement recommendations. To further these implementation recommendations, grants are coordinated with various City departments including the City's Traffic Engineering Operations Division. Grant funding has enabled the division to advance planning efforts that may have been delayed due to the lack of available resources. Grants have assisted the department in funding focused master planning in Southeastern San Diego, mobility planning efforts, and park development plans.

In calendar years 2013 and 2014, the City was awarded \$2,883,449 in planning grants to fund a citywide Urban Forest Management Plan(\$75,000), a county contribution to Chollas Creek Bicycle and Pedestrian Facility Connecting Southcrest Trails Park to Harbor Drive Bayshore Bikeway (\$100,000), the Morena Blvd Station Area Study Phase II (\$400,000), a Linda Vista CATS Comprehensive Transportation Strategy (\$300,000), a Complete Boulevard Planning Study for El Cajon Blvd (\$171,617), Palm Avenue Revitalization Plan (\$250,000), a Balboa Avenue Station Area Specific Plan (\$786,832) and a CDC Prevention Grant for Pedestrian Master Planning (\$800,000.) Capital grants awarded in years 2013 and 2014 total \$4,981,250 and include the Chollas Creek SANDAG ATP Funding Phase 1 (\$441,250), and two capital grants for the Linda Vista and City Heights Skate Parks totaling \$4,540,000.



2012 - 2014 Planning Grants*

#	Term	Title	Source	Amount	Description	Type of Project
1	5/2009 - 6/2013	Environmental Review and Feasibility Study for the City of San Diego Bicycle Master Plan Update	TDA/Traffic Safety	\$150,000	Programmatic environmental impact report for the June 2011 draft Bicycle Master Plan Update. This environmental analysis is required by CEQA prior to City Council adopting the draft Bicycle Master Plan Update.	Focused Issues/ TOD Plans
2	8/2009 - 12/2014	Chollas Triangle Master Plan	SANDAG	\$275,000	The project is to provide land use, mobility and design recommendations to encourage a mixed-use transit-oriented village within the approximate 36-acre Chollas Triangle Site. The Master Plan will consider the potential to convert all or a portion of Chollas Parkway into open space and recreational amenity with a pedestrian and bicycle path. Includes environmental analysis and recommendations to be incorporated into the Mid City Communities Plan.	Focused Issues/ TOD Plans
3	8/2009 - 9/2014	Commercial & Imperial Corridor Master Plan	SANDAG	\$400,000	The master plan shall provide specific land use and mobility recommendations to encourage a mixed-use transit oriented corridor. The Master Plan shall also address implementation, feasibility, and urban design issues associated with creating a smart growth mixed-use setting within this predominately urbanized community. The Master Plan shall also incorporate roadway, sidewalk, and streetscape improvements to enhance multimodal mobility and safety for pedestrians, bicyclists, automobile drivers, and transit riders.	CPU

2012 - 2014 Planning Grants*

#	Term	Title	Source	Amount	Description	Type of Project
4	8/2009 - 9/2014	Euclid + Market Land Use and Mobility Plan	SANDAG	\$400,000	The Master Plan effort will prepare a mobility and land use master plan to study integrating and connecting the Euclid and Market Village area to the surrounding community by creating mixed-use, multi-modal corridors along Euclid Avenue and Market Street, and providing pedestrian and bicycle access along Chollas Creek.	CPU
5	6/2009 - 6/2013	Vernal Pools Habitat Conservation Plan (HCP)	U.S.Fish & Wildlife	\$500,000	Grant is for the preparation of a comprehensive habitat conservation plan and EIR/EIS for vernal pools and seven listed vernal pool species.	Habitat/ Conservation
7	4/2011- 4/2014	City Heights Urban Greening Plan	Strategic Growth Council	\$250,000	Create an Urban Greening Plan that implements a green strategies framework for future development based on a system of green streets. In addition, the City will develop a street tree plan that links the City Heights population to community facilities, parks and canyons and also enhances the pedestrian experience.	Focused Issues/ TOD Plans
9	9/2010 - 6/2014	Sustainable Communities Planning Grant - Southeastern SD Com. Plan Update	Strategic Growth Council	\$999,852	The Southeastern San Diego Community Plan Update would offer policy direction in the areas of land use, urban form, neighborhood character, historic preservation, public facilities, conservation, mobility, housing affordability, economic prosperity, and equitable development. The Plan would take into account the proposed future growth and development within the community and target this growth and development around the transit nodes. The Plan would outline implementation strategies and consider the continued growth of the community through the year 2030 and beyond.	CPU

2012 - 2014 Planning Grants*

#	Term	Title	Source	Amount	Description	Type of Project
10	2/2012 - 7/2014	Morena Blvd Study	Caltrans	\$250,000	Underway. Station-area and multi-modal transportation study around planned trolley stations, in support of the new Mid-Coast Trolley project.	Focused Issues/ TOD Plans
11	2/2012 - 9/2014	Southeastern Euclid Corridor Plan	Caltrans	\$241,500	Underway. The goal of the Master Plan is to revitalize Euclid Avenue through economic activity, multi-modal environment and community health. The Master Plan would provide land use, urban design, and mobility recommendations to enhance the linkages between land use and multimodal options.	Focused Issues/ TOD Plans
12	7/2011 - 2/2014	National Ave Master Plan	Caltrans	\$240,000	Corridor study along National Ave in Southeastern San Diego.	Focused Issues/ TOD Plans
13	6/2011 - 6/2017	Central Avenue Mini Park/Housing-Related Parks	CA Dept. of Housing and Community Development	\$846,950	In process. Implementation of new recreational amenities in partnership with the Jacob's Center for Neighborhood Innovation at the Village at Market Creek.	Infrastructure Improvement Planning
14	10/2011 - 2/2016	San Ysidro Safe Routes to Schools (SRTS)	Caltrans	\$494,700	This is a non-infrastructure grant to engage seven schools within the San Ysidro School District which lie directly along the international border of the U.S. and Mexico. The grant will focus on creating an outreach and implementation strategy; a pedestrian/bike education curriculum; and the will help implement programs associated with this curriculum.	
15	10/2011 - 2/2016	Children's Hospital SRTS	Caltrans	\$500,000	In partnership with Rady Children's Hospital, grant funds will be used to build on current efforts to expand and offer comprehensive SRTS programming to all seven middle schools in Southeastern San Diego.	

2012 - 2014 Planning Grants*

#	Term	Title	Source	Amount	Description	Type of Project
16	6/2012 - 9/2016	Chicano Park Improvements/Housing-Related Parks 2012	CA Dept. of Housing and Community Development	\$1,088,200	The City in partnership with the Urban Corps of San Diego will construct new recreational amenities and perform rehabilitation/replacement of existing recreational amenities at Chicano Park. This project is anticipated to kick-off with a series of community workshops in 2013.	Infrastructure Improvement Planning
17	12/2010 - 12/2017	Catalyst Projects for California Sustainable Strategies Pilot Program	HCD	\$1,350,000	The Department of Housing and Community Development awarded The Village at Market Creek a Gold Catalyst project. The awardee must foster and test innovative housing and land use planning and green building strategies, including sustainable, energy efficient design, and integrated transportation modes. The Jacobs Center for Neighborhood Innovation (JCNI) will collect data, analyze, and report (Years 1, 3, and 5) on sustainable policy objectives and livability principals in the catalyst projects area. The City may apply for up to \$1,350,000 of capital acquisition or improvement funds for the provision of for-sale affordable housing.	Focused Issues/ TOD Plans
18	2/2013 - 3/2016	Linda Vista Comprehensive Active Transportation Strategy	TDA/SANDAG	\$300,000	The project will develop a Comprehensive Transportation Strategy for the Linda Vista community. Through a public process, the project will assess and identify needed improvement projects that address safety, accessibility, connectivity, and other issues. A list of high priority project will be prepared.	Active Transportation

2012 - 2014 Planning Grants*

#	Term	Title	Source	Amount	Description	Type of Project
19	12/2012-6/2015	Chollas Creek to Bayshore Bikeway	TDA/SANDAG	\$441,250	In partnership with Groundwork San Diego, the City will hire a consultant team to prepare preliminary design and environmental documentation for a bike and pedestrian trail along Chollas Creek from Southcrest, through Barrio Logan (along 32nd Street) that will ultimately connect to the Bayshore Bikeway.	Infrastructure Improvement Planning
20	12/2012 - 6/2015	Neighborhood Reinvestment Program	County of San Diego	\$100,000	County of San Diego contributions toward Chollas Creek to Bayshore Bikeway.	Infrastructure Improvement Planning
21	1/13 - 1/16	Morena Blvd Station Area Study Phase II	SANDAG	\$400,000	The Planning Department was awarded a SANDAG Smart Growth Incentive Program Grant to identify land use and multi-modal mobility improvements in the area around the planned Tecolote and Clairemont Mid-Coast trolley stations. The Planning Department will work with an experienced planning firm to assist staff in this effort.	Focused Issues/ TOD Plans
22	1/13 - 1/17	Complete Boulevard	SANDAG	\$171,617	Planning: Proposes the enhancement of 3 key station areas along the Rapid Bus line. Improvements represent a menu of urban design interventions such as: gateway elements, ped-bike improvements, bipswales. Trees, parking management and street furniture. Build upon: El Cajor Blvd. West End Pedestrian Enhancement and Traffic Calming, and Little Saigon District Revitalization Implementation and other plans.	Active Transportation
23	11/2014 - 5/2016	Housing-Related Parks/Design and Construction of Linda Vista Skate park	CA Dept. of Housing and Community Development	\$4,460,000	In process. Design and construction of Linda Vista and City Heights Skate Parks	Infrastructure Improvement Planning

2012 - 2014 Planning Grants*

#	Term	Title	Source	Amount	Description	Type of Project
24	9/2013 - 2/2016	Palm Avenue Revitalization Plan	Caltrans	\$250,000	The Planning Department was awarded a Caltrans Environmental Justice Planning Grant to identify multi-modal mobility infrastructure improvements along Palm Avenue in Otay Mesa-Nestor. The Planning Department will work with an experienced traffic engineering firm to assist staff in this effort.	Active Transportation
25	3/2014 - 5/2017	Linda Vista and City Heights Skate Parks	Tony Hawk Foundation	\$80,000	In process. Design and construction of Linda Vista and City Heights Skate Parks.	Infrastructure Improvement Planning
26	1/2013-3/2015	Urban Forest Management Plan	CalFire	\$75,000	The funds will be used to develop an Urban Forestry Management Plan (Plan) that will set forth goals and policies to guide the maintenance and development of the City's Community Forest. The goals of the Urban Forest Management Plan include improving the quality of the Community Forest, by promoting planting, preservation, and protection. The Plan will also provide awareness of the importance of a community forest and guide long term tree planting and maintenance activities.	Focused Issues/ TOD Plans
27	11/2014-6/2015/6	Children's Hospital Intergenerational Safe Routes to School Grant	County of San Diego	\$90,000	In partnership with Rady Children's Hospital, grant funds will be used to establish an intergenerational advocacy and participation component that builds on current efforts to expand and offer comprehensive SRTS programming to all seven middle schools in Southeastern San Diego.	Active Transportation

*Please note that the grants listed represent those grants that staff believes most closely represent activities that further General Plan implementation. Not all grants managed in the Planning Division are listed, and some grants are applied for in Planning but implemented by others. In addition, the total amount of funds actually expended may vary based on program activity. Information is provided for general information purposes only and is not a substitute for actual project accounting for each grant.

Section 4

Action Plan Progress Matrix

Action Plan Progress Matrix

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
LAND USE & COMMUNITY PLANNING ELEMENT							
Short-term Actions							
1.	Evaluate and refine the Village Propensity model as a tool to be used in community plan updates.	LU-A.2	PLN			✓	Used as a starting point in community plan updates.
2.	Prepare and maintain a community plan preparation manual as an administrative tool to guide community plan updates and amendments.	LU-C.1, LU-C.2 LU-C.5	PLN			✓	Completed in November 2009.
3.	Implement the FAA Part 77 height standards and notification as part of the implementation of the Airport Land Use Compatibility Plans (ALUCP).	LU-G.5, LU-G.6	PLN			✓	The City adopted an updated ALUCP Implementation Plan, and associated Land Development Code, Local Coastal Program and community plan amendments, and zoning actions.
4.	Update Council Policies: 000-21, 600-29, 600-28, 600-30, 600-36, 600-01, 200-01, 800-03, and 600-37 to replace Future Urbanizing terminology with Proposition A lands.	LU-J.1	PLN		✓		Council Policy 000-21 was updated in February 2014; 600-01 was reviewed and repealed in 2012; 600-28 was reviewed and repealed in 2012; 600-29 was reviewed and retained; 600-30 was reviewed and retained; 600-36 was reviewed and repealed in 2012; 600-37 was reviewed and repealed in 2013; and 800-03 was reviewed and repealed in 2007.
Ongoing Actions							
5.	Update community plans to achieve citywide and community goals.	LU-A.1-LU-A.10, LU-B.1 - LU-B.3, LU-C.1 - LU-C.6, LU-E.1-LU-E.3, LU-H.1 - LU-H.7, LU-I.1 - LU-I.3, LU-I.11 - LU-I.16	PLN		✓		See discussion on Community Plan Updates under Key Implementation Actions.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
6.	Apply new zone packages where needed to implement the land use designations and policy recommendations of the General Plan as community plans are updated.	LU-F.1	PLN		✓		See discussion on Land Development Code Amendments under Key Implementation Actions.
7.	Create and apply incentive zoning measures to achieve citywide and community goals during the community plan update process.	LU-F.3	PLN		✓		See discussion on Land Development Code Amendments under Key Implementation Actions. In addition, proposals for zoning incentives are included in the update of Council Policy 600-27 (see Conservation Element No.4).
8.	Review discretionary development proposals and plan amendment proposals to ensure that projects do not adversely affect General Plan goals.	LU-A.7, LU-A.9 - LU-A.11, LU-B.3, LU-C.3, LU-C.4, LU-F.2, LU-G.4, LU-G.6, LU-H.1 - LU-H.4 LU-I.1 - LU-I.3, LU-I.7 - LU-I.9, LU-H.7	PLN		✓		
9.	Amend public facilities financing plans concurrently with amendments to the General Plan and community plans which result in the need for additional facilities.	LU-D.2	PLN		✓		Public facilities financing plan (PFFP), recently renamed to Impact Fee Study (IFS), amendments are not required if all additional facilities are to be provided through development project conditions and exactions. IFS amendments or updates may however be carried forward in conjunction with CPA's if warranted based on the impacts of each project.
10.	Continue to maintain and update a database of land use plan amendments approved by the City.	LU-D.5	PLN		✓		
11.	Implement the General Plan procedures for General and Community Plan amendments.	LU-D.1, LU-D.3, LU-D.4, LU-D.6 - LU-D.14	PLN		✓		

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
12.	Continue to coordinate with the Airport Land Use Commission (ALUC), Federal Aviation Administration, and airport operators on development projects, community plan amendments and updates, zoning code amendments as appropriate to address airport land use compatibility.	LU-G.1, LU-G.2, LU-G.3, LU-G.4 LU-G.7, LU-G.8 LU-G.9, LU-G.10	PLN		✓	✓	The City adopted an new Airport Land Use Compatibility Overlay Zone" and associated Land Development Code (LDC), Local Coastal Program and community plan amendments, and zoning actions. Community plan amendments were adopted to implement the ALUCPs for Brown Field , Montgomery Field, Gillespie Field, and MCAS Miramar. The ALUC has adopted the ALUCP for SDIA and expect to start the ALUCPs for NAS North Island and NOLF Imperial Beach in the near term. (Also related to # 13.) Project review actions are ongoing.
13.	Coordinate with the ALUC on the development of land use plans and regulations.	LU-G.1	PLN		✓		See #12, above.
14.	Continue to update Public Facilities Financing Plans on a regular schedule.	LU-H.5, LU-I.4 - LU-I.6	PLN		✓		Public Facilities Financing Plans, renamed Impact Fee Studies, are being updated on a case-by-case basis.
15.	Continue to identify non-phase shifted lands as Proposition 'A' lands.	LU-J.1	PLN/DSD			✓	The General Plan and LDC refer to Proposition A lands.
16.	Follow a public planning and voter approval process for the reuse of Proposition A military lands if they become subject to the City's jurisdiction.	LU-J.2	PLN	✓			No Proposition A military lands have become available.
17.	Incorporate expanded public outreach and evaluation of inequitable impacts in all transportation projects, plans and programs. Coordinate with San Diego Association of Governments (SANDAG) to improve transportation options for all groups.	LU-H.6, LU-I.7, LU-I.8, LU-I.9, LU-I.10	PLN/TSW		✓		
18.	Continue to identify and evaluate prospective annexation areas.	LU-K.1, LU-K.2, LU-K.3, LU-K.4	PLN		✓		

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
MOBILITY ELEMENT							
Short-Term Actions							
1.	Develop multi-modal Level of Service guidelines.	ME-C.9	PLN		✓		Staff is using Multimodal Level of Service (MMLOS) and other multimodal evaluation methods in community plan updates and other mobility studies, and considering these as part of the Regional TIS Guidelines update underway.
2.	Evaluate Traffic Impact Study (TIS) Guidelines and update as needed.	ME-E.7, ME-C.8	PLN/DSD		✓		Staff is participating in the SANDAG led effort and SANTEC subcommittee to update the Regional TIS Guidelines.
3.	Update the Land Development Code (LDC) to address affordable housing parking needs.	ME-G.2, ME-G.4	PLN/DSD			✓	The City adopted Affordable Housing Parking Regulations are in effect.
4.	Update the LDC Transit Area Overlay Zone extent and regulations.	ME-G.2, ME-G.4	PLN/DSD	✓			Staff recommends re-evaluating the approach.
5.	Update the LDC Tandem Parking Overlay Zone extent and regulations.	ME-G.2, ME-G.4	DSD	✓			Staff recommends re-evaluating the approach. The 8th LDC Update was approved and includes an amendment to allow requests for tandem parking in any area where it is not already allowed by right through a Process 2 (appealable to Planning Commission).
6.	Develop and implement a Capital Improvement Program (CIP) prioritization program.	ME-K.1	TSW/ Public Works			✓	
Mid-Term Actions							
7.	Develop and maintain a Citywide Pedestrian Master Plan (PMP).	ME-A.1, ME-A.2, ME-A.5, ME-A.6 ME-E.2, ME-E.3	PLN		✓		Citywide PMP framework is complete. More detailed community level work is also complete for 14 communities. The City was awarded a total of \$600,000 from SANDAG comprised of TDA and Transnet funds and is in the process of creating a Downtown Complete Streets Mobility Plan and a Linda Vista Comprehensive Active Transportation Strategy (CATS). In addition, the City is in the process of securing funding agreements with the County of San Diego to fund an additional \$800,000 in Active Transportation Planning efforts over the next four years within at least two or more communities and two or more corridors.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
8.	Evaluate the Street Design Manual and update as needed.	ME-A.5 , ME-C.6	Public Works/ TSW/PLN		✓		Multi-disciplinary staff team is working on a limited update to address applicability, pedestrian design, traffic calming, street lighting, and design standards. Approximately 75% done.
9.	Identify funding and develop an Intelligent Transportation System (ITS) Plan for the City.	ME-D.1 - ME-D.5	TSW		✓		Involved with the ongoing development of SANDAG's ITS Strategic Plan, and with SANDAG's IntelliDrive proposal, and SANDAG's I-15 Integrated Corridor Management pilot project. Completed draft Traffic Signal Communications Master Plan (TSCMP).
10.	Seek federal and state funding assistance to develop, implement, and update City Airport Master Plans.	ME-H.3	Airports Division		✓		The City is in the process of updating the Brown Field Master Plan. There are MSCP issues delaying the Montgomery Field Master Plan.
Long-Term Actions							
11.	Prepare parking master plans for parking- deficient areas.	ME-G.1	PLN	✓			
12.	Update the LDC to include parking incentives for implementing voluntary Transportation Demand Management (TDM) measures including car sharing.	ME-G.2, ME-G.4	DSD/PLN	✓			
13.	Develop a long-range transportation financing plan.	ME-K.2 - ME-K.5	TSW/PLN		✓		The Regional Transportation Plan (RTP) serves as the region's long-range plan. The latest update was approved by the SANDAG Board in October 2011. Staff has participated in the development of San Diego Forward in the draft Regional Plan that is moving toward adoption. The City is currently developing a Transportation Plan.
Ongoing Actions							
Walkable Communities, Transit First, Street and Freeways (ME Sections A, B, C)							
14.	Evaluate new development proposals and exact appropriate improvements through the development review process.	ME-A.2, ME-A.4 - ME-A.7, ME-B.9, ME-C.3, ME-C.6, ME-C.7, ME-C.10, ME-E.6, ME-E.7, ME-F.4, ME-K.4 - ME-K.6	DSD/PLN		✓		Occurs routinely as a part of project review.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
15.	Update community plans to achieve citywide and community goals.	ME-A.8, ME-B.9, ME-C.1, ME-C.3, ME-C.6, ME-C.7, ME-C.10, ME-J.2 ME-K.4	PLN		✓		See discussion on Community Plan Updates under Key Implementation Actions.
16.	Collaborate with local agencies and organizations to implement walkable communities.	ME-A.9	TSW/PLN		✓		The RTP increases funding for pedestrians & bike facilities. Staff participates in the monthly SANDAG Active Transportation Planning Working Group that assists in the development of bicycle and pedestrian facilities portion of the RTP. The technical working group recommends projects for funding under the TransNet local transportation sales tax program, and other state and federal funding programs. See Section 3 Planning Grants for a list of completed grants to improve land use and mobility.
17.	Collaborate with SANDAG to improve transit service, identify strategic locations for transit stops, and develop transportation alternatives for transit-dependent groups.	ME-B.1 - ME-B.8, ME-C.2, ME-D.6, ME-E.1 - ME-E.5, ME-F.5, PF-L.7	PLN/DSD		✓		Staff works with SANDAG on the RTP update. Staff is also coordinating with SANDAG and MTS as part of community plan updates and mobility studies.
18.	Develop multi-modal corridor mobility concepts.	ME-B.10, ME-C.2	PLN		✓		See Section 3 Planning Grants for a comprehensive list of planning/mobility grants. Staff also developd extensive multi-modal mobility concepts as a part of the community plan updates.
19.	Conduct feasibility studies for mobility concepts.	ME-B.10, ME-C.2	PLN/TSW		✓		See #18 above.
20.	Implement transit priority measures to improve transit travel times and schedule reliability.	ME-B.10	TSW		✓		Bus priority lanes exist at multiple locations and are being implemented as a part of the Mid-City Rapid project. Bus signal timing priority is also being planned as a part of the Mid-City and Super Loop projects.
21.	Identify funding and implement traffic calming projects where appropriate.	ME-C.5	TSW		✓		TransNet funds are allocated to new projects to implement traffic calming every year.
22.	Evaluate transportation capital projects for conformance with Mobility Element policies.	ME-C.6	TSW		✓		CIP projects are reviewed for conformance with GP and community plans.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
23.	Identify funding and implement pedestrian projects to improve safety, accessibility, connectivity, and walkability.	ME-A.2,ME-A.4, ME-A.6, ME-A.7	TSW/PLN		✓		The City applies annually for SANDAG grants and other funding. See Section 3 Planning Grants for a comprehensive list of grants completed and in process.
24.	Identify funding for education programs to increase and encourage pedestrian, bicycle, and traffic safety.	ME-A.3 ME-F.6	PLN/TSW		✓		The City applies annually for SANDAG grants and other funding. See Section 3 Planning Grants for a comprehensive list of grants completed and in process.
25.	Identify funding to improve maintenance on City streets.	ME-C.4	TSW		✓		Street repaving project to repave more than 1,000 city blocks began in April 2010, reached 50% completion in August 2011. This deferred capital bond funded work concluded in July 2012. The City has identified additional bond funding for street resurfacing in its Five-Year Financial Outlook.
ITS, TDM, Bicycling, Parking (ME Sections D, E, F, G)							
26.	Identify funding and implement Intelligent Transportation System (ITS) projects.	ME-D.1 - ME-D.5	TSW		✓		See #9 above.
27.	Incentivize the use of alternative modes of transportation for City employees through the City's Transportation Alternatives Program.	ME-E.1 ME-E.2 ME-E.4	TSW		✓		The City subsidized transit passes including Coaster, Trolley, and bus passes.
28.	Monitor Transportation Demand Management programs required as part of the development approval process.	ME-E.8	DSD		✓		
29.	Identify funding for, and implement projects identified in the Pedestrian and Bicycle Master Plans.	ME-E.3 ME-F.1 - ME-F.3	TSW		✓		TransNet funding has been allocated toward projects recommended in the pedestrian and bicycle master plans.
30.	Implement and periodically update the Bicycle Master Plan (BMP).	ME-F.1 ME-F.2	TSW/PLN		✓	✓	The BMP was adopted by Council December 2013.
31.	Evaluate changes to citywide on-street parking regulations.	ME-G.1	TSW/EDD			✓	Council authorized amending the municipal code to allow for varied rates and hours of operation within certain limits based on community input to address local conditions (effective 5/1/2011).

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
32.	Periodically evaluate and update the Land Development Code (LDC) to maintain parking regulations.	ME-G.2, ME-G.4	DSD		✓		The 7th Update of the LDC included amendments to facilitate certain projects to resume operation on sites with previously conforming parking, and to provide incentives to parking structure development. As of October 2013 the 7th Update ordinance is effective citywide. The Affordable Housing Parking Regulations are in effect and additional parking amendments were included in the 8th Update to the LDC (adopted citywide in June 2014) to address various parking issues related to tandem parking, parking for commercial uses on small lots, shared parking, and green building parking requirements (for low emitting vehicles, carpools, and bicycles).
33.	Continue the Community Parking District program and expand where needed.	ME-G.3	EDD/TSW		✓		
34.	Implement parking pricing strategies to reduce the number and length of auto trips.	ME-G.5	EDD		✓		Council authorized amending the municipal code to allow for varied rates and hours of operation within certain limits based on community input to address local conditions (effective 5-1-2011).
Airports, Rail, Goods Movement, Regional Coordination (ME Sections H, I, J, K)							
35.	Participate in the development and implementation of the San Diego International Airport Master Plan.	ME-H.1	PLN		✓		The Airport Authority is currently preparing an Airport Development Plan to address future passenger facilities and road and transit infrastructure.
36.	Work with the Airport Authority, and SANDAG to seek a long-range solution for the region's aviation needs.	ME-H.2	PLN		✓		
37.	Coordinate with the military concerning activities around Military installations.	ME-H.4	PLN		✓		
38.	Collaborate with SANDAG, Caltrans, and the High Speed Rail Authority to improve rail travel opportunities.	ME-I.1 - ME-I.6	PLN		✓		Collaborated on the RTP. Participate on LOSSAN and California High Speed Rail working groups.
39.	Collaborate with SANDAG, the San Diego Unified Port District, and Caltrans to support the safe and efficient movement of goods.	ME-J.1, ME-J.3 - ME-J.9	Public Works/ TSW/PLN		✓		Collaborated on the RTP, Barrio Logan CPU, Port Freeway Access studies, and the Otay Mesa CPU.
40.	Pursue grant funding for transportation facilities.	ME-K.2, ME-K.3, ME-K.5, ME-C.10	DSD/TSW		✓		

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
41.	Collaborate with SANDAG to increase regional funding for pedestrian, bicycle, and transportation systems management funding.	ME-K.2 - ME-K.5, ME-C.10	PLN/TSW		✓		See #16 and #29, above.
42.	Update public facilities financing plans (PFFP) concurrently with community plan updates to identify necessary transportation improvements.	ME-K.2 - ME- K.5 ME-C.10	PLN/TSW		✓		This has been an on-going effort. As CPU's move forward PFFP's are drafted for review and approval as well. Two PFFP's were updated during CY 2013-2014 which were prepared in conjunction with CPU updates.

URBAN DESIGN ELEMENT							
Short-Term Actions							
1.	Amend and update the Land Development Code concurrently with community plan updates to: provide zoning categories or tools for mixed use land use designations. Develop building design guidelines to implement General Plan Policy.	UD-A.16, UD-C.1,	DSD/PLN		✓		See discussion on Community Plan Updates and Land Development Code Amendments under Key Implementation Actions.
Ongoing Actions							
2.	Identify funding to maintain the MSCP and community plan designated open spaces.	UD-A.1	PLN/P&R		✓		
3.	Address urban design in community plan updates. Refine General Plan policies as needed to address community goals.	UD-A.1, UD-A.2, UD-A.7, UD-A.9, UD-A.10, UD-A.14, UD-B.2, UD-B.5, UD-B.6, UD-B.8, UD-C.1-C.8, UD-D.1, UD-E.1-E.2, UD-F.1, UD-F.3	PLN		✓		See discussion on Community Plan Updates under Key Implementation Actions. In addition, two planner positions were added to the Planning Department budget to address Urban Design.
4.	Implement urban design policies through the development review process.	UD-A.1-UD-A.17,UD-B.1-B.8, UD-C1.-C.8, UD-D.1-UD-D.3,UD -E.1, UD-E.2, UD F.1, UD-F.5	PLN		✓		See # 3 above.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
5.	Implement the 2004 Public Art Master Plan.	UD-F.1 - UD-F.5	A&C		✓		
6.	Implement Council Policy 900-11.	UD-F.1 - UD-F.5	A&C		✓		
7.	Implement San Diego Municipal Code Chapter 2, Article 6, Division 7 regulation requiring art and cultural enhancement.	UD-F.1 - UD-F.5	A&C		✓		
8.	Continue the Neighborhood Code Compliance Division's enforcement efforts.	UD-B.7	DSD		✓		

ECONOMIC PROSPERITY ELEMENT							
Short-Term Actions							
1.	Update the Economic Development Strategic Plan.	EP-F.1, EP-G.5	EDD		✓		Work initiated in 2011 and is ongoing. See discussion in Key Implementation Actions section.
2.	Prepare guidelines for the preparation of Community and Economic Benefit Assessments. (CEBA)	EP-L.2	PLN			✓	A formal set of guidelines have not been prepared. The requirements for the reports will be tailored to each specific project. Note that staff the 2015 General Plan Amendments propose to remove the term "CEBA" from the General Plan.
3.	Amend the Land Development Code to exclude or further limit sensitive receptor and public assembly uses within areas identified as Prime Industrial Lands in the General Plan.	EP-A.13, EP-A.14	DSD			✓	The 7th Update to the LDC added limitations for prime industrial lands in accordance with the General Plan and became effective citywide in 2013. The 8th Update, effective citywide in 2014, also included limitations to help implement GP policies that apply to prime industrial lands.
Mid-Term Actions							
4.	Develop a cultural heritage tourism program.	EP-I.3 - EP-I.5	EDD			✓	An Economic Development Strategy was adopted in June 2014.
5.	Develop and implement a priority ranking system for Transient Occupancy Tax projects and programs.	EP-I.1, EP-I.2	EDD	✓			

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
Ongoing Actions							
Industrial Land Use, Commercial Land Use, (EP Sections A, B)							
6.	Apply land use designations from General Plan Table LU-4 during Community Plan updates and amendments to protect base sector uses as well as to provide opportunities for non-base sector employment uses.	EP-A.1 - EP-A.11	PLN		✓		See discussion on Community Plan Updates in Key Implementation Actions section.
7.	Evaluate prime industrial lands through community plan updates.	EP-A.12, EP-A.14, EP-A.15	PLN		✓		The Otay Mesa Community Plan refined Prime Industrial in Otay Mesa. The plan was adopted in 2014.
8.	Evaluate applications to convert non-prime industrial lands per the collocation and conversion suitability factors.	EP-A.16, EP-A.17	PLN		✓		La Jolla Crossroads II submitted a collocation report to convert Prime Industrial to Residential.
9.	Amend Public Facilities Financing Plans when residential uses are proposed in industrially designated areas.	EP-A.18	PLN		✓		
10.	Evaluate projects in industrial areas for conformance with industrial land policies through the development review process.	EP-A.13 -EP-A.15, EP-A.19, EP-A.20, EP-H.1, EP-L.3	PLN		✓		
11.	Update community plans to achieve citywide and community goals.	EP-B.1- EP-B.16, EP-C.1, EP-E.1, EP-F.4 EP-H.1, EP-H.3, EP-J.2 EP-J.3, EP-J.7, EP-J.9, EP-J.10, EP-J.11	PLN		✓		See discussion on Community Plan Updates in Key Implementation Actions section.
12.	Evaluate projects in commercial areas for conformance with commercial land use policies.	EP-B.2, EP-B.6 - EP-B.11, EP- B.14	PLN		✓		
13.	Evaluate community plan amendments to redesignate commercial land per the commercial land use policies.	EP-B.16	PLN		✓		

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
Workforce, Employment, & Business Development; Community Investment (EP Sections D, E, F, G)							
14.	Support and encourage education and workforce programs.	EP-D.1 - EP-D.7	EDD			✓	City continues to fund the Connect2Careers program with the Workforce Partnership and EGS collaborates with area career centers to promote various job referral programs. Item to be addressed in the Economic Development Strategy.
15.	Continue the Business Expansion, Attraction and Retention (BEAR) program to provide assistance and incentives that result in the retention and creation of jobs and investment.	EP-E.1 - EP-E.5	EDD		✓		
16.	Continue the Business Improvement District Program through the City’s Office of Small Business.	EP-F.2 - EP-F.4	EDD		✓		
17.	Continue programs that provide direct assistance, business development and retention services and advocacy and regulatory relief to small businesses.	EP-G.1, EP-G.2	EDD/Small Business Liaison		✓		
18.	Collaborate with the private sector to prioritize investment in public infrastructure to provide regional facilities needed by base sector industries.	EP-G.3, EP-G.4, EP-J.4	EDD			✓	Item addressed in the Economic Development Strategy.
Military, Visitor, International, Redevelopment, Monitoring (EP Sections H, I, J, K, L)							
19.	Coordinate with military representatives during the community plan update/amendment process.	EP-H.1 - EP-H.3	PLN		✓		
20.	Continue to administer the Tourism Marketing District to enhance the marketing opportunities for the Convention & Visitors Bureau and bolster the tourism industry.	EP-I.3 - EP-I.7	EDD		✓		
21.	Continue to work with regional and binational agencies on cross border issues.	EP-J.1, EP-J.5, EP-J.6, EP-J.8	EDD/PLN		✓		DSD Planning and Mobility staff continues to work with the Mayor’s Binational Affairs staff and coordinate with federal, regional, state and local agencies regarding border issues and projects, including the reconfiguration of ports of entry, transit centers studies, cross border terminal, San Ysidro plan update, and other border area plans and projects.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
22.	Continue to administer the redevelopment project areas through the redevelopment agencies.	EP-K.1 - EP-K.9	EDD			✓	AB x126 (the "Dissolution Act") was passed by the Legislature in 2011 and upheld by the California Supreme Court on 12/30/11. It required the dissolution of every California Redevelopment Agency and creation of a successor agency by 2/1/12. Civic San Diego was formed in 2012 to replace CCDC and SEDC, to continue the wind down of redevelopment contracts and activities. The City and Civic San Diego continue to pursue strategies to replace the former redevelopment program.
23.	Require preparation of a Market and Fiscal Analysis report for discretionary projects proposing over 100,000 sq. ft. of gross floor area.	EP-L.3	EDD		✓		During this cycle, projects that have provided market and fiscal analysis including: One Paseo, Watermark, and La Jolla Crossroads II.
24.	Monitor economic conditions through the use of economic indicators.	EP-L.4	EDD		✓		Draft community economic indicators were prepared and presented to the Planning Commission several years ago. Further work is on hold.

PUBLIC FACILITIES, SERVICES & SAFETY ELEMENT							
Short-Term Actions							
1.	Develop and maintain a Public Facilities Finance Strategy.	PF-A.1- PF-A.3, PF-D.6	PLN		✓		Preliminary work is completed. Further work is on hold.
2.	Develop and implement a CIP identification and prioritization system.	PF-B.2, PF-B.3	CIP			✓	The City has a prioritization process that establishes clear and concise guidelines for project selection. It also has an objective process for ranking projects. This allows decision-makers to make the best use of available funding resources. City Council Policy 800-14, adopted in 2013, explains the purpose, process and implementation of the City's prioritization process.
3.	Create a strategic plan to efficiently and comprehensively comply with all existing and foreseeable storm water quality-related regulations and reduce flood risk similar to the work that was completed by the Metropolitan Wastewater Department in the 1990s.	PF-G.4	TSW		✓		For the Storm Water Division, this action is on-going. A Watershed Asset Management Plan has been completed; however, refinement of this Plan will continue to take place.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
4.	Develop a City business continuity plan.	PF-P.4	OHS		✓		The first City Continuity of Operations Plan (COOP) was completed in February 2013, along with 16 supporting annexes for individual departments and one annex for senior appointed and elected officials. A refined COOP annex is under development for each City Council office, and routine reviews and updates continue.
5.	Develop a comprehensive emergency exercise program consistent with the regional program.	PF-P.7	OHS		✓		Program is updated annually.
6.	Develop an evacuation plan and update the plan every 3 years.	PF-P.3	OHS			✓	Annex Q (Evacuation) of the City Emergency Operations Plan was completed in February 2010, revised in March 2011, and is reviewed annually.
7.	Develop an Emergency Operations Center Environmental Services Group Supervisor position check-list to include a task item that ensures adherence to the policies for the disposal of materials to protect public safety and health.	PF-P.11	OHS with ESD			✓	No change.
Mid-Term Actions							
8.	Develop and implement a centralized citywide development monitoring system.	PF-C.5	DSD/PUD		✓		IT will provide support, as necessary, for the underlying technology infrastructure to enable DSD and PUD to implement a tracking system.
9.	Develop a process to conduct periodic reviews of the fiscal impacts of new development.	PF-C.7	PLN		✓		Fiscal and economic analysis takes place as a part of community plan updates and for plan amendments and development projects as needed.
10.	Develop an IT Security Program to ensure security, privacy & acceptable use protection policies are implemented.	PF-L.3	DIT		✓		Information Security Policy was issued on 06/30/2011 with Citywide implementation of employee training to be completed in April 2012. Acceptable Use policy undergoing management review prior to review by labor unions, with plan to issue policy by early 2013.
11.	Evaluate the Land Development Code to identify potential incentives for pre-wiring of new development to accommodate information and communication technologies.	PF-L.8	DSD	✓			

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
12.	Finalize the citywide guidelines for Operational Conditions related to disaster preparedness.	PF-P.5	OHS		✓		The DHS National Terrorism Advisory System and the San Diego County Emergency Site are displayed on the City's website (OHS) for public alert and notification purposes. The former communicates information about terrorist threats, and the latter provides information on all local threats/hazards.
Ongoing Actions							
Financing, Evaluation, and Prioritization (PF Element Sections A,B,C)							
13.	Update and maintain Public Facilities Financing Plans that address current and future public facility needs.	PF-A.1, PF-A.2, PF-A.3, PF-C.4, PF-C.6, PF-D.6	PLN		✓		This has been an on-going effort. As CPU's move forward PFFP's are drafted for review and approval as well. Two PFFP's were updated during CY 2013-2014 which were prepared in conjunction with CPU updates.
14.	Review community plan proposals and update community plans in consideration of Public Facilities, Services and Safety element policies.	PF-A.3, PF-C.2, PF-C.3, PF-F.6, PF-H.3, PF-M.4, PF-P.13, PF-Q.1	PLN		✓		Included in plan update work program.
15.	Continue the annual review of CIP projects.	PF-A.4, PF-B.1	CIP/PLN		✓		The CIP budget process is incorporating greater outreach including CIP training, publication of the Citizen's Guide to the CIP, and providing information to individual planning groups through the Community Planners Committee (CPC) in order to gather project recommendations, priorities, and other input prior to recommended projects being submitted to the Mayor and CIPRAC for approval. The City has a prioritization process that establishes clear and concise guidelines for project selection. It also has an objective process for ranking projects. This allows decision-makers to make the best use of available funding resources. City Council Policy 800-14, adopted in 2013, explains the purpose, process and implementation of the City's prioritization process.
16.	Require development proposals to fully address impacts to public facilities and services through the development review process.	PF-C.1	PLN		✓		

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
17.	Require a fiscal impact analysis for public facilities and operations costs for community plan amendments of potential fiscal significance.	PF-C.2	PLN		✓		Ongoing process.
18.	Require projects with community plan amendments proposing increases in density to provide physical public facilities or improvements when a nexus exists.	PF-C.3	PLN		✓		Ongoing process.
19.	Maintain service objectives for Fire-Rescue services.	PF-D.1 - PF-D.3, PF-D.5, PF-D.6	Fire-Rescue		✓		On November 15, 2011 the City Council adopted a resolution recommending that the Citygate Report be used as the City of San Diego's framework to address San Diego Fire-Rescue Department's current and projected needs, and accepting the Citygate Working Group's proposed Implementation Plan to meet the desired level of emergency service standards. These standards are reflected in the 2015 General Plan Amendments.
20.	Continue to assess, through the process currently in place, the impact of new development on fire service levels.	PF-D.5, PF-D.6	Fire-Rescue		✓		
21.	Site and develop fire stations and lifeguard towers consistent with the Citygate Implementation Plan and the policies of the Public Facilities, Services and Safety Element. (Note: the adopted Action Plan refers to the Fire Station/Life Guard Facility Master Plan).	PF-D.4, PF-D.7 - PF-D.11	Fire-Rescue/ CIP		✓		See #19 above.
22.	Maintain police staffing levels needed to meet response time and performance goals.	PF-E.1, PF-E.2	PD		✓		The Police Response Goals have been updated: Priority E Calls – 7 minutes (no change) Priority 1 Calls – 12 minutes (no change) Priority 2 Calls – 25 minutes Priority 3 Calls – 60 minutes Priority 4 Calls – 70 minutes These response time goals are within the response time guidelines specified in General Plan Policy PF-E.2. The ability to attain these goals is dependent upon budget allocations.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
23.	Plan and design new police facilities in conformance with the policies of the Public Facilities, Services and Safety Element.	PF-E.3 - PF-E.5	CIP/PD		✓		
24.	Continue to assess, through the process currently in place, the impact of new development on police service levels.	PF-E.6, PF-E.7	PD/FM		✓		
Wastewater, Storm Water, Water (PF Sections F, G, H)							
25.	Through the CIP process and budget process ensure that wastewater treatment capital projects implement the policies on wastewater.	PF-F.1- PF-F.4, PF-F.6, PF-F.8, PF-F.11- PF-F.14	PUD/PLN		✓		Continue Effort. The Public Utilities Department maintains a comprehensive capital plan that serves the customers and meets regulatory requirements.
26.	Maintain the Metro System Master Plan and prepare annual reports on trunk sewer capacity to ensure that projects are brought on line when needed to meet capacity and regulatory needs.	PF-F.5	PUD		✓		The Metro System Master Plan was updated in October 2012. The Annual Truck Sewer Capacity Report was updated in July, 2012.
27.	Review all wastewater and water projects as appropriate to evaluate alternatives from a cost, benefit and risk perspective.	PF-F.7, PF-F.9	PUD		✓		Continue effort. The Public Utilities Department continues to evaluate all water and wastewater capital projects.
28.	Continue the review of the PUD budgets and rate cases by the Independent Rates Oversight Committee (IROC) and the Metro Commission.	PF-F.10	PUD		✓		Continue effort. The Public Utilities Department continues to present budgets and rate cases to IROC and Metro Commission.
29.	Continue compliance with the City's storm water permit by cleaning and maintaining storm drains and storm drain structures and sweeping.	PF-G.1	TSW		✓		For the Storm Water Division, this action is an on-going annual effort.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
30.	Periodically assess the most efficient organizational (MEO) structure for managing the storm drain system, including those facilities outside of the right-of-way on City property.	PF-G.2, PF-G.3	TSW		✓		The Master Maintenance Program was approved by City Council in October 2010 to provide adequate flood-control and public safety by maintaining drainage channels within T&SW managed properties and drainage easements dedicated to the City. The Master Maintenance Program is a comprehensive program intended to govern the annual maintenance of priority drainage channels and permitting process to avoid and/or minimize effects to environmental resources. Implementation of the Master Maintenance Program began in the fall/winter of FY 2013 starting with the Tijuana River Pilot Channel and Smuggler's Gulch channel maintenance. Additional channel maintenance has also occurred at the Sorento Creek and Flintkote Channels (FY14-FY15) and Murphy Canyon Creek (FY15).
31.	As part of CIP project development, analyze the feasibility of installing structural and non-structural Best Management Practices in conjunction with all types of projects (e.g., porous pavement at all parking lots, trash/debris/ sediment separators in storm drains which are built as stand-alone projects and as components of other projects) above and beyond the BMPs required by the City's storm water permit for new development (Storm Water Standards Manual).	PF-G.2, PF-G.5	Public Works/TSW		✓		For the Storm Water Division, this is an ongoing activity whenever a CIP drainage project is initiated. In CY 2014 green infrastructure components were added to three water and sewer projects and one storm drain project when those projects were initiated. All components will be designed together.
32.	Establish Performance Metrics in conjunction with the City Management Program, the Effectiveness Assessment required by the City's storm water permit and as desirable to assist in the formulation of storm water pollution policy and BMP systems design.	PF-G.3	TSW		✓	✓	Although this action was completed, the Storm Water Division continues to implement and manage the HMP effectiveness assessment (5 year monitoring plan) on behalf of the San Diego Copermittees. The Division completed the 1st season of wet weather monitoring and has started on the 4th. In addition, policy development is also ongoing with regulatory agencies and stakeholders to protect and restore water quality.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
33.	Continue and expand existing efforts to collaborate with local, internal and external stakeholders. Increase the use of federal and state grant monies to fund storm water quality improvement projects.	PF-G.6	TSW		✓		The Storm Water Division continues to seek funding for storm water pollution prevention and flood abatement projects for internal and external project needs in collaboration with a number of project partners in all watersheds in the City. The Storm Water Division is currently working together with other jurisdictions (Responsible Agencies) to develop Water Quality Improvement Plans (WQIPs) for six watersheds in the San Diego region. The City of San Diego is the lead on the WQIP development for the San Dieguito, Los Penasquitos, and Mission Bay watersheds. The City is also a participating agency in the San Diego River, San Diego Bay, and Tijuana River watersheds. The WQIP development for all watersheds is a two year process which began in the Fall of 2013 and will end in the Summer of 2015.
Waste Management (PF Section I)							
34.	See Conservation Actions 15- 18 and 47-53.	PF-H.1 - PH-H.3					
35.	Require and encourage actions to promote environmental goals on the part of franchise haulers via franchise agreements.	PF-I.1	ESD		✓		
36.	Evaluate and update as needed technology to improve the environmental performance in both City and franchise hauler fleets.	PF-1.1	ESD		✓		
37.	Periodically review and evaluate the City Recycling Ordinance as needed for updates.	PF-1.1	ESD		✓		See CE Action #38
38.	Coordinate and participate in the development of state and federal legislation addressing funding efficient and effective waste collection systems, such as CRV return to source formulas, expanded grant programs, and tax incentives including transfer credits for use by public entities.	PF-1.1	Mayor's Office		✓		
39.	Identify funding and investigate options to increase waste diversion on the part of the City government and the public.	PF-I.2	ESD with other depts.		✓		
40.	Evaluate the Construction and Demolition Debris Recycling Ordinance periodically.	PF-1.2	ESD		✓		

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
41.	Ensure that community plans, specific plans, and new development and redevelopment plans include measures reducing construction and ongoing waste generation.	PF-1.2	ESD/ PLN		✓		
42.	Strengthen implementation of the Environmentally Preferable Purchasing Program (EP3) within the City organization and promote within the community at large.	PF-1.2	ESD		✓		
43.	Investigate appropriate fee structures and pursue changes to existing pricing as appropriate.	PF-1.2	ESD		✓		
44.	Develop a plan for how to serve future solid waste management needs.	PF-1.3, PF-1.5	ESD		✓		The City has developed a Long Term Resource Management Options Plan. This Strategic Plan provides options for managing solid waste disposal needs through 2045.
45.	Investigate potential for transfer station, resource recovery, and facility development.	PF-1.3, PF-1.5	ESD		✓		
46.	Participate in the Technical Advisory Committee on Public Resources Code solid waste requirements.	PF-1.3, PF-1.5	ESD		✓		
47.	Provide community cleanup events.	PF-1.4	ESD		✓		
<i>Libraries, Schools (PF Sections J, K)</i>							
48.	Continue to implement the 21st Century Library Improvement Program.	PF-J.1 - PF-J.9	Library		✓		The new Central Library was completed in September 2013.
49.	Continue to collaborate with school districts in San Diego.	PF-K.1 -PF-K.9	PLN		✓		
50.	Continue periodic meetings with San Diego Unified School District.	PF-K.1 -PF-K.9	PLN		✓		
<i>Information Infrastructure, Public Utilities, Regional Facilities, Healthcare (PF Sections L-O)</i>							
51.	As relevant plans and ordinances are updated include information infrastructure requirements.	PF-L.1, PF-L.4	Citywide		✓		

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
52.	Support standards for regional interoperability of information infrastructure systems.	PF-L.2, PF-L.5	DIT/OHS			✓	The San Diego Urban Area's Regional Security Strategy and Homeland Security grant management compliance both support regional interoperability of information infrastructure systems. The City has an agreement with SPAWAR Systems Center Pacific to help develop an open systems architecture for sensor and security systems which is regionally interoperable. However, due to a lack of regional support and the cost associated with the infrastructure, a determination was made to move towards a Citywide standard based on commercial off-the-shelf sensor and CCTV camera/video surveillance security systems. The City is working towards adoption of standards to meet diverse requirements including both secure and publicly accessible camera systems. Mission Bay/Lifeguards and Balboa Park currently use a DATEL system while Balboa Park, Chollas, Airport, and Water Dept. are using Siemens systems. The selected standards are industry leading solutions that may position the City for limited interoperability should regional support become a priority.
53.	Monitor the impact of the changes in the telecommunications industry due to the increasing wireless capabilities.	PF-L.5	DIT/Public Works - Communications		✓	✓	Essentially complete at this time. Future changes would require ongoing monitoring. There is a ten year wireless strategy/roadmap in place. Ongoing monitoring occurs through the DIT Engineering/Project section.
54.	Continue competitive procurement and contracting for City's Wide Area Network (WAN) to ensure an integrated information infrastructure system is cost-effectively maintained, especially with the convergence of voice, video and data technologies.	PF-L.6	DIT		✓		Contracts for the City RFP for IT Services were approved by Council during May and June 2012.
55.	Monitor the performance of Cable Franchises per agreements and the marketplace for additional carrier opportunities.	PF-L.5	Cable Office/ Attorney's Office		✓		

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
56.	Encourage the commercial marketplace to provide WiFi hotspots.	PF-L.6	Public/Private Collaboration		✓		
57.	Continue to maintain public access workstations in libraries, community service centers and in recreation centers to provide information access and self-service functions.	PF-L.10	Citywide		✓		The 21st Century Library Improvement Program plan calls for new and expanded branch libraries to have a minimum of 15,000 square feet in order to provide community meeting rooms, computer labs, separate areas for children and teens, as well as house other amenities of a modern branch library.
58.	Implement the City's Information Technology Strategic Plan as a key objective to ensure an effective infrastructure system is maintained for the citywide organization.	PF-L.12	DIT		✓		An updated Information Technology Strategic Plan is in development and is being driven by the City Strategic Plan, department strategic plans, business requirements, the technology roadmap, and an updated IT sourcing strategy.
59.	Continue to implement a PC Lifecycle Management program and procedures to take outdated PC equipment that the City no longer deems as meeting the minimum performance level and re-use and/or recycle it.	PF-L.13	DIT		✓	✓	This process is complete. An inventory for PCs past end of life has been completed and a plan, via the FY2014 budget process, was proposed to remediate PC Lifecycle issues in an ongoing manner over a 4-5 year lifecycle.
60.	Support the Public Safety Communications Upgrade Plan recommendations.	PF-L.9	OHS/ Public Works- Communications		✓		OHS will continue to support Communications Division implementation of Communications Upgrade Plan recommendations. OHS has coordinated the following GRANTS to help upgrade the Public Safety Communications Network: USAI '10, Provide network management/maintenance capabilities, 1 channel addition spares. USAI '11, Deployment of interfaces between P25 and legacy systems (Smart X/MGEG), Upgrade network to version 7.13. USAI '12, six channel upgrade, power redundancy, Police dispatch console replacement, Four channel upgrade. USAI '14, Add 6 Ch IR site (North City), P25 Fail-soft functionality, Add 6 Ch IR site (Point Loma), Four channel addition P25 700 MHz.
61.	Continue to support requirements for ADA web usability in the design and implementation of City information systems and electronic services.	PF-L.11	City/DIT		✓		Ongoing.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
62.	Incorporate disability access requirements in all technology procurements.	PF-L.11	City/DIT			✓	Beginning early in 2012, the City assumed the role (from SDDPC) of technology procurements, ensuring that a structure exists for evaluating/applying disability requirements consistently. The City is now performing IT procurement and ADA terms are included in applicable IT Procurements.
63.	Monitor the legal development of requirements for local government compliance and identify risk areas.	PF-L.12	City/DIT			✓	This action is a component of the strategic plan process as noted in Item 58.
64.	Continue to coordinate with public utility providers during the planning and development review process.	PF-M.1- PF-M.4	DSD		✓		
65.	Continue to participate in SANDAG committees on regional issues.	PF-N.1 - PF-N.5	PLN/TSW, ESD		✓		City staff participates in several committees and working groups including: Technical Working Group; San Diego Regional Traffic Engineers' Council (SANTEC), Cities/County Transportation Advisory Committee (CTAC), Energy Working Group, Bicycle & Pedestrian Working Group and Military Working Group.
66.	Continue to coordinate planning efforts with existing and planned healthcare facilities.	PF-O.1 - PF-O.3			✓		
Disaster Preparedness, Seismic Safety (PF Sections P-Q)							
67.	Continue weekly/monthly system checks and staff training for the Emergency Operations Center.	PF-P.1	OHS		✓		Ongoing activities (staff training and exercises conducted quarterly).
68.	Disseminate information on Homeland Security as necessary and issue reports to PS&NS as needed. (Modified, 2010)	PF-P.2	OHS		✓		Quarterly reports to PS&LN by OHS initiated in February 2015.
69.	Convene the Homeland Security Coordination Council on a quarterly basis.	PF-P.6	OHS		✓		Homeland Security Coordination Council role and activity under review/revision per ongoing update to Chapter 5, Article 1, Division 1 of the Municipal Code.
70.	Convene the Weather Contingency Committee as necessary.	PF-P.6	OHS		✓		
71.	Continue the Fire-Rescue Department's CERT program.	PF-P.10	Fire-Rescue		✓		

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
72.	Maintain standing membership on the California State Citizen Corps Council.	PF-P.8	OHS/Fire-Rescue		✓		OHS Program Manager maintains standing membership on Citizen Corps Council.
73.	Coordinate exercise activities with the regional 3 year plan.	PF-P.8	OHS			✓	
74.	Maintain membership in regional committees and task forces on disaster preparedness.	PF-P.9	OHS			✓	OHS staff maintain standing membership as applicable.
75.	Coordinate disaster preparedness education and outreach activities with the CERT coordinator in Fire-Rescue.	PF-P.12, PF-P.14	OHS			✓	CERT program is managed by Fire-Rescue Dept. OHS coordinates with CERT program as needed, and supports and promotes region-wide disaster preparedness activities and programs (e.g. Ready San Diego and Prepare San Diego).
76.	Improve community outreach and educational efforts.	PF-P.12, PF-P.14	OHS		✓		
77.	Work with the County to ensure a regional approach to disaster preparedness outreach and education.	PF-P.12, PF-P.14	OHS			✓	
78.	Update community plans and zoning to limit future development in hazard areas.	PF-P.13	PLN		✓		Evaluation occurs as part of the existing conditions analysis for community plan updates.
79.	Continue revision of the Emergency Operations Plan (EOP).	PF-P.3	OHS			✓	EOP review is conducted annually per DHS/FEMA Federal requirements, and the EOP is updated as needed based on lessons learned and changes to state/federal guidance, and to ensure regional consistency.
80.	Assist departments with integration into EOPs.	PF-P.5	OHS		✓		Ongoing activity.
81.	Continue the environmental and geologic review of land development projects.	PF-Q.1, PF-Q.2	DSD		✓		
82.	Maintain resources for geologic review.	PF-Q.1, PF-Q.2	DSD		✓		

RECREATION ELEMENT							
Short-term Actions							
1.	Reinstate the Quimby Act ordinance and update public facilities financing plans.	RE-A.15 - RE-A.17	PLN		✓		Work initiated in summer of 2011.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
Mid-Term Actions							
2.	Develop a Parks Master Plan.	RE-A.1 - RE-A.12, RE-A.14, RE-A.18, RE-B.1 - RE-B.4, RE-C.2 - RE-C.8, RE-D.1 - RE-D.4, RE-D.6, RE-D.7, RE-E.1 - RE-E.3, RE-E.5 - RE-E.9, RE-F.1 - RE-F.6.	PLN, P&R	✓			See narrative discussion for alternative actions underway in Section 2 - Parks Master Plan.
Long-Term Actions							
3.	Create and maintain an inventory list of right-of-ways and assess the recreational value of this inventory.	RE-E.6	READ/P&R/PLN		✓		As a part of the community plan update process, staff is evaluating the parks potential of rights-of-ways.
Ongoing Actions							
4.	Review project and plan amendment proposals to ensure that new development provides the required park and recreation facilities.	RE-A.8, RE-A.10, RE-A.12	PLN		✓		This process is ongoing.
5.	Continue to provide recreational and park programs.	RE-A.11, RE-B.1, RE-C.8, RE-D.3, RE-D.8, RE-E.12	P&R		✓		This process is ongoing.
6.	Update community plans to achieve citywide and community recreation goals.	RE-A.2, RE-A.8 - RE-A.14, RE-B.3, RE-B.4, RE-C.9, RE-D.6, RE-E.1, RE-	PLN		✓		Recreation Elements have been adopted for: Ocean Beach and Otay Mesa. Elements are in process for: Southeastern, Encanto, North Park, Golden Hill, Uptown, San Ysidro, Midway, Old Town, and Grantville.
7.	Identify trails in the Trails Master Plan and community plans. Improve access to parks through the park design and development process, street improvement plans, and on an individual project level basis.	RE-D.2, RE-D.6, RE-D.7, RE-F.4, RE-F.7	PLN/P&R/CIP		✓		Specific access improvements addressed in community plan updates. Carmel Valley, Del Mar Mesa, Torrey Highlands community plan amendment to include trails expected to be adopted in 2015.
8.	Continue to participate in citywide and regional discussions regarding public transit and access to park and recreation facilities.	RE-D.5	PLN/P&R, PW		✓		Transit access reviewed as a part of community plan updates. Regional Transportation Plan update improves overall transit access.
9.	Consider the inclusion of recreational components in the planning of public projects.	RE-E7	P&R/PLN/CIP		✓		This process is ongoing.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
10.	Design new parks and retrofit existing parks consistent with General Plan goals.	RE-A.7, RE-C.5, RE-D.1, RE-D.2	P&R/PLN/CIP		✓		Create Capital Improvement Projects to design new parks and retrofit existing parks including Egger Sr. South Bay Community Park, San Ysidro Community Park, Canyon Hills Resource-based Park, Wagenheim Joint Use, Paradise Senior Center Accessibility Access, Mid-City Skate Park, Rancho Mission Children's Play Area, Crest Canyon Park and Linda Vista Skate Park.
11.	Implement the LDC regulations which preserve and enhance the natural state of resource parks and open space.	RE-C.1, RE-C.4, RE-F.1, RE-F.2	DSD		✓		Natural Resource Management Plans (NRMP) have been completed for Los Penasquitos, Mission Bay and FSDRIP and in process are Carmel Mountain/Del Mar Mesa, Black Mountain, Tecolote, Pacific Highlands Ranch, Gonzalez and Carmel Valley and Crest Canyon.
12.	Create and/or update river park plans.	RE-F.6	PLN/P&R		✓		The San Diego River Park Master Plan was adopted by City Council in 2013 and provides policy on the planning and future design of the River Corridor. The Mission Trails Regional Park Master Plan (MTRPMP) update and the Natural Resource Management Plan are in final draft form. Adoption hearings for the MTRPMP are anticipated in spring 2016.
13.	Continue to implement and expand recreational opportunities through Joint Use Agreements.	RE-A.18, RE-E.2, RE-E.3, RE-E.4, RE-E.8, RE-E.10, RE-E.11	PLN/P&R		✓		Construction of Angier and Wegeforth Elementary School joint use area improvements, and design of improvements at Taft, Rolando and McKinley Elementary School are currently underway. Through Prop Z funding four new joint use facilities are in the design phase. CPMA @ Kroc, Cubblery, Horton and Gage.

CONSERVATION ELEMENT							
Short-Term Actions							
Climate Change and Sustainable Development (CE Section A)							
1.	Prepare for implementation of California Energy Commission Energy Efficiency Standards (State Energy Code, Title 24 update). Code became effective January 1, 2010.	CE-A.5	DSD			✓	California Energy Code is implemented without local amendments. Amendments to the Green Building Code are discussed under Item 3, below.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
2.	Review subdivision findings in the Land Development Code for site design and building orientation requirements to ensure that the design of subdivisions minimize energy use.	CE-A.1, CE-A.5	DSD	✓			
3.	Determine whether implementation of the California Green Building Code should be accelerated, or if mandatory standards should also be required for non-residential new construction. Review whether green building standards should be applied to the existing building stock upon major remodels.	CE-A.1, CE-A.5	DSD/ PUD/ESD		✓		The 8th Update to the LDC included Green Building Code standards. The 8th Update became effective citywide on June 12, 2014.
4.	Revise the City's Sustainable Building Council Policy 900-14 . Revise Council Policy 600-27 to make modifications to the private sector incentives of the sustainable buildings expedite program.	CE-A.5, CE-A.6, CE-F.2, CE-I.5, CE-I.10	ESD/ DSD/PUD		✓		Council Policy 900-14 was revised in May 2010. This Council Policy supplements Council Policy 600-27 and describes the City's policies for expedited permit processing for sustainable buildings. Sustainable buildings utilize alternative energy resources and technologies such as photo voltaic to generate up to 100% of the electricity needed by the building and its occupants. The Council Policy also identifies guidelines to meet adopted General Plan goals for conservation and energy efficiency, including policies and standards for design, construction, and operation of new City buildings and City buildings proposed for major renovation.
5.	Collaborate with other jurisdictions, state agencies, and SDG&E to develop programs, regulations or incentives to improve the energy and water efficiency of older structures, especially those built prior to the enactment of Title 24 in 1978.	CE-A.1, CE-A.5, CE-A.12	DSD/PUD/ ESD		✓		Building retrofits using funding from SDG&E Energy Efficiency, CEC loans and the California Public Utility Commission Local Government Partnership is ongoing. Staff continues to work with SDG&E to develop incentive programs for the water and wastewater processes, such as the current LINCUS program that is providing free energy audits for PUD treatment and pumping facilities. The City of San Diego continues to offer surveys to help identify opportunities to conserve water both indoors and outdoors, rebates to incentivize the installation of water efficient devices and fixtures. Water savings have a corresponding energy savings from less pumping, treatment and distribution.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
6.	Provide sustainable design services for projects within Redevelopment Department (RD) project areas.	CE-A.5	EDD		✓	✓	AB x126 required the dissolution of Redevelopment Agencies. See discussion under "Key Implementation Actions-Conservation Efforts."
7.	Participate in state efforts to develop a greenhouse gas (GHG) emissions Cap-and-Trade program in order to maximize potential environmental and economic benefits to the City of San Diego.	CE-A.1	EDD		✓		Working with outside third party GHG verifiers to be eligible for cap and trade. Also working with Green Cities CA to review local government cap and trade.
8.	Expand the scope of the Climate Action Plan to include measures to reduce GHG emissions from the community-at-large.	CE-A.2, CE-A.13	ESD/PLN/ Citywide		✓		The draft CAP released in September 2014 includes measures to reduce community wide GHG emissions. The Plan is now in CEQA review and is anticipated to go to Council by the end of 2015.
9.	Participate in state Office of Planning & Research (OPR) efforts to develop state-wide California Environmental Quality Act (CEQA) Significance Thresholds to address GHG emissions. Develop thresholds and evaluation procedures to provide guidance for project review.	CE-A.1, CE-A.5	PLN/DSD		✓		Staff is currently developing GHG CEQA Thresholds. This will be included in the CAP appendix.
10.	Adopt an ordinance to designate very high fire hazard severity zones within the City of San Diego consistent with Government Code Section 51175.	CE-B.6	DSD		✓	✓	An ordinance has been adopted, but this is as an ongoing work task since regular updates to Fire Hazard Severity maps are required per state law.
Open Space, Coastal Resources (CE Sections B, C)							
11.	Address multi-modal coastal access in the Pedestrian Master Plan and Bike Master Plan.	CE-C.9	PLN		✓		Both the pedestrian master planning effort and the 2013 Bike Master Plan address multi-modal access.
12.	Identify coastal recreational opportunities through the development of the Parks Master Plan.	CE-C.11	PLN	✓			See discussion under "Key Implementation Actions - Parks Master Plan."
Water Management, Urban Runoff Management (CE Sections D,E)							
13.	Adopt state standards for the installation of recycled water standards locally to provide standards for the installation of recycled water piping within buildings.	CE-D.1	DSD/PUD			✓	The State Department of Water Resources has adopted Recycled water standards in the 2010 California Plumbing Code. The 2010 California Green Building Code (CALGreen) includes Residential Voluntary Measures that address the use of Graywater and Recycled Water. No additional actions are necessary to allow for recycled and graywater water plumbing.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
14.	Incorporate state standards and California Plumbing Code requirements related to the installation of recycled water plumbing within non-residential buildings (dual plumbing) into the Municipal Code.	CE-D.1	DSD			✓	
15.	Adopt a water efficient model landscape ordinance that is at least as effective as the updated "State Model Efficient Landscape Ordinance" under AB 1881.	CE-D.1	DSD/PUD			✓	See Water discussion under Key Implementation Actions.
16.	Develop procedures in the Community Plan Preparation Manual (CPPM) to ensure that the water supply issues are addressed in the preparation of community plans.	CE-D.1, CE-D.4	PLN/PUD			✓	The CPPM is complete. Specific procedures have not been developed. Each community plan update will conduct a water supply assessment (WSA).
17.	Ensure that the WSA process is followed in the planning and development review process. Improve coordination between DSD and the Water Division by developing review procedures to ensure that DSD identifies projects subject to the WSA and then requests the Water Department to perform a WSA for the project early in the review process.	CE-D.5	DSD/ PUD		✓	✓	A process with DSD and PUD is in place in accordance with SB 610/221. Implementation is ongoing as part of the discretionary review process for development projects.
18.	Require implementation of water conservation measures for development projects as a part of the development review process.	CE-D.1	DSD/PUD		✓	✓	The Water Efficient Landscape Ordinance has been adopted and is currently being implemented by DSD. Ordinance O-19903, effective 11-27-2009. CALGreen provides additional measures.
19.	Update the Storm Water Standards Manual in accordance with the Municipal Storm Water Permit (modified Action Item, 2010).	CE-E.2	Storm Water			✓	This was completed in a prior calendar year. No updates were required in 2012, however, the Storm Water Division is continuing with implementation support including the completion of an "LID Design Manual" and a "Proprietary Treatment Control BMP Evaluation and Selection Guidance Manual", both for intended for use by ECP and DSD for better implementations of the standards. The Storm Water Standards Manual is being updated to incorporate new requirements of the 2013 Municipal Storm Water Permit. The update will be complete by the end of 2015.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
20.	Develop Hydromodification Management Plan in accordance with the Municipal Permit Requirements (modified Action Item, 2010).	CE-E.2	Storm Water			✓	This was completed in a prior calendar year. No updates were required in 2012, however, the Storm Water Division is continuing with implementation support as well as managing the effectiveness assessment study, as required in the Municipal Permit. The updated hydromodification requirements of the 2013 Municipal Permit will be included in the 2015 Storm Water Standards Manual update.
Air Quality, Energy, Urban Forestry (CE Sections F, I, J)							
21.	Investigate and identify plant species that improve air quality and reduce pollution. Coordinate this effort with regular updates to the Land Development Manual: Landscape Standards.	CE-F.4	DSD	✓			
22.	Identify a process for pursuing government funding and supportive legislation in the Energy Conservation and Management Program and Comprehensive Plan (ECMPCP); address and coordinate alternative and renewable energy source objectives and research.	CE-I.3	ESD		✓		Staff recommends restating this action item. The City does not have an "ECMPCP," but does work toward achieving energy conservation and sustainability policies through multiple programs underway in the Environmental Services Department – Energy, Sustainability and Environmental Protection Division, and several other City departments.
23.	Provide an opportunity for property owners to obtain financing for renewable-energy installations and energy-efficiency retrofits through the San Diego Clean Generation Program.	CE-I.5	ESD		✓		The Clean Generation Program was replaced with other financing programs and incentives for home retrofits. The EECBG program, which included a Loan Loss Reserve Program for homeowners to finance energy efficiency and renewable energy projects, ended in November 2014. In 2014 the City adopted three Property Assessed Clean Energy (PACE) programs as alternatives for providing easily accessible financing home energy efficiency, renewable energy and water conservation retrofits. The City has also implemented a photovoltaic expedite program for streamlining the solar installation process.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
24.	Using state protocols develop local guidelines for determining the value of tree planting as mitigation for air pollution emissions, storm water runoff and other environmental impacts as appropriate.	CE-J.4	PLN		✓		
Mid-Term Actions							
25.	Collaborate with others to develop and consider methodology for calculating environmental impacts on a per capita basis (efficiency-based significance threshold).	CE-A.2	ESD/DSD		✓		
26.	Identify funding and stakeholders to investigate City operations related to fuel efficiency and develop and implement a fuel efficiency policy or ordinance to address reduced use of fossil fuels.	CE-F.1, CE-I.8	ESD/ General Services			✓	
27.	Identify funding to investigate methods for determining healthy air quality and develop standards or improve regulations to promote healthy indoor air quality.	CE-A.7	PLN	✓			
28.	Develop new development standards to help reduce urban heat island effects.	CE-A.12	ESD/PLN/ CIP		✓		Addressed in the CAP (see #8).
29.	Evaluate the need to update various departments' Environmental Management Systems.	CE-F.9	Citywide	✓			
Long-Term Actions							
30.	Develop a program and funding source to maintain desired trees and plant additional trees.	CE-J.1	General Services/ P&R/TSW/ PLN		✓		Street Division partners with the Urban Corps of San Diego in obtaining tree planting grant funding. Planning Staff technical support is provided to the Community Forest Advisory Board.
31.	Evaluate the adequacy of regulations to address power generation and design.	CE-I.12	ESD		✓		Staff are continuing to work with other City Departments on this initiative.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
Ongoing Actions							
Sustainable Development & Climate Change (CE Section A; See also Sections F, J, and I)							
32.	Comprehensively address climate change through the implementation and actions associated with the individual policies identified in Table CE-1 in the General Plan.	CE-A.2	Citywide		✓		See Climate Change Initiatives discussion under "Key Implementation Actions"
33.	Implement the Sustainable Community Program.	CE-A.2	ESD		✓		Staff are continuing to work with other City Departments on this initiative.
34.	Actively participate in workshops, studies and conferences regarding climate change issues.	CE-A.3	Citywide		✓		Ongoing.
35.	Consult with and include climate science experts in policy and program discussions regarding climate change issues.	CE-A.3	Citywide		✓		See Climate Change Initiatives discussion under "Key Implementation Actions."
36.	Implement the Cleantech (Clean Technology) Initiative.	CE-A.4	EDD		✓		Work is proceeding to promote this emerging industry cluster. Cleantech companies employ approximately 8,000 people in the San Diego region in these sectors: Algae Biofuels, Clean Transportation and Clean Energy Storage, Energy Efficiency, Smart Grid, and Solar Energy Generation.
37.	Periodically review and evaluate the adequacy of the Recycling Facilities and Storage Ordinance.	CE-A.10	ESD		✓		Amendments were adopted 11/08 to address renovations where the gross floor area is increased by 30% or more.
38.	Periodically review and evaluate the City Recycling Ordinance as needed for updates.	CE-A.10	ESD		✓		Plastic recycling requirement is being expanded from just bottles & jugs to now include all rigid plastics for single family residences serviced by the City and commercial properties, which are serviced by private haulers, effective July 1, 2011.
39.	Promote water conservation programs at the City or regional level.	CE-A.11	PUD		✓		Ongoing implementation. See Water discussion uner "Key Implementation Actions."
40.	Participate in future state and federal efforts to address climate change, fuel efficiency, the use of alternative fuels and efforts to reduce greenhouse gas emissions.	CE-A.1, CE-F.5, CE-F.7, CE-F.8, CE-I.8	Citywide		✓		Ongoing.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
41.	Implement the Construction and Demolition Debris Diversion Deposit Ordinance and evaluate the need to modify over time.	CE-A.8, CE-A.9, CE-K.1	ESD/DSD		✓		
Open Space, Coastal (CE Sections B, C)							
42.	Continue to implement the Environmentally Sensitive Lands regulations.	CE-B.1, CE-B.2	DSD		✓		Ongoing.
43.	Evaluate discretionary development proposals for conformance with Conservation Element policies.	CE-A.5, CE-A.8- CE-A.12, CE-B.3, CE-B.5, CE-B.6, CE-D.5, CE-E.2, CE-E.3, CE-E.6, CE-I.5, CE-J.4, CE-K.2 - CE-K.5	DSD/PLN		✓		Ongoing.
44.	As community plans are updated in the Coastal Zone, update Local Coastal Programs to address coastal resources.	CE-C.1, CE-C.2, CE-C.5, CE-C.8 - CE-C1	PLN		✓		Ongoing.
45.	Monitor implementation of Watershed Management Plans and update as needed.	CE-C.2 - CE-C.4 CE-C.6, CE-D.3, CE-G.5	PUD		✓		Ongoing.
46.	Address beach accessibility and acquisition in the Parks Master Plan.	CE-C.12, CE-C.13	PLN	✓			See Parks Master Plan discussion under "Key Implementation Actions"
Water Management, Urban Runoff (CE Sections D, E)							
47.	Implement and update the Urban Water Management Plan every five years as needed to achieve policy objectives.	CE-D.1, CE-D.4	PUD		✓		The 2010 Urban Water Management Plan (UWMP) was adopted on June 28, 2011. The City is preparing the 2015 UWMP for 2015.
48.	Implement Source Water Protection Guidelines and Best Management Practices during the development review process.	CE-D.1, CE-D.2, CE-D.4	PUD/DSD		✓		Source Water Protection guidelines completed. Implementation ongoing. Public Utilities is coordinating with private projects in Proctor Valley, at Otay Reservoir, and in Jamul for source water protection.
49.	Develop, implement, and modify, as necessary, a program for encouraging collaborative watershed-based land use planning.	CE-D.3	PUD		✓		Public Utilities is actively engaged in the Water Quality Improvement Plan (a function of the Municipal Stormwater Permit). In the San Dieguito Watershed, upstream of Hodges Reservoir.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
50.	Ensure that water restrictions are properly adhered to during droughts according to the metrics established in the City's Drought Ordinance.	CE-D.1	DSD/PUD		✓		Ongoing implementation. See Water discussion under "Key Implementation Actions"
51.	Complete and submit biannual water conservation Best Management Practices (BMPs) reports as required by the California Urban Water Conservation Council (CUWCC). Maintain sufficient water conservation programs to demonstrate compliance with BMPs. Maintain active participation in the CUWCC's policy updates.	CE-D.1, CE-D.4	PUD		✓		Ongoing implementation.
52.	Continue to expand the recycled water distribution system per Phase II of the Recycled Water Master Plan Update 2005. Continue to connect additional infill recycled water users along the established distribution network.	CE-D.1	PUD		✓		As previously reported, the recycled water distribution system expansion, identified as Phase II of the Recycled Water Master Plan Update 2005, will be completed in 2015. Phase II pipeline projects are along the Highway 56 corridor between Los Penasquitos and Carmel Valley and will result in a total of over 70 recycled water meter connections. Public Utilities staff continue to connect "in-fill" customers, located along the existing recycled water distribution system. As of January 31, 2015, a citywide total of 613 retail and 5 wholesale meter connections have been made.
53.	Continue ongoing participation in the development and implementation of San Diego's Integrated Regional Water Management Plan as a Regional Water Management Group partner.	CE-D.4	Storm Water/PUD		✓		The City of San Diego's Public Utilities Department entered into an agreement in 2005 with the County of San Diego and the San Diego County Water Authority to manage the IRWM Program as an RWMG partner. The RWMG with the support of its 28-member Regional Advisory Committee has recently been awarded \$16 million in the latest round of Proposition 84 funding for seven regional water supply projects. To date, \$59.5 million has been successfully awarded to the San Diego region and roughly \$14 million has been awarded to the City of San Diego's Public Utilities Department and Stormwater Division of the Transportation & Storm Water Department.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
54.	Continue public outreach efforts to educate the public on storm water pollution prevention. (Think Blue Education)	CE-E.1	Storm Water		✓		This action is ongoing via television, radio, and online advertisements as well as Think Blue's attendance at community events and a number of business outreach initiatives including participation at the San Diego County Fair and creation of business specific BMP guidebooks.
55.	Annually review those areas that are subject to flooding as depicted on CE Element Figure CE-5 or the most current FEMA flood maps in compliance with state law.	CE-E.2	DSD/PLN		✓		See discussion in "Introduction" section of report.
56.	Manage floodplains to address their multipurpose functions.	CE-E.7	DSD/PLN		✓		Floodplain maps were updated with the 2012 General Plan Amendments.
57.	Continue current programs in place to address storm water pollution control.	CE-E.6	Storm Water		✓		The Storm Water Division, through its Think Blue program, continues to distribute information about appropriate recycling methods at community presentations and special events. The Division also advocates recycling oil and hazardous materials through cleanup events. The Division reviews plans for connection to the storm drain system and the Division's Code Compliance Officers address hotline and email complaints.
58.	Assure that urban runoff best practices are used by all City Departments.	CE-E.5	Storm Water		✓		City-wide commitments regarding urban runoff best management practices are documented in the City's Jurisdictional Runoff Management Plan (JRMP). The Storm Water Division coordinates with City Departments to ensure effective implementation of the JRMP requirements, and assesses and annually reports on the implementation of JRMP to the Regional Water Quality Control Board. The Storm Water Division is currently working with departments to update the JRMP so it complies with new storm water requirements that went into effect upon adoption of the most recent Municipal Storm Water Permit in 2013.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
59.	Implement Land Development Code regulations and Best Management Practices which limit and control runoff, sedimentation, and erosion as a result of construction and development.	CE-B.4, CE-E.2, CE-E.3	DSD		✓		
60.	Implement the Long-range Water Resources Supply Plan for Water Supply and update as needed to achieve policy objectives.	CE-E.4, CE-E.7	PUD		✓		PUD completed the 2012 Long Range Water Resources Plan and received council approval in late 2013.
61.	Update community plans to achieve citywide and community goals.	CE-B.1, CE-B.5, CE-G.4, CE-J.2, CE-J.3	PLN		✓		
Biological Diversity, Wetlands (CE Section G, H)							
62.	Continue to implement the MSCP.	CE-G.1, CE-G.3	PLN/P&R/PUD		✓		MSCP compliance is an ongoing component of project analysis when reviewing discretionary and ministerial projects. Public Utilities continues its management of MSCP Cornerstone Lands.
63.	Pursue long-term funding for monitoring and maintenance of the MHPA.	CE-G.1, CE-G.2	PLN		✓		
64.	Continue to apply for grants earmarked for acquisition and preservation of core habitats and sensitive species.	CE-G.2	PLN/PUD		✓		A 90-acre NRCS grant funded project is underway at Hodges Reservoir for eucalyptus removal and riparian habitat restoration. Coastal Conservancy funded cactus wren habitat restoration project is underway at Hodges Reservoir. California State Resources Agency and Wildlife Conservation Board funded riparian habitat project are underway at Hodges Reservoir and Upper Otay Reservoir. Public Utilities has acquired two properties for preserve status, using funding from SDG&E Sunrise Powerlink mitigation, at El Capitan and San Vicente Reservoirs. Grant application submitted to SANDAG January 2015 for preservation of core habitat and sensitivity species in San Pasqual Valley.
65.	Develop an approach modeled after the watershed planning approach to preserve and enhance wetlands.	CE-H.1	PLN		✓		Public and private collaboration with the wildlife resource agencies. The City Council adopted an ordinance to provide "Clarification of the Environmentally Sensitive Lands Regulations for Wetlands and Update to City's Biology Guidelines" in June 2012.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
66.	Develop a wetlands management program which includes: · Continuing to explore a process facilitating public-private partnerships and which includes federal, state and local coordination. · A process for pursuing government funding and supportive legislation. · A long-term monitoring plan for wetland management. · Professional education for practical application	CE-H.2, CE-H.3, CE-H.4, CE-H.6	PLN/PUD		✓		Public Utilities has partnered with local volunteer groups, local state and federal agencies to conduct riparian and wetland restoration projects. Public Utilities has partnered with SANDAG for two wetland mitigation banks, at Otay Reservoir and in San Pasqual Valley.
67.	Support research and demonstration projects of created wetlands.	CE-H.5	PLN/PUD		✓		Public and private collaboration with the wildlife resource agencies. Public Utilities secured state IRWM grant funding for two separate initiatives to develop created wetlands demonstration projects at Hodges.
68.	Implement existing guidelines/regulations for site planning near wetlands.	CE-H.7, CE-H.9	PLN		✓		Public and private collaboration with the wildlife resource agencies.
69.	Implement regulations to reflect “no net loss” of wetlands to be consistent with state and federal law.	CE-H.8	PLN		✓		Public and private collaboration with the wildlife resource agencies.
70.	Implement the City policy on the idling of motive equipment.	CE-F.9	ESD/PUD/ General Services		✓	✓	AR 90.72 on idling became effective in 2007. Implementation is ongoing.
71.	Evaluate the opportunities to make more efficient use of gas from landfills and explore waste processing technologies that produce fuels.	CE-F.3	ESD/PUD			✓	The cogeneration expansion uses 39% more landfill gas from Miramar landfill resulting from the 44 new landfill gas (LFG) wells. About 2/3 of the gas was put to use in a 3.2 MW renewable energy power plant that supplies the Marine Corps Air Station Miramar and 1/3 powers the 1.59 MW North City Cogeneration Facility Expansion completed in November 2013. The Beneficial Use of Digester Gas Project at the PLWWTP was the first system in California to use the utility pipe lines for transportation of Bio-methane. The regulators developed guidelines so the emerging technology could be used to transport LFG.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
72.	Collaborate with SANDAG to improve incentive programs for the use of alternative transportation methods.	CE-F.6	Citywide		✓		
73.	Implement the Energy Conservation and Management Program and Comprehensive Plan (ECMPCP) which includes an educational outreach strategy.	CE-I.1, CE-I.2, CE-I.11, CE-I.13	ESD		✓		The City does not have an "ECMPCP," but does engage in public outreach and educations through multiple programs underway in the Environmental Services Department – Energy, Sustainability and Environmental Protection Division, and other City departments.
74.	Participate in multi-jurisdictional regional emergency contingency plans.	CE-I.6	OHS			✓	OHS participation is frequent and ongoing in regional planning efforts.
75.	Continue to pursue external funding (i.e. grants) for providing renewable energy and improving energy efficiency.	CE-I.7	ESD		✓		The City is continuing to pursue all viable options for funding energy efficiency and renewable energy projects. Most recently funding from the Energy Efficiency and Conservation Block Grant (EECBG) was used to provide HVAC and lighting retrofits at municipal facilities, as well as installation of energy efficiency LED street and pedestrian lights. Low cost California Energy Commission loans were used to fund energy efficiency upgrades to over 30,000 street lights. Currently, staff are developing building and streetlight energy efficiency retrofit projects that will be funded using SDG&E's zero interest "On Bill Financing" (OBF) program. ESD is also developing projects to install more than 10 MWs of renewable solar energy generation at over 150 municipal facilities as well as the closed Chollas landfill that will be funded through privately financed Power Purchase Agreements.
76.	Take a leadership role in development and implementation of the Regional Transportation Plan (RTP).	CE-I.9	PLN/CIP		✓		The City participated in the RTP Update, adopted by SANDAG Board on 10/28/11. Staff is currently participating in the development of: San Diego Forward: The Regional Plan, which is a combined update of the RTP and Regional Comprehensive Plan.
77.	Implement and update plans which address various transportation options such as Pedestrian Master Plan, Bicycle Master Plan, and Street Design Manual.	CE-I.9	PLN/CIP		✓		The pedestrian master planning effort and 2013 Bike Master Plan are resources used in plan updates and community planning and mobility efforts.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
78.	Implement and evaluate the City's Water Conservation Program and waste diversion programs for improvements.	CE-I.4	ESD/PUD		✓		See Water discussion under "Key Implementation Actions."
79.	Participate in efforts to provide street trees and promote residential shade tree programs.	CE-A.12, CE-G.4	General Services/ PLN/TSW		✓		See # 30.
80.	Collaborate with other agencies on public outreach and education efforts on the urban forest.	CE-J.5	Citywide		✓		See #30.
81.	Monitor and evaluate the implementation of the Construction and Demolition Deposit Ordinance and the City Recycling Ordinance for improvements.	CE-A.8, CE-A.10, CE-K.1	ESD		✓		
82.	Promote sustainable agriculture on city-leased land.	CE-L.1 - CE-L.7	READ/PUD		✓		Ongoing. In San Pasqual Valley, a renewed focus on sustainable agriculture is warranted in accordance with Council Policy 600-45.
83.	Continue to collaborate with SANDAG and other agencies and entities regarding cross border issues.	CE-M.1 - CE-M.5	Mayor's Office		✓		
84.	Collaborate with state and federal agencies to improve community education efforts on environmental issues.	CE-N.1	Mayor's Office/ Citywide		✓		
85.	Coordinate with SANDAG to expand transportation demand management programs.	CE-N.3	PLN		✓		The City participated in the RTP Update, adopted by SANDAG Board on 10/28/11 and the draft RTP Update is currently underway: San Diego Forward.
86.	Continue public education and outreach on environmental issues and expand where appropriate.	CE-C.7, CE-N.2, CE-N.4, CE-N.6 - CE-N.9, CE-N.5	Citywide		✓		Ongoing implementation. PUD partners with SANDAG for public outreach on TransNet Environmental Mitigation Program grant projects and with community groups and volunteers for clean up and habitat restoration projects. PUD staff actively involved with the outreach and education programs of the San Dieguito River Park and Conservancy and the San Diego River Park Foundation.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
NOISE ELEMENT							
Short-Term Actions							
1.	Revise City CEQA thresholds to incorporate updated noise/land use compatibility guidelines.	NE-A.2, NE-A .3	PLN		✓		Process to amend the General Plan and the City CEQA thresholds is underway.
Ongoing Actions							
2.	Implement Noise Element policies through community plan updates.	NE-A.1, NE-A.3, NE-A.5, NE-B.1, NE-B.2, NE-B.5, NE-C.3, NE-D.1, NE-D.2, NE-D.3, NE-F.1, NE-I.3	PLN		✓		
3.	Implement Noise Element policies through project review.	NE-A.1 - NE-A.4, NE-B.1, NE-B.3, NE-B.4, NE-B.7, NE-C.1, NE-D.1, NE-D.3, NE-D.4, NE-E.1 - NE-E.6, NE-F.1 - NE-F.4, NE-I.1 - NE-I.3	DSD/PLN/ PD		✓		
4.	Minimize noise by increasing awareness through dialogue with affected stakeholders and agencies.	NE-B.6, NE-C.2 , NE-C.4, NE-D.5 NE-D.6	PLN		✓		
5.	Continue Vehicle Code Enforcement efforts.	NE-B.8	DSD		✓		
6.	Enforce the Noise Ordinance.	NE-G.1, NE-G.2	DSD		✓		Adopting amendments to the 2013 California Building Code (CBC) to reference outdoor noise regulations required in Clagreen for non-residential buildings with the CBC outdoor requirements for dwellings and sleeping units as well as airport noise impacts in the Land Development Code.
7.	Enforce the Special Event Ordinance.	NE-H.1, NE-H.2	Office of Special Events		✓		
8.	Support state legislation and regulation to allow standardized noise attenuation for acoustical evaluation.	NE-I.1, NE-I.2, NE-I.3, NE-I.4	DSD/ Mayor's Office		✓		

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
HISTORIC PRESERVATION ELEMENT							
Short-Term Actions							
1.	Create a Council Policy on the establishment of historical districts. (Note: New approach to fulfilling this action is described in "notes" column).	HP-A.5	PLN/HRB			✓	The Historical Resources Board updated their district policy in 2011 to provide better consistency with State and Federal guidance on the establishment of historic districts. A new Council Policy is not being pursued at this time.
2.	Establish appropriate remedies and penalties in the Land Development Code to address unlawful demolition or destruction of historical resources.	HP-A.5	DSD			✓	In February 2012, the City Council approved amendments to Municipal Code Section 12.0805(c) to allow the Director to take into consideration whether a code violation impacted a designated historic resource or a historic resource when determining the amount of civil penalty to be assessed. By revising the language to include historic resources, buildings which are significant but not yet designated are now included.
3.	Present an item to the City Council to consider the number of votes by the HRB needed for designation of a historical resource.	HP-A.5	PLN/HRB	✓			
4.	Present an item to the City Council to consider changing the timeframe for determining the need for a site specific survey.	HP-A.5	PLN/HRB	✓			
5.	Establish a historic preservation fund that provides a monetary source for local preservation incentives supported through grants, private or public donations, or other sources.	HP-B.3	PLN			✓	Expenditure for architectural assistance, archaeological site protection, training and improved technology, and historic district signage was approved by the City Council in October 2011.
6.	Develop a comprehensive TDR program related to historical resources.	HP-B.2	PLN		✓		
7.	Work with applicants to take advantage of the Conditional Use Permit (CUP) process for historical resources, to gain flexibility in the application of some development regulations.	HP-B.2 f.	PLN		✓		Ongoing.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
8.	Foster preservation and adaptive reuse of designated historical buildings and structures by allowing retention of non-conforming setbacks without requiring a variance or hardship finding. Allow the use of a Neighborhood Development Permit with a finding that the proposed reuse does not adversely affect the community plan or General Plan because it would be beneficial in this regard.	HP-B.2.g	PLN		✓		This is accomplished through development review.
9.	Provide architectural assistance service to help owners design rehabilitation and/or adaptive reuse plans, or feasibility studies for historically-designated buildings, structures, and objects. Maintain the City's current façade improvement program for historic commercial properties.	HP-B.2.h	PLN		✓		Staff provides this service to owners.
Mid-Term Actions							
10.	Develop a cultural heritage tourism program.	HP-B.4	Public/Private Collaboration	✓			The 2014-2016 Economic Development Strategy addresses cultural tourism.
Long-Term Actions							
11.	Develop a historic preservation sponsorship program.	HP-B.3	Public/Private Collaboration	✓			
Ongoing Actions							
12.	Maintain Certified Local Government status and utilize benefits of this status.	HP-A.1	PLN/HRB		✓		
13.	Comprehensively update the Historic Preservation Plan (adoption by HRB).	HP-A.1	PLN		✓		

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
14.	Include historic preservation concepts, identify conservation areas and identify historical resources early in the community plan update process, including mapping areas with significant concentrations of potential and designated historical resources.	HP-A.2	PLN		✓		The results of the Golden Hill and North Park survey and prior Uptown survey have been used to inform the land use planning decisions associated with those community plan updates. This includes reducing density allowances within potential historic districts to reduce development pressure and the identification of conservation areas that may warrant special design considerations and overlays. In addition, the survey results have informed the policies and goals of the community plan historic preservation elements.
15.	Encourage the consideration of historical and cultural resources early in the development review process by promoting the preliminary review process and early consultation with property owners, community and historic preservation groups, land developers, Native Americans, and the building industry.	HP- A.2 b	PLN		✓		The Preliminary Review process has grown increasingly popular over the last year as a means of identifying potential conflicts between historic resources and redevelopment efforts early in the process. This often occurs during escrow prior to purchase of a property.
16.	Post results of historical and cultural resources planning efforts on the City's website.	HP-A.2	PLN		✓		Over the past year, Historic Resources staff has continued efforts to increase the amount of information available to the public online and free of charge. This includes posting draft Historic Resource Reconnaissance Surveys associated with the Golden Hill, North Park, Old Town, Midway, San Ysidro and Barrio Logan Community Plan Updates; as well as the City's database of designated and surveyed resources. The California Historic Resources Inventory Database (CHRID) was made available this year, and includes information on all individually designated resources, including location information, a photograph, nomination report, staff report and resolution. OneDSD has also helped to provide information to the public.
17.	Continue to provide noticing and opportunities for consultation and regularly meet with tribal governments (in compliance with SB 18).	HP-A.3	PLN		✓		The City continues to seek meaningful government-to-government consultation with local tribal governments and provides notification in compliance with SB18.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	
18.	Improve the program for identifying, documenting, and evaluating the historical and cultural resources in the City and the City will endeavor to have a designated staff member qualified pursuant to the Secretary of Interior Qualifications for architectural history to review permits affecting historical or cultural resources.	HP-A.4	PLN/HRB		✓		The City continues to require Historic Resources staff to meet the U.S. Secretary of the Interior's Professional Qualifications. Presently, four staff members meet these Standards in the field of history and one staff member in the field of historic architecture.
19.	Designate and preserve individually significant historical and cultural resources.	HP-A.5	PLN/HRB		✓		The City's historic designation program remains very active. Over the past few years, staff has maintained an aggressive schedule of review and processing. As a result, the "designation nomination queue" which had been in place for nearly ten years and resulted in wait times as long as 2.5 years has been eliminated, and nominations can now expect to be heard by the Historical Resources Board within 90 days of receipt.
20.	Foster public participation through outreach to the public and the posting of information on the City's website.	HP-B.1	PLN/HRB		✓		See Item #16, above.
21.	Encourage use of existing and develop new historic preservation incentives.	HP-B.2	PLN/HRB		✓		
22.	Continue to provide design assistance to property owners.	HP-B.2	PLN/HRB		✓		Workshops to assist property owners in designing projects consistent with the U.S. Secretary of the Interior's Standards have been funded and are currently being planned. In addition, the Design Assistance Subcommittee of the Historical Resources Board continues to meet monthly to advise property owners on a range of restoration and rehabilitation projects.

No.	Actions	General Plan Policy	Lead Dept.	Implementation			Notes
				No Action	Under-way	Complete	

Department Acronyms

A&C	Arts & Culture
CIP	Capital Improvement Program
DIT	Department of Information Technology
DSD	Development Services Department
EDD	Economic Development Department
ESD	Environmental Services Department
FM	Financial Management
HRB	Historic Resources Board
OHS	Office of Homeland Security
P&R	Park & Recreation
PD	Police Department
PLN	Planning Department
PUD	Public Utilities Department
READ	Real Estate Assets Department
TSW	Transportation and Storm Water

Notes:

- * Language referenced in PF Action #62 is as follows: The proposed system solution must be “ADA compliant” by following the U.S. federal standards set forth in the “Electronic and Information Technology Accessibility Standards...”, and the international standards set by the World Wide Web Consortium (W3C)....” It is highly desirable that Proposer provide a Voluntary Product Accessibility Template (VPAT) with their response, to assist the City in making preliminary assessments regarding Section 508 accessibility of their products and services. The VPAT template is provided by the Information Technology Industry Council at <http://www.itic.org/index.php?submenu=Resources&src=gendocs&ref=vpat&category=resources#1194.22>. Purchasing & Contracting also includes standard ADA language in all RFPs. Additionally, the City has added proposed language to the IT Sourcing Vendor contracts stating that the vendors will comply not only with ADA requirements, but also with Section 508 of the Rehabilitation Act, where applicable.

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Department Contacts List

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DEPARTMENT/DIVISION	SUBJECT AREA	Contact
Civic San Diego	Civic	Brad Richter
Commission for Arts and Culture	Public Art and Cultural Amenities	Dana Springs
Development Services Department	Development	Robert Vacchi
	Buildings	Afsaneh Ahmadi
	Buildings	Nabil Chehade
	Buildings	Ali Fattah
	Buildings	Ali Soheili
	Buildings	Louis Schultz
	Environmental	Myra Herrmann
	Land Development Code	Dan Normandin
	Land Development Code	Amanda Lee
Economic Development	Economic Development	Lydia Moreno
	Clean Tech	Jacques Chirazi
	Economic Growth	Russ Gibbon
	Economic Prosperity	Jim Davies
Engineering and Capital Projects/Public Works	CIP	James Nagelvoort
	FEMA Maps	Mastaneh Ashrafzadeh
Environmental Services	Environmental	Mario Sierra
	Energy and Sustainable Communities	David Weil
	Energy and Sustainable Communities	Donna Chralowicz
	Recycling	Lisa Wood
Facilities Financing	Facilities Financing	John Tracanna
Financial Management	Financial	Tracy McCraner
	FM Liaison to DSD	Nicholas O'Donnell
Fire Rescue	Fire	Javier Mainar
	Support Services	Ken Barnes
Information Technology	Information Technology	Jeff Leveroni

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	Information technology	Howard Stapleton
Library	Library	Misty Jones
Office of Homeland Security	Homeland Security	Donna Faller
Office of the Mayor	Land Use	Mike Hansen, Land Use Policy
Park and Recreation	Park and Recreation	Herman Parker
	Park and Recreation	Jim Winter
Planning Department	Planning	Tom Tomlinson
	Climate Change	Brian Schoenfisch
	Community Planning /Noise	Tait Galloway
	Council Policies	Bernard Turgeon
	Economic Research	Toni Dillon
	Flood Maps	Mike Klein
	Graphics/Cover Design	Rick Brown
	Grants	Alfonso Gastelum
	Historic Preservation	Kelly Stanco
	Housing	Vicky White
	Mobility	Maureen Gardiner
	MSCP	Kristy Forburger
	Park Planning	Robin Shiflet
	Urban Forestry	Jeff Harkness
	Urban Forestry	Lesley Henegar
Police	Administrative Services	Marta Sullivan
Public Utilities	Public Utilities	Halla Razak
	Water Resources	Cathy Pieroni
	Master Plan/CIP	Guann Hwang
	Energy	Tom Alspaugh
Real Estate Assets	Real Estate	Cybele Thompson
Transportation & Storm Water		Kris McFadden
	Transportation Engineering	Linda Marabian
	Storm water	Drew Kleis
	Streets	Hasan Yousef