

STRATEGIC VISIONING

City of Eureka



A VISION FOR EUREKA

The City of Eureka faces multiple, complex challenges, among them are the trends of growing demands for local services and limited financial resources. The Mayor and City Council are looking to chart a course and create a vision for the future that will ensure our financial viability as well as our standards of living. Recognizing the many challenges facing the community, the Mayor and City Council engaged in a strategic planning process in 2011. This planning process was designed to chart that course, provide focus and strategic direction, and assess our current and future services.

The Mayor and City Council initiated the development of its Strategic Vision to identify a long-term direction, short-term goals, and action steps for the City organization. This process included input and feedback from the community as well as City employees. The Vision for Eureka identifies twenty-three (23) “Focus Areas” that the Mayor and City Council plan to advance with the assistance of the City’s management team in the coming years. The Mayor and City Council’s priorities are reflected in the specific strategic initiatives in their Strategic Vision document.

The Mayor and City Council’s Strategic Vision will be used by the City Manager, Department Heads, and employees at all levels of the organization to continually guide the decision making process. The Mayor and City Council’s Strategic Vision directs the strategic management of all resources. Funding, personnel, technology, equipment, and time will be invested, prioritized and assigned to support these focus areas and initiatives of the Vision document.

The Mayor and City Council’s Strategic Vision is integral to the responsible management of the business operations of the City of Eureka. Eureka’s use of a strategic management system that is informed and guided by the Mayor and City Council’s vision ensures the accountability of public employees to their elected leadership and the community they serve. Through an annual review process, the City Council will evaluate the progress of their Strategic Vision and make adjustments as necessary to ensure their Vision stays on track.

Table of Contents

<i>A Vision For Eureka</i>	i
Community Development	
Annexation Exploration	1
McKay Tract	1
Economic Development	
Increased Revenue to the City	2
Utilizing Volunteers in City of Eureka Operations	3
“Keep Families Here”	3
Decrease Homelessness	4
Leadership role in dealing with Regulatory Agencies to Support/Partner with Developers	4
Require City Contractors to have Physical Presence in Eureka/Give Advantage to Local Bidders	5
Waterfront Development	
Completion of Waterfront Drive Extension Project	6
Waterfront Drive Connection G to J Street Project	6
Waterfront Trail (extension of California Trail through Eureka)	7
90% of Available Lands Development	8
Clean-up of Brownfield’s, both public and private	8
General Plan	
General Plan Update	9
Revision of Ordinances	10
Tree Lined Streets	11
Public Safety	
More Law Enforcement Officers	12
Improved Traffic Routing	13
Consolidation of the Eureka Fire Department and Humboldt Fire District	14
Paramedics on all Engines	15
Emergency Operation Center (EOC)	15
Clean Streets	16
Consolidation of EPD and Sheriff Dispatch	16

CITY OF EUREKA STRATEGIC VISIONING 2011

Community Development

Focus Area: **Annexation Exploration**

Current Status: Community Development is not currently working on any annexation activity at this time. Annexation requires a formal and costly process through LAFCO. The City of Eureka and LAFCO are exploring the feasibility of serving the Indianola area with water services through an expansion of the City's sphere of influence. Sphere of influence would be for water only.

Initiatives	Timeline/Status
Determine clear goal/reasons the City would annex.	2 nd Quarter 2012
Exploration with Stakeholders by performing community outreach to get a sense of how the community will receive annexation proposals.	3 rd Quarter 2012
<p>If community response in above initiative is positive, hire a qualified consultant to work with staff to perform a first-tier annexation feasibility study on the following items:</p> <ul style="list-style-type: none"> • Economics – revenue neutral • Geography – areas to be considered for annexation • Public Services – annexation is directly tied to consolidation of EFD and HFD and a standards of coverage study is required for fire and police response in proposed areas to ensure adequate coverage • Annexation process and costs – possible cost savings if combined with General Plan update. 	1 st Quarter 2013 as part of the General Plan Update

Focus Area: **McKay Tract**

Current Status: The McKay Tracts are currently partially designated for timber production (TPZ) and for residential use. No current activity other than individual meeting with the property owner.

Initiatives	Timeline/Status
Request to be included in the current discussion between Green Diamond Co.; County of Humboldt; and the Trust for Public Lands (TPL).	In progress
Identify future uses of the forest	In progress
Seek preservation funding	In progress
Work with Green Diamond Co.	In progress
Annexing the three McKay tracts without annexing the Cutten area would create an undesirable island of Cutten. Therefore the annexation of Cutten should be considered as part of the McKay tracts annexation.	Tied to Annexation

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

CITY OF EUREKA STRATEGIC VISIONING 2011

Economic Development

Focus Area: Increased revenue to the City

Current Status: The City and Redevelopment Agency currently offer several programs to enhance business activity in Eureka. Staff works with regional and statewide marketing groups to encourage business growth and relocation within the City/Humboldt County area. Staff conducts monthly meetings with local business owners and associations to discuss opportunities and barriers to business growth and retention.

Initiatives	Timeline/Status
Support projects that will strengthen local businesses such as the realignment through Richardson Grove that will enable full size truck access	In progress
Support organizations that market the City of Eureka such as Chamber of Commerce, Eureka Main Street and Humboldt County Convention and Visitors Bureau	In progress
Educate by advertising existing programs such as the Enterprise Zone, Revolving Loan Fund and Foreign Trade Zone	In progress
Consider "Buy Local" Campaign	3 rd Quarter 2012
Expand the Enterprise Zone into unincorporated areas	3 rd Quarter 2012
Utilize the "Prosperity" document to identify types of industry that could be encouraged to locate in Eureka that provide living wage jobs	In progress
Permit process and customer service: <ul style="list-style-type: none"> • Designate one point of contact as a liaison for business owners that want to expand or create a new business • Enhance website to include features for business expansion or start up • Develop Design Review Guidelines for Council consideration • Enhance web site to allow for minor permits to be issued on-line • Review development ordinances for opportunities to streamline process and make recommendations to City Council • Consider locating the Fire Department plan review office to City Hall for improved one-stop permitting • Implement electronic plan review to improve efficiency for staff, the Cities plan review consultant and developers providing significant savings from copying and time lost 	In progress
Use existing standards or codes to minimize the impact of empty store fronts on visual blight	3 rd Quarter 2012

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

Focus Area: Utilizing Volunteers in City of Eureka Operations

Current Status: The City actively pursues volunteers to assist in the operations of the City. The City has historically funded RSVP to acknowledge their assistance in providing the City with qualified senior volunteers.

Initiatives	Timeline/Status
Increase the use of retired professionals to assist in the operation of the City	1 st Quarter 2012
Do additional outreach through the City's website and Social Media	In progress
Simplify the volunteer process	1 st Quarter 2012

Focus Area: Keep Families Here

Current Status: The City along with the Redevelopment Agency works to encourage business growth within the City of Eureka. In addition to business growth the City also offers a wide variety of cultural, recreational, and quality of life opportunities for families. The City Council recently voted to improve these attributes with the adoption of the FY 2010/11 Budget.

Initiatives	Timeline/Status
Utilize the "Prosperity" document to identify types of industry that could be drawn in that provide living wage jobs	In progress
Partner with schools to teach trades competitive in this area	3 rd Quarter 2012
Partner with unions to encourage continued apprenticeship programs	3 rd Quarter 2012
Promote student involvement through internships, representation on boards and commissions, and explorer programs	3 rd Quarter 2012
Improve quality of life: <ul style="list-style-type: none"> • Improve the City's image by reducing blight, enhancing weed and rubbish abatement, promoting the restoration of historic buildings • Continue to support and enhance public and private recreation, the arts, and community events • Research and support initiatives that improve the affordability of family housing • Support public safety initiatives that make families feel safe living in our community 	In progress

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

Focus Area: **Decrease Homelessness**

Current Status: Services for the homeless population are primarily located within the City of Eureka. The Eureka Chamber of Commerce is sponsoring a Homeless Task Force, in which the City is a member. The Multiple Assistance Center (MAC) located in the City provides assistance to this population.

Initiatives	Timeline/Status
Increase Visibility <ul style="list-style-type: none"> Clean and control homeless congregation areas to discourage their use For NOP officer, determine locations in order to concentrate on problem areas Clean up and vegetation management 	In progress
Support housing counselor concept	3 rd Quarter 2012

Focus Area: **Leadership role in dealing with Regulatory Agencies to Support efficient processing of Projects**

Current Status: The Community Development Department (CD) assists development applicants in navigating the complex development regulatory requirements as appropriate. Impartiality must be maintained when processing applications, therefore CD cannot become a project advocate, however staff is available to guide them through other agency processes and requirements relative to City projects. The Redevelopment Agency (RDA) also helps shepherd projects through various City departments and outside agencies, and partners with developers to assist them with project approval and funding.

Initiatives	Timeline/Status
Establish single point of contact for business owners that want to expand or create a new business (see Economic Development initiatives)	In progress
Continue current practices of assisting and supporting applicants	In progress

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

Focus Area: **Require City Contractors to have Physical Presence in Eureka/Give Advantage to Local Bidders**

Current Status: City has 5% local preference in purchasing materials, supplies and equipment only, limited to \$5,000. There is no policy for local preference in construction contracting. Initial review of the complex legal and geopolitical issues associated with implementing a local preference in contracting policy have led to the conclusion that the benefits of such a policy in Eureka would be low and the costs would be relatively high.

Initiatives	Timeline/Status
Evaluate existing 'local preference in purchasing policy' using most recent legal precedents and purchasing data, and update policy to achieve any positive benefits to the community that might be achieved.	2 nd Quarter 2012
City Attorney to further review the complex legal and geopolitical issues	2 nd Quarter 2012
Do not add levels of bureaucracy	Ongoing

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

CITY OF EUREKA STRATEGIC VISIONING 2011 WATERFRONT DEVELOPMENT

Focus Area: **Completion of Waterfront Drive Extension Project**

Current Status: Environmental Impact Report (EIR) approximately 25% complete. Environmental Studies complete but may need updating. \$126,000 balance in environmental budget for project, additional funding will be needed.

Initiatives	Timeline/Status
Provide report to Council regarding status, budget, support, opposition and potential litigation for project	1 st Quarter 2012
Receive direction from Council to continue work on project	1 st Quarter 2012
At the direction of Council, re-engage project consultant to: <ul style="list-style-type: none"> • Complete EIR and NEPA • Council certify EIR 	2 nd Quarter 2013
Develop 10% plans for permitting	4 th Quarter 2013
Seek additional STIP funding for plans, specifications and estimates (PS&E)	2014 and ongoing
Obtain necessary permits	Dependent on funding
Complete plans, bid project, construction	Dependent on funding

Focus Area: **Waterfront Drive Connection G to J Street Project**

Current Status: Project is on hold pending the RR Authority cleanup of the contaminated soil (currently scheduled for summer, 2012 but subject to change). Once Brownfield has been remediated City will enter into negotiations with the RR Authority to purchase the property to facilitate the Waterfront Drive Connection project. Preliminary plans have been completed; final construction plans will be completed once funding is available. The City has requested reprogramming of existing \$370K in STIP funds from construction to final engineering design for the roadway. \$2.7M was previously requested for construction, but was not programmed due to the Brownfield's cleanup delays. The City will again request this money in the next round of STIP funding for 2012. In addition the City received a \$450K bike lanes grant to complete bike lanes through this section to be used in conjunction with the road construction.

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

Initiatives	Timeline/Status
Continue to monitor progress of Brownfield cleanup	In progress
Obtain necessary permits	In progress
Complete plans, bid project, construct project	3 rd Quarter 2013

Focus Area: **Waterfront Trail (extension of California Trail through Eureka)**

Current Status: In September 2005, the City of Eureka Trails Committee developed the Waterfront Trail and Promenade Recommendations. The document was developed to provide recommendations about the location and specifications of a contiguous non-motorized recreation and transportation facility along the City of Eureka's Humboldt Bay waterfront. Portions of the proposed trail system are in place: the Boardwalk in Old Town, trail near the Adorni Center, trail adjacent to Target Corporation, and unimproved trails in the PALCO Marsh and Elk River Wildlife Sanctuary. The City's intent is to augment and complete what has been visioned in the Waterfront Trail and Promenade Recommendations and previous General Plans. The Waterfront Trail and Promenade Recommendations and City staff have worked out a framework for development of 'gaps' between those trail segments to create a unified, vibrant system of trails, promenades and boardwalks along Eureka's historic, wild and working waterfront.

Currently, staff is working on improving existing trail segments and developing trails where there are 'gaps'. Issues, constraints, opportunities and realistic next steps are being considered. Staff has been successful in obtaining grant funding for the majority of the trail projects currently under development. The 'gaps' in Eureka's waterfront trail system are also important 'gaps' in the California Coastal Trail which has been a benefit to the City's grant funding endeavors.

Initiatives	Timeline/Status
Continue work to improve existing trail segments and develop trails where there are 'gaps'	In progress
Finalize construction of the 1.7 million grant funded Hiksari' Trail/Elk River Access Area from Pound Road to Truesdale Street	3 rd Quarter 2013
Finalize plans and construction specifications for the C Street to Del Norte Street trail section connecting the Boardwalk to the unimproved PALCO Marsh trail system	3 rd Quarter 2013
Develop plans and construction specifications to improve the trail system through PALCO Marsh and connecting it to the Hiksari' Trail	3 rd Quarter 2014
Develop plans and construction specifications for the 'gap' between Target and Adorni Center trail	3 rd Quarter 2013
Develop plans and construction specifications for the 'gap' between the Adorni Center trail and Boardwalk	3 rd Quarter 2013

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

Focus Area: **Waterfront Lands Development**

Current Status: City Manager and Redevelopment Agency Staff are working with the following private Developments on Agency/City owned properties.

Projects include:

- Eureka Waterfront Partners at the foot of “E” Street
- Swimpossible on the Halverson Site
- Horse and Carriage development of “C” Street
- Pacific Affiliates business expansion on Waterfront Drive

Initiatives	Timeline/Status
Consider zoning changes and/or expanded uses allowed in Coastal Dependent Industrial zones. This should be included in the General Plan update process	3 rd Quarter 2012
Develop map for vacant parcels	Completed
Identify owners, zoning, and hurdles for development	In progress
Consider incentives for private property owners	In progress
Consider General Plan zoning changes	3 rd Quarter 2012
Ties back to Economic Development goals and General Plan update	3 rd Quarter 2012
Survey of existing vacant parcels around Humboldt Bay – partner with County of Humboldt, Humboldt Harbor District	Completed

Focus Area: **Clean-up of Brownfield’s Public and Private**

Current Status: Former Carson Mill Site (east of the Samoa Bridge) Phase 1 Brownfield clean-up was completed in 2006/07. Phase 2 Brownfield cleanup (primarily west of the Samoa Bridge) was completed in summer of 2011. Underground fuel tanks are being remediated on a case-by-case basis as they are discovered.

Initiatives	Timeline/Status
Develop list of properties in the City limits that contain known or suspected contaminated soils <ul style="list-style-type: none"> • Eureka owned parcels nearly completed 	Completed
Work with regional Water Quality Control Board and responsible state agencies to identify status for private properties.	In progress

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

CITY OF EUREKA STRATEGIC VISIONING 2011

General Plan

Focus Area: **General Plan Update**

Current Status: The last comprehensive General Plan update occurred in 1997. We are receiving yearly letters from the Office of Planning and Research notifying us that our general plan has not been revised in the last eight years. While this does not mean our General Plan is legally inadequate, and while there is no minimum required time frame for revising General Plans (with the exception of the Housing Element), we have an implied duty to keep our general plan current and revise our general plan as often as we deem necessary.

Initiatives	Timeline/Status
Develop draft budget, timeline, process, community outreach for Council consideration and approval	2 nd Quarter 2012
Select Consultant	4 th Quarter 2012
Work with Consultant to develop work Program <ul style="list-style-type: none"> • Early Policy Guidance • Adopt Deadlines • Environmental Review (EIR likely) • Public Participation 	1 st Quarter 2013
Council approval of Work Program	1 st Quarter 2013
Formulate Goals <ul style="list-style-type: none"> • Community Vision • Evaluate Issues • Develop Assumptions 	3 rd Quarter 2013
Collect and analyze data <ul style="list-style-type: none"> • Existing Land Uses • Planning Ideas • Natural Environment • Infrastructure Capacity • Demographic Information • Economic Conditions • Existing Commitments and Policies • Regulatory Setting 	3 rd Quarter 2013

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

Initiative (cont.)	Timeline/Status
Develop and evaluate alternative plans and elements	4 th Quarter 2013
Select Preferred Plan and elements	1 st Quarter 2014
Adopt the General Plan or Plan Update	4 th Quarter 2014
Certify Environmental Impact Report (EIR)	4 th Quarter 2014

Focus Area: **Revision of Ordinances**

Current Status: The Eureka Municipal Code contains ordinances that date back several years and may not reflect current community needs. Ordinances need to be reviewed, amended, and submitted to Council for adoption into the municipal code.

Initiatives	Timeline/Status
Parking off street <ul style="list-style-type: none"> Review ordinances and report to Council potential areas for modifications. Will be referred to general plan process for comprehensive review 	3 rd Quarter 2013
Signage and design review <ul style="list-style-type: none"> Review ordinances and report to Council potential areas for modifications 	3 rd Quarter 2013
Secondary dwelling units <ul style="list-style-type: none"> Review ordinances and report to Council potential areas for modifications 	1 st Quarter 2012
Landlord licensing <ul style="list-style-type: none"> Develop committee to include two council members to review draft ordinance considered by prior Council and make modifications recommended by committee Present modified draft ordinance to full Council 	3 rd Quarter 2012
Zoning for Community Gardens <ul style="list-style-type: none"> Prepare draft text amendment for Council consideration 	4 th Quarter 2013
Expanded uses along Waterfront <ul style="list-style-type: none"> Consider expanded uses during general plan update process 	4 th Quarter 2013
Review Animal Ordinances within the City – reasonable ordinances that would provide for safe and sanitary conditions while allowing the keeping of bees, chickens, goats, etc.	4 th Quarter 2013

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

Focus Area: Tree Lined Streets

Current Status: The City Council adopted Resolution No. 2002-04 establishing the City of Eureka as a tree-lined City, directed City staff to consider alternatives, and to propose a program aimed at achieving the goal. The City currently maintains approximately 1,500 street trees in the City right-of-way. Staff working with Keep Eureka Beautiful (KEB) and with the approval of the City Council implemented the following initiatives:

- In 2004, the City Council updated the Residential Street Tree and Landscaping Program to facilitate and encourage property owners to plant street trees in the public right-of-way by reducing permit fees;
- In March 2005, the City Council adopted a resolution revising the Residential Street Tree and Landscaping Program to: eliminate encroachment permit fees; establish tree planting standards; eliminated the need for a property owner to record a maintenance agreement; and created a partnership which allows Public Works to assist by cutting the tree well in the sidewalk at a reduced cost.
- Adopted Bill No. 782-C.S in 2008 amending the Street Planting ordinance.
- Accepted a Street Tree Plan in November 2008, prepared by Davey Resource Group. Davey Resource Group worked with staff, KEB, and professional arborist to document the City's existing street tree inventory, identified locations for planting up to 2,000 new street trees and established an approved tree species list for each site.
- Staff and KEB revised the City of Eureka Street Tree Planting Guide for Residential Neighborhoods allowing closer street tree spacing and shorter setbacks from utilities.

Initiatives	Timeline/Status
Pursue grant funding for phased implementation of the Street Tree Plan	In progress
Work with KEB to facilitate residential street tree planting by property owners	In progress
Coordinate with KEB to educate property owners about street tree maintenance and the benefit of the Residential Street Tree and Landscaping Program	In progress

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

CITY OF EUREKA STRATEGIC VISIONING 2011

Public Safety

Focus Area: **More Law Enforcement Officers**

Current Status: Eureka Police Department currently has 53 sworn peace officer positions allocated which includes five vacant police officer positions and three additional police officer positions that are held for officers who are on military leave while serving in Afghanistan. The positions consist of one Chief of Police, one Captain, two Lieutenants, eight Sergeants and 41 Officers. For patrol alone, a minimum of 21 officers for a 24/7 team weekly watch schedule is needed. (This does not take into account the officers assigned to POP, Traffic, Criminal Investigations Detectives, etc.)

Initiatives	Timeline/Status
Conduct recruitments and background investigations to fill all current vacant positions to allow for placement into the following assignments: <ul style="list-style-type: none"> • One new Neighborhood Oriented Police Officer (NOP)– decrease homelessness • One Old Town beat Officer • Two B Watch Officers (floater positions) • One new Police Oriented Police Officer (POP) 	In progress
Conduct a cost/benefit analysis for 5 new positions within the police department to create the following assignments: <ul style="list-style-type: none"> • 1 Police Services Officer (PSO) • 1 Traffic Officer • 1 Problem Oriented Police Officer (POP) • 1 Drug Task Force Officer (DTF) • 1 Full time Dispatcher 	FY 2012/13

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

Focus Area: Improved Traffic Routing

Current Status: Stable residential neighborhood traffic requires efficient arterial and collector traffic flow to minimize incentives to cut through residential neighborhoods. The first line of defense against neighborhood traffic problems is an efficient arterial and collector grid which also benefits emergency responders and increased public safety. Current traffic circulation and traffic safety measures include but are not limited to:

- Greater Eureka Area Traffic Model (GEATM): The GEATM working group is an ongoing effort by Caltrans, City of Eureka and County staff utilized to identify traffic capacity problems in the future and evaluate options to address the problems.
- Transportation Safety Action Plan: Transportation Safety Commission is working with staff to develop a Transportation Safety Action Plan. The Plan will include policies, procedures and guidelines for vehicular, pedestrian and bicycle traffic flow in Eureka. The Plan will include neighborhood traffic management and traffic management tools to be considered on streets of various classifications.
- The Regional Safe Routes to Schools Tool is a different element that is being funded by HCAOG. This group's focus is on establishing a system to identify and prioritize SR25 projects on a regional basis and will include various stakeholders similar to the Regional SR25 Task Force.
- Collision pin mapping: All reported traffic accidents are mapped and reviewed by Engineering and EPD staff to determine high collision locations and evaluate necessary corrective actions to reduce collisions.
- Current Transportation Improvement Projects:
 1. Emergency Vehicle Pre-emption Equipment (HSIP grant funded 2012) EVP equipment will be installed in all 26 City maintained traffic signals. We are also working with Caltrans to install EVP equipment on Broadway, 4th and 5th as funding allows.
 2. Harris at E & F Streets – signal improvements (HSIP grant 2011).
 3. Harris at Harrison – signal improvements (Prop 1B fund 2011).
 4. Harris at S Street – signal improvements (HSIP grant 2012).
 5. West between Myrtle & 6th – pedestrian improvements (HSIP grant 2013).
 6. Install traffic calming measures on Fairway Drive in Fall 2011 recommended by the TSC.

Initiatives	Timeline/Status
Begin the General Plan Update process including the Transportation Element. This will allow stakeholders and the community an opportunity to provide input into our transportation system to ensure an efficient system of major roads and public transit that make more places easily and safely accessible	3 rd Quarter 2013
Complete emergency vehicle traffic pre-emption system on traffic signals to improve emergency response and safety	3 rd Quarter 2013
Complete the Transportation Safety Action Plan by July 2012	1 st Quarter 2012

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

Initiatives (cont.)	Timeline/Status
Continue to work with the Greater Eureka Area Traffic Modeling group to identify transportation solutions	In progress
Implement traffic calming measures that are engineered for minimal impact to emergency vehicles	In progress
Continue to pursue grant funding and State Transportation Improvement Program funds for transportation improvement projects	In progress
Pursue funding and work with the county to construct safety improvements at Grant School identified in the Safe Routes to Schools audit	In progress
Annexing the three McKay tracts (north, middle, and south) would give the City greater control in the transportation planning and development densities in this area. (Annexing the three McKay tracts without annexing the Cutten area would create an undesirable island of Cutten. Therefore the annexation of Cutten should be considered as part of the McKay tracts annexation)	Part of General Plan Update
Coordinated discussion with stakeholders regarding traffic control devices utilized, e.g. mountable curbs and drivable surfaces in roundabouts, speed tables vs. speed humps	In progress

Focus Area: Consolidation of the Eureka Fire Department and Humboldt Fire District

Current Status: Currently a Joint Fire Services Committee has been formed with members from the City and District Board to discuss consolidation. From this group has come the Joint Fire Chief position, as well as communicated desire to move forward with consolidation of the two organizations. At the department level, working groups have been formed between the two organizations to work on operational consolidation topics. A consolidation study has begun with Citygate, with both City of Eureka and Humboldt Fire District providing Phase 1 requested information.

Initiatives	Timeline/Status
Form a joint consolidation committee	In progress
Complete consolidation study detailing the best method and model for a consolidated organization	In progress
Continue joint Training Officer position	In progress
Continue joint Fire Chief position	In progress
Develop a consolidation agreement	4 th Quarter 2012

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

Focus Area: Paramedics on all Engines

Current Status: Our fire personnel are Emergency Medical Technicians who provide basic life support including automatic defibrillators. Paramedics, who provide Advance Life Support (ALS), work for the local ambulance company. Studies have found that while the chance of survival of sudden cardiac arrest increases the faster an automatic defibrillator is used, they have also found increases in survival the faster that ALS arrives. Humboldt Fire District #1 began offering part time ALS service November 1, 2011. Currently driving time studies are being conducted by both departments to determine closest unit to response district area; this was last done during the 1990's. A fire department and ALS ambulance on scene arrival time study has also begun.

Initiatives	Timeline/Status
Determine the average time of arrival for ALS in the City of Eureka	In progress
Conduct a cost/benefit analysis for the implementation of a paramedic program based on the difference between the average arrival time of our engines and the paramedic ambulances	2 nd Quarter 2012
Train personnel and purchase equipment as appropriate	3 rd Quarter 2012

Focus Area: Emergency Operations Center (EOC)

Current Status: In times of city-wide emergency, the Emergency Operations Center (EOC) coordinates the administrative, logistical, operational and planning functions of the response and recovery. The EOC is staffed by a cross-section of personnel from all City departments. Many key staff members have retired and their positions have been filled by new personnel who have not been trained for their new role. Other positions have been filled by personnel who have not received any EOC training.

Initiatives	Timeline/Status
Update and complete the emergency plan	In progress
Provide training for current and new EOC staff	In progress
Designate a staff position responsible for EOC preparedness and training	In progress
Develop a master plan based for EOC development and maintenance	1 st Quarter 2012

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.

Focus Area: Clean Streets

Current Status: Street Sweeping Program budgeted in 2011/12 Budget – The Street Sweeping program was eliminated in the 2010/11 budget. City streets have been kept clean through both city and private citizen efforts. The street sweeping program, along with Public Works staff cleaning debris from drain inlet grates has accounted for the majority of street cleaning. Private citizens and community groups have also contributed to the effort to keep streets clean through individual and group cleanup efforts.

Initiatives	Timeline/Status
Enhance weed and rubbish abatement program	In progress
Maintain funding for street sweeping program	3 rd Quarter 2012
Utilize Sherriff's Inmate Work Program	In progress
Work with citizens and community groups to develop clean up events and increase participation in the Adopt a Block Program	In progress
Provide cost benefit analysis for alternate day sweeping	In progress
Discuss street sweeping signage vs. public education and outreach	In progress
Establish a "Code Enforcement" position	In progress

Focus Area: Consolidation of EPD and Sheriff Dispatch

Current Status: The City's Police and Fire Communication Center dispatches our police and fire departments and by contract, Humboldt Fire District #1. They also handle recall of off duty police and fire personnel and after-hour call-out's for public works, facilities, fleet maintenance and the Emergency Operations Center staff. The Sheriff's dispatch does not dispatch fire agencies; they transfer 911 fire and EMS calls to another call center. (Eureka or Cal Fire)

Initiatives	Timeline/Status
Establish joint working group with Sheriff's Office	In progress
Assess the impact of a consolidated dispatch on the City's ISO rating	3 rd Quarter 2012
Develop alternative procedures and technologies for after hours call out notification of on-call personnel	3 rd Quarter 2012

Note: Focus Areas are not prioritized, all items subject to funding, permitting and/or staffing.