

**Agenda of an Adjourned Regular Meeting of the National City  
City Council/Community Development Commission –  
Housing Authority of the City of National City**

**Fiscal Year 2018 Budget Priorities Workshop**

**Council Chambers  
1243 National City Boulevard  
National City, California  
Tuesday, February 7, 2017 – 4:00 p.m.**

**Open To The Public**

**Please complete a request to speak form prior to the commencement of the meeting and submit it to the City Clerk.**

It is the intention of your City Council of the City of National City to be receptive to your concerns in this community. Your participation in local government will assure a responsible and efficient City of National City. We invite you to bring to the attention of the City Manager/Executive Director any matter that you desire the City Council of the City of National City to consider. We thank you for your presence and wish you to know that we appreciate your involvement.

**ROLL CALL**

**Pledge of Allegiance to the Flag by Mayor Ron Morrison**

NOTE: Pursuant to state law, items requiring Council of the City of National City action must be brought back on a subsequent Council of the City of National City Agenda unless they are of a demonstrated emergency or urgent nature.

Upon request, this agenda can be made available in appropriate alternative formats to persons with a disability in compliance with the Americans with Disabilities Act. Please contact the City Clerk's Office at (619) 336-4228 to request a disability-related modification or accommodation. Notification 24-hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

***Spanish audio interpretation is provided during Council Meetings. Audio headphones are available in the lobby at the beginning of the meetings.***

***Audio interpretación en español se proporciona durante sesiones del Consejo Municipal. Los audífonos están disponibles en el pasillo al principio de la junta.***

**Council Requests That All Cell Phones  
And Pagers Be Turned Off During City Council Meetings**

## **Fiscal Year 2018 Budget Priorities Workshop**

1. Introduction
2. 2016 Accomplishments
3. Overview
4. Strategic Plan
5. Budget Priorities
6. Public Comments
7. Council Comments & Direction

### **ADJOURNMENT**

Next Regular National City City Council/Community Development Commission - Housing Authority of the City of National City - Tuesday – February 7, 2017 - 6:00 p.m. – Council Chambers, Civic Center



## MEMORANDUM

DATE: February 7, 2017

TO: Honorable Mayor and Members of the City Council

FROM: Mark Roberts, Director of Finance *MR*

SUBJECT: Fiscal Year 2018 Budget Priorities Workshop & Proposed 2017-2022 Strategic Plan

The purpose of the Fiscal Year 2018 Budget Priorities Workshop is for staff to present projects and programs it has identified as being important to address in the upcoming fiscal year and to seek the City Council's direction regarding its priorities. Examples of the types of priorities for which direction is sought include, but are not limited to, deferred facilities and infrastructure maintenance, capital projects, pension funding, reserve funding, and public programs and services. Staff will review the priorities identified during development of the current fiscal year's budget to provide the current status of the City's efforts to address them. A list of those priorities with brief status statements is attached for your reference.

The City's strategic plan also will be discussed during the workshop. Staff will review the 2015-2020 Strategic Plan and present the proposed 2017-2022 Strategic Plan for the Council's review and direction regarding goals and objectives. The 2015-2020 Strategic Plan, approved by the Council on April 28, 2015, also is attached for your reference.

Attachments (2): Fiscal Year 2017 Budget Priorities Update  
2015-2020 Strategic Plan

**CITY OF NATIONAL CITY  
FISCAL YEAR 2017 BUDGET PRIORITIES UPDATE**

**CITY STAFF PRIORITIES**

<b>Strategic Plan Category: Community</b>		
<b>Priority</b>	<b>Status Update</b>	<b>Budget Impact</b>
Asset management & disposition (Successor Agency Properties)	Successor Agency properties transferred to the City in late fiscal year 2016. Properties scheduled for disposition placed on the real estate market.	\$310,800
Recreational facilities deferred maintenance	To be discussed at CIP Special Council Meeting scheduled for February 28, 2017.	
Homeless outreach	City entered into an agreement with Alpha Project to perform Homeless Outreach services within the City.	\$120,000
Code Conformance	Currently underway.	
Parking Management	Currently underway.	
Volunteer appreciation	Volunteer appreciation services managed by Community Services. City hosted an annual volunteer appreciation dinner for board members and commissioners in August 2016.	\$5,500
<b>Strategic Plan Category: Development</b>		
Deferred facilities maintenance	To be discussed at CIP Special Council Meeting scheduled for February 28, 2017.	
Fee study	Review of proposals received in response to RFP underway. Fee Study expected to be completed in fiscal year 2017.	\$100,000
Fleet replacement	29 vehicles leased or purchased from fiscal years 2012-16, including a sewer flusher truck and a street sweeper. Purchase of additional 4 vehicles, including a heavy-duty dump truck, approved with adoption of the fiscal year 2017 budget.	\$375,450
Economic development (in-house)	Economic Development Program created and Community Development Specialist II position added and filled in fiscal year 2017 to pursue opportunities to attract businesses and expand the City's tax base. Department of Housing, Grants, & Asset Management department renamed Department of Housing & Economic Development to reflect significant priorities.	\$102,364

**CITY OF NATIONAL CITY  
FISCAL YEAR 2017 BUDGET PRIORITIES UPDATE**

<b>Priority</b>	<b>Status Update</b>	<b>Budget Impact</b>
Housing opportunities	Phase I of the Transit-Oriented Infill Affordable Housing and Paradise Creek Enhancement Project, development of 109 affordable housing units, completed, with resident occupancy beginning in January 2017. Phase II, development of 92 affordable housing units, underway. (Est. completion in fiscal year 2018).	
Historic resources preservation	Community Partner Sustainability evaluation with non-profits that currently lease/operate City facilities (i.e., the Historical Society, Stein Farm, SDERA (Depot), and ARTS). The City is evaluating the facility needs/deferred maintenance as part of the CIP Special Council Meeting on February 28, 2017.	
<b>Strategic Plan Category: Operations</b>		
Reserves	Council Policy #201: Maintenance of Reserve Funds was amended (Resolution No. 2016-81). The Facilities Maintenance reserve established with \$2.5 million, and increased the reserve balance for the Liability Insurance Fund.	\$3,033,087
Pension funding	Pension and other postemployment (retiree health) benefits pre-funding options being reviewed by staff. Recommendation planned during development of fiscal year 2018 budget.	
Training & development	City-wide training opportunities for employees including Supervisor's Academy, writing workshop, and department specific training activities implemented. Provided leadership opportunities for staff through participating in working groups and committees. Conducted promotional testing and Out of Class assignments to provide growth opportunities for various departments.	\$339,339
<b>Strategic Plan Category: Public Safety</b>		
RCS radio system	Agreement executed with San Diego County in fiscal year 2017 to transition to the Next Generation Regional Communication System (NextGen RCS), a modernized regional public safety communication system. Total cost of \$1.3 million, including interest, being financed over 10 years.	\$147,380
Body-worn cameras	Police body-worn camera program approved in fiscal year 2016. Training currently underway. Implementation planned for fiscal year 2017.	\$120,000
Fleet replacement	46 vehicles leased or purchased from fiscal years 2012-16, including 1 ladder truck (Fire) and 21 patrol vehicles (Police). Purchase of additional 13 vehicles, including 9 patrol vehicles (Police) and 1 rapid response squad truck (Fire), approved with adoption of the fiscal year 2017 budget and approval of the Fire pilot squad program.	\$962,636

**CITY OF NATIONAL CITY  
FISCAL YEAR 2017 BUDGET PRIORITIES UPDATE**

<b>Priority</b>	<b>Status Update</b>	<b>Budget Impact</b>
Smoke detector program	Currently underway.	
Recruitment and retention	Developed a recruitment and retention plan. The Police Department has achieved full staffing for sworn personnel.	

**COUNCIL PRIORITIES**

<b>Strategic Plan Category: Community</b>		
<b>Priority</b>	<b>Status Update</b>	<b>Budget Impact</b>
Request an assessment on City services for the senior population (specifically, Morgan & Kimball, etc.)	The Housing Authority has started the process to evaluate improvements to both the Morgan & Kimball towers.	
Quality of Life program to enhance community beautification efforts	The Quality of Life program started in FY 2017.	\$64,582
<b>Strategic Plan Category: Development</b>		
Regional Planning and Development (i.e., hotel taxes, revenue generating activities)	Currently underway.	
Environmental Issues (green facilities, bringing City facilities up to code)	To be discussed at CIP Special Council Meeting scheduled for February 28, 2017.	
CIP Prioritization with timelines	To be discussed at CIP Special Council Meeting scheduled for February 28, 2017.	
Port of San Diego development should be evaluated	Currently underway.	

**CITY OF NATIONAL CITY  
FISCAL YEAR 2017 BUDGET PRIORITIES UPDATE**

<b>Strategic Plan Category: Operations</b>		
<b>Priority</b>	<b>Status Update</b>	<b>Budget Impact</b>
Internal Organizational needs (succession planning, filling vacancy prioritization)	Critical vacancies have been identified and are in the process of being filled.	

# 2015-2020 Strategic Plan

APPROVED BY CITY COUNCIL ON APRIL 28, 2015





***Provide Quality Services***  
***Achieve Fiscal Sustainability***  
***Improve Quality of Life***  
***Enhance Housing and Community Assets***  
***Promote a Healthy Community***

**2015 Proposed Objective #1- Provide Quality Services**

- a) Practice the five core values (Commitment, Customer Service, Courtesy, Communication, and Collaboration) with our diverse customer base.
- b) Align workforce with City's objectives and provide training and support necessary to fully develop employees, boards, and commissions.
- c) Expand public access to City services and information, by updating our website and making digital records accessible to the public.
- d) Pursue public safety goals and objectives and enhance disaster preparedness (Police, Fire, Emergency Medical Services, and Homeland Security).
- e) Analyze internal processes for efficiency and implement technology solutions where feasible. Continue efforts to automate and streamline work processes.

**2015 Proposed Objective #2- Achieve Fiscal Sustainability**

- a) Prepare effective budget, accurately forecast funding sources, manage investments wisely, provide consistent financial reports, maintain clean audits, resolve findings/deficiencies in a timely manner, and update finance and budget policies.
- b) Update compensation plan for all employee groups. Continue labor/management partnerships with an emphasis on strategic deployment and total compensation issues.
- c) Establish economic development programs to retain existing businesses and stimulate new investments. Evaluate and update fee schedules to promote development and recover costs.
- d) Implement plans to fund replacement reserves and to finance the acquisition, replacement, and maintenance of the City's fleet, facilities, and other assets.
- e) Build cooperative partnerships with community organizations, schools, and other public agencies in the efficient and cost effective delivery of services.



### **2015 Proposed Objective #3- Improve Quality of Life**

- a) Enhance crime prevention and emergency service through community outreach, procedural justice, critical incident response, City/regional partnerships, and employee development.
- b) Pursue green initiatives and build a sustainable city by implementing the climate action plan and energy roadmap.
- c) Help organize community events and support social gatherings that benefit the total community.
- d) Update sign ordinance to improve community character and draw attention to important gateways, corridors and intersections with improved signage and wayfinding.
- e) Support Pier 32 (GB Capital Holdings) expansion plans and work with San Diego Unified Port District and its tenants to fund public process and public improvements.

### **2015 Proposed Objective #4- Enhance Housing and Community Assets**

- a) Continue providing housing opportunities at all income levels and develop programs to improve existing conditions. Adopt a comprehensive long term strategy to address homelessness.
- b) Complete WI-TOD phase 1 and community park. Continue pursuing funding for WI-TOD phase 2 and other housing projects.
- c) Maintain and improve City's infrastructure and find alternative funding to construct public facilities, park improvements, and other capital needs. Complete comprehensive facility needs assessment and establish priorities.
- d) Preserve and promote historic resources and cultural assets. Formalize a public art program that provides funding for art and culture through a "percent for art" program.
- e) Administer real property assets and property management plans to achieve the City's long term goals.

### **2015 Proposed Objective #5- Promote a Healthy Community**

- a) Expand opportunities for walking and biking through the development of Community Corridors and Safe Routes to Schools consistent with the National City General Plan and Bicycle Master Plan.

- b) Continue to provide affordable City programs, activities and services that are accessible for all users, including individuals with disabilities (Americans with Disabilities Act).
- c) Enhance neighborhood services programs such as graffiti abatement, parking enforcement, and code enforcement and increase efficiency with new technology.
- d) Implement Neighborhood Action Plans and continue amortization efforts by working with residents and businesses.
- e) Advance National City wellness programs for youth, families, seniors and City employees that encourage a healthy lifestyle and develop a workplace safety program.