

**MINUTES OF THE ADJOURNED REGULAR MEETING OF THE
CITY COUNCIL AND COMMUNITY DEVELOPMENT COMMISSION – HOUSING
AUTHORITY OF THE CITY OF NATIONAL CITY FROM THE SEPTEMBER 3, 2019
REGULAR MEETING – NATIONAL CITY CITY COUNCIL/ COMMUNITY
DEVELOPMENT COMMISSION – HOUSING AUTHORITY OF
THE CITY OF NATIONAL CITY**

STRATEGIC PLANNING KICK-OFF WORKSHOP

September 17, 2019

The Adjourned Regular Meeting of the City Council and Community Development Commission – Housing Authority of the City of National City was called to order at 4:01 p.m. by Mayor / Chairwoman Alejandra Sotelo-Solis.

ROLL CALL

Council / Board members present: Cano, Morrison, Quintero, Rios, Sotelo-Solis.
Administrative Officials present: Aguirre, Dalla, Denham, Duong, Manganiello, Meteau, Morris-Jones, Raulston, Roberts, Tellez, Vergara, Williams.
Others present: City Treasurer Mitch Beauchamp

PLEDGE OF ALLEGIANCE TO THE FLAG BY COUNCILMEMBER QUINTERO

INTRODUCTION

City Manager Brad Raulston gave opening remarks and provided an overview of the presentation outline, focus categories, and top priorities.

PRESENTATIONS

Staff objectives, highlights and accomplishments were presented and discussed based on the below outline, by the following: Chief of Police Jose Tellez, Director of Emergency Services Frank Parra, Director of Engineering/Public Works Steve Manganiello, Information Technology (IT) Manager Ron Williams, Director of Community Development Armando Vergara, City Librarian Minh Duong, Community Services Recreation Superintendent Audrey Denham, Director of Human Resources Robert Meteau, Director of Finance Mark Roberts, Director of Housing Authority Carlos Aguirre, and City Manager Brad Raulston.

- Introduction and City Manager Overview
- Existing Strategic Plan and Accomplishments
- Budget and Pension Review
- 2020-2025 Strategic Planning
 - a. Economic Development
 - b. Ongoing Initiatives and Potential Additions/Subtractions
 - c. Internal and External Survey
- Next Steps and Closing Comments
- Public Comment
- City Council Comment and Direction

NOTE: Presentation material is attached as Exhibit “A”.

PUBLIC COMMENTS

Zachary Gomez, National City, suggested that the external surveys are distributed in different languages for culture inclusivity.

James Halliday, A Reason to Survive (ARTS), congratulated City staff and Council on engaging in strategic planning. He extended the opportunity to collaborate on various objectives that align with ARTS.

CITY COUNCIL COMMENTS AND DIRECTION

Member Cano asked if CERT Members will be included in the Boards and Commissions Volunteer Recognition Dinner.

Member Rios asked several clarifying questions; suggested that the Community Emergency Response Team members (CERT) participate in more programs and trainings within the City; agreed with the Public Comment regarding the survey and said that the survey should be simple and understood by all. She asked if all the initiatives included in the strategic plan are from the survey; emphasized the importance of local public transportation; asked to review the possibility of a mobility hub at the 8th Street Trolley Station; asked for an explanation on what “passport acceptance facility” involves and gave kudos to the goals presented by Human Resources Director Meteau.

Vice Mayor Morrison said that new plans and programs, won't happen unless the business community is built up and revenue is increased. He emphasized the importance of making sure that services are provided to businesses, visitors and residents, but the City has to have sufficient income to be able to do so.

Mayor Sotelo-Solis said that she agrees with the goals of Economic Development and spoke on the importance of making sure people feel good about where they are; supports growth of partnerships with big and small businesses; said that she is looking forward to the “10-Minute Cities” and thinking about ways to get folks engaged. Mayor Sotelo-Solis said that she is eager to hear the cannabis presentation and what the community feels about cannabis; supports public transportation access locally and the effort to have a local transit hub at 8th Street and wants to work towards being ranked among the “100 Best Places to Work in San Diego County”.

ADJOURNMENT

Next Regular Meeting of the City Council and Community Development Commission – Housing Authority of the City of National City to be held Tuesday, September 17, 2019 – 6:00 p.m. – Council Chambers, Civic Center – National City, California

The meeting closed at 5:47 p.m.

ADJOURNMENT (cont.)



Cheryl Deuell
For City Clerk

The foregoing minutes were approved at the Regular Meeting of February 4, 2020.



Mayor



STRATEGIC PLANNING WORKSHOP

September 17, 2019



Workshop Outline

- Introduction and City Manager Overview
- Existing Strategic Plan and Accomplishments
- Budget and Pension Review
- 2020-2025 Strategic Planning
 - Economic Development
 - Ongoing Initiatives and Potential Additions/Subtractions
 - Internal and External Survey
- Next Steps and Closing Comments
- Public Comment
- City Council Comment and Direction

APPROACH **TARGET** **GOAL** **SERVICE MISSION** **MANAGEMENT** **STRATEGIC** **TEAMWORK** **ORGANIZATION** **TRAINING**
PROCESSES **RESOURCES** **ANALYSIS** **DEVELOPMENT** **EXPERT** **IMPROVEMENT** **VISION** **CHANGE** **GROWTH**
VALUE **BUSINESS** **COLLABORATING** **MANAGEMENT** **SUCCESS** **COMPETENCE** **DECISION** **SKILL** **MOTIVATION**





Process Outline

- 2019-2020 Budget Adoption
 - Community Development Department
 - Housing Authority
 - Economic Development moved into CMO
- June Customer Service Presentation
- Functional Organization Chart and Staff Liaisons
- July Trainings on Courtesy and Collaboration
- September 17 Workshop
- Outreach October
- October 29 Special Meeting
- Adoption of New Strategic Plan before 2020
- FY 2020-21 Budget Cycle



National City Residents, Businesses, & Visitors

Mayor and City Council

City Clerk

City Treasurer

- City Hall**
1243 National City Blvd.
MLK Jr. Community Ctr
140 E. 12th Street
- Police Department**
1200 National City Blvd.
- Nutrition Center**
1415 D Ave.
- Library**
1401 National City Blvd.
- Boards & Commissions**
Regional Assignments
- Fire Station 31**
2333 Euclid Ave.
- Fire Station 34**
343 E. 12th Street
- Fire Station 33**
2005 E. 4th Street

City Attorney

- City legal advisor to City Council and City departments
- Civil litigation (City defense)
- City prosecutor (Municipal Code violations)

- Economic Development**
- Business Retain & Recruit
 - Storefront Upgrades
 - Adopt-A-Place/AROW
 - Opportunity Zones
 - Together We Can Campaign
 - Permit Streamlining
 - Port District (Commissioner)
 - Public Private Partnerships
 - Special Projects

City Manager

- PR & Communications**
- Community and Police Relations Commission
 - NC Connect (SeeClickFix)
 - Neighborhood Council Program
 - Public Information
 - Social Media
 - Veterans and Military Advisory Committee

- Bid openings
- Boards & Commissions
- Claims against the City
- City Council minutes
- Elections
- Municipal Code
- Public Noticing
- Translation Services

- Collection of City taxes and license fees
- Investments

- Records Manager**
- Custodian of Records
 - Public Records Requests

Police

- Field Operations:**
- Neighborhood Policing Teams
 - Patrol Operations
 - Community Services Unit
 - Traffic Unit
 - Canine Unit
 - SWAT
 - Animal Regulations Unit
- Investigations Unit**
- Core Investigations
 - Task Force Units
 - Gang Enforcement Team
 - Property & Evidence Unit
 - Homeland Security Unit
- Administration Support**
- Internal Affairs
 - Recruiting/Backgrounds Unit
 - Training Unit
 - Crisis Negotiations Unit (CNT)
- Operations Support**
- Grants
 - Fleet
 - Peer Support
- Support Services**
- Communications Center
 - Records Unit
 - Alarm Program
 - Crime Analysis Unit
 - Management Information Systems

Emergency Services

- Fire Suppression & Emergency Medical**
- Community Emergency Response Team
 - Emergency medical response/paramedic
 - Fire Suppression
 - Trauma Intervention Program Liaison
 - Hazardous Materials Response
 - Rescue Operations
 - Station Tours
- Fire Administration & Fire Prevention**
- Issuance of Fire Dept. Permits
 - Design Plan Intake
 - False Alarm Recovery Program
 - Commercial fire inspections
 - Fire Annual inspections
 - New Business License Inspections
 - Haz Mat inspections
 - Juvenile Fire Setter Intervention
 - Apartment, School, High-rise Inspections
 - CPR/AED Classes
 - Weed Abatement

Engineering

- Capital Improvement Program
- Environmental Compliance
- Storm Water
- Commercial Fats, Oils & Grease (FOG)
- Hazardous Materials (HAZMAT)
- Trash & Recycling (EDCO)
- Traffic Safety Evaluations
- Parking Management
- Traffic Signal Timing
- ADA Compliance
- Safe Routes to School/Active Transportation Program
- Transit Coordination (San Diego MTS)
- Utilities Coordination
- Engineering Plan Checks, Permits and Inspections
- Traffic Control Plan Reviews
- Map Reviews
- Bayshore Bikeway Working Group
- Metro Wastewater JPA
- MTS Board
- Regional Solid Waste Authority
- San Diego County Water Authority
- Sweetwater Authority
- Traffic Safety Committee

Public Works

- Quality of Life Program
- Pothole Repairs
- Sidewalk Repairs
- Trash/Shopping Cart Removals
- Storm Drain/Channel Cleanups
- Street Sweeping
- Sewer Maintenance
- Traffic Signals and Street Lights
- Traffic Signing and Striping
- Parks and Landscape Maintenance
- Tree Trimming/Planting Services
- Athletic Field Use Permits
- Park Air Jump Permits
- Facilities Maintenance
- Vehicle Fleet/EV Program

Community Services

- Community Services**
- Public Art Committee
 - Parks, Recreation and Senior Citizens Advisory Board
 - Community partner liaison
 - Recreation programs for youth, teens, adults, and seniors
 - Recreation contract program management
 - Special event programming
 - Reservation of community centers
 - Volunteer management
 - Port Public Art Committee
- Library**
- Library Board of Trustees
 - Circulation/Borrowing Services
 - Reference Services
 - Local History Room
 - Literacy Services
 - Programs for teens and children
 - 3D Printing Tech Lab
 - Computer and Printer Access
 - Computer Classes
 - eBooks, magazines, Audiobooks, DVDs, CDs
 - Electronic Databases
 - Friends of the Library Bookstore
- Nutrition Center**
- Feeling Fit Club
 - Home Delivered meals
 - Senior Nutrition Center

Housing & Community Development

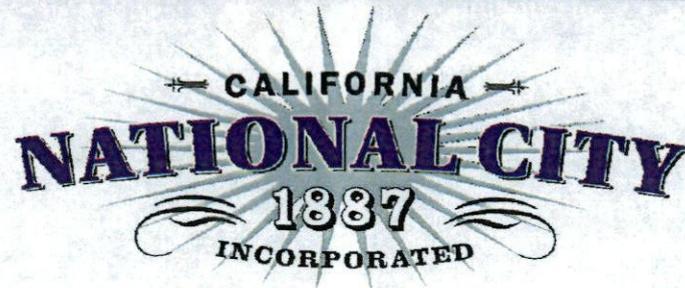
- Neighborhood Services**
- Code Enforcement
 - Graffiti Abatement
 - Homeless Outreach Program
 - Parking Enforcement
 - Housing Inspection Program
 - Special Events & TUPs
- Planning**
- Property Zoning
 - Land Use & Long-range Planning
 - Planning Commission
 - Zone and Code Changes
 - Shoreline Preservation Working Group
- Building**
- Intake of plans for review
 - Review of building permits and plan applications
 - Issuance of building permits
 - Inspection services for residential/commercial projects
- Housing Authority**
- CDBG & HOME
 - Housing Programs & Projects
 - Real Estate Services
 - Affordability Monitoring
 - Section 8 Housing Vouchers

Administrative Services

- Finance**
- Business Licensing
 - Collections
 - Fees for parking citations
 - Garage sale permits
 - Pet Licensing
 - Purchasing
 - Residential rental license fees
- Human Resources**
- Employment Opportunities
 - Employee Benefits
 - Workers' Compensation
 - Labor Relations
 - Organizational Development and Training
 - Civil Service Commission
- Risk Management**
- Insurance
 - Liability claims management
 - Workers' Compensation
- Information Technology**
- Cybersecurity
 - Data Management
 - Desktop Support
 - Enterprise Resource Planning
 - Network Administration
 - Technical Training
 - Telecommunications
 - Video Surveillance
 - Web Administration



Questions



Existing Strategic Plan and Accomplishments

Former Strategic Plans

❖ 2007 Strategic Plan has similar Objectives and Action Plans that are still being worked on today

Strategic Planning Workshop										City of National City		
2: Achieve Fiscal Sustainability										4/5/2007		
	1	2	3	4	5	6	7	8	9	Runs	Hits	Errors
Visitor	0	0	X	X	X	X	X	X	X	0	1	0
Home	0	1	X	X	X	X	X	X	X	1	2	0

Strategic Planning Workshop										City of National City		
3: Improve Quality of Life										4/5/2007		
	1	2	3	4	5	6	7	8	9	Runs	Hits	Errors
Visitor	0	0	2	x	X	X	X	X	X	2	3	0
Home	0	1	0	X	X	X	X	X	X	1	2	0

ACTION PLANS

- 1 Open Plaza Bonita Expansion & Costco
- 2 Create Grants Division & Aggressively Seek Funding Sources
- 3 Complete Maximus Fee Study & Implement Impact Fees to have Growth pay for Growth
- 4 Begin Sycuan/MRW Hotel & Build Up Marina Gateway
- 5 Continue Pursuing Home Depot/PSI & Develop Site

ACTION PLANS

- 1 Expand Hours at Community Facilities
- 2 Conduct a Demand Study & Formulate a Strategic Plan for Community Facilities & Activities
- 3 Develop Art & Cultural District including Playhouse & Arts Center
- 4 Build Aquatic Center
- 5 Support City Parks & Open Space (i.e., Paradise Creek)



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.
- maintaining**
- c) Expand public access to City services and information, by ~~updating~~ our website and making digital records accessible to the public.



Proposed Objective #1 - Provide Quality Services

- 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.**



Objective #2 - Achieve Fiscal Sustainability

close deficit,

- 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. **Address long-term pension liability**
- c) Establish economic development programs to retain ~~existing businesses and~~ stimulate new investments. Evaluate and update fee schedules to promote development and recover costs. **and increase revenues.**
and attract



Objective #2 - Achieve Fiscal Sustainability

Continue to

d) **Implement plans to fund replacement reserves and to finance the acquisition, replacement, and maintenance of the City's fleet, facilities, and other assets.**

and

sustainable

e) **Build cooperative partnerships with community organizations, schools, and other public agencies in the efficient and cost effective delivery of services.**



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.

Continue to

b) Pursue green initiatives and build a sustainable city ~~implementing the climate action plan and energy roadmap.~~ **through**

c) Help organize community events and support social gatherings that benefit the total community.



Objective #3 - Improve Quality of Life

Implement updated

- d) ~~Update~~ sign ordinance to improve community character and draw attention to important gateways, corridors and intersections with improved signage and wayfinding.

Build “Together We Can” campaign to make National City cleaner, safer, and healthier.

- e) Support Pier 32 ~~(GB Capital Holdings)~~ expansion plans and work with the San Diego Unified Port District and its tenants to fund ~~public process and~~ public improvements. **the Balanced Plan**
in the Marina District



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.

Complete Paradise Creek Apartments and Educational Park.

- ~~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.

street maintenance

through funding options.



Objective #4 - Enhance Housing and Community Assets

such as Granger Music Hall, Kimball House, Stein Farm, and the Depot.

- 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.



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.**

Adopt a Parking Management Plan as part of an update to the Downtown Specific Plan.



Objective #5 - Promote a Healthy Community

- d) Implement Neighborhood Action Plans and continue amortization efforts by working with residents and businesses.**

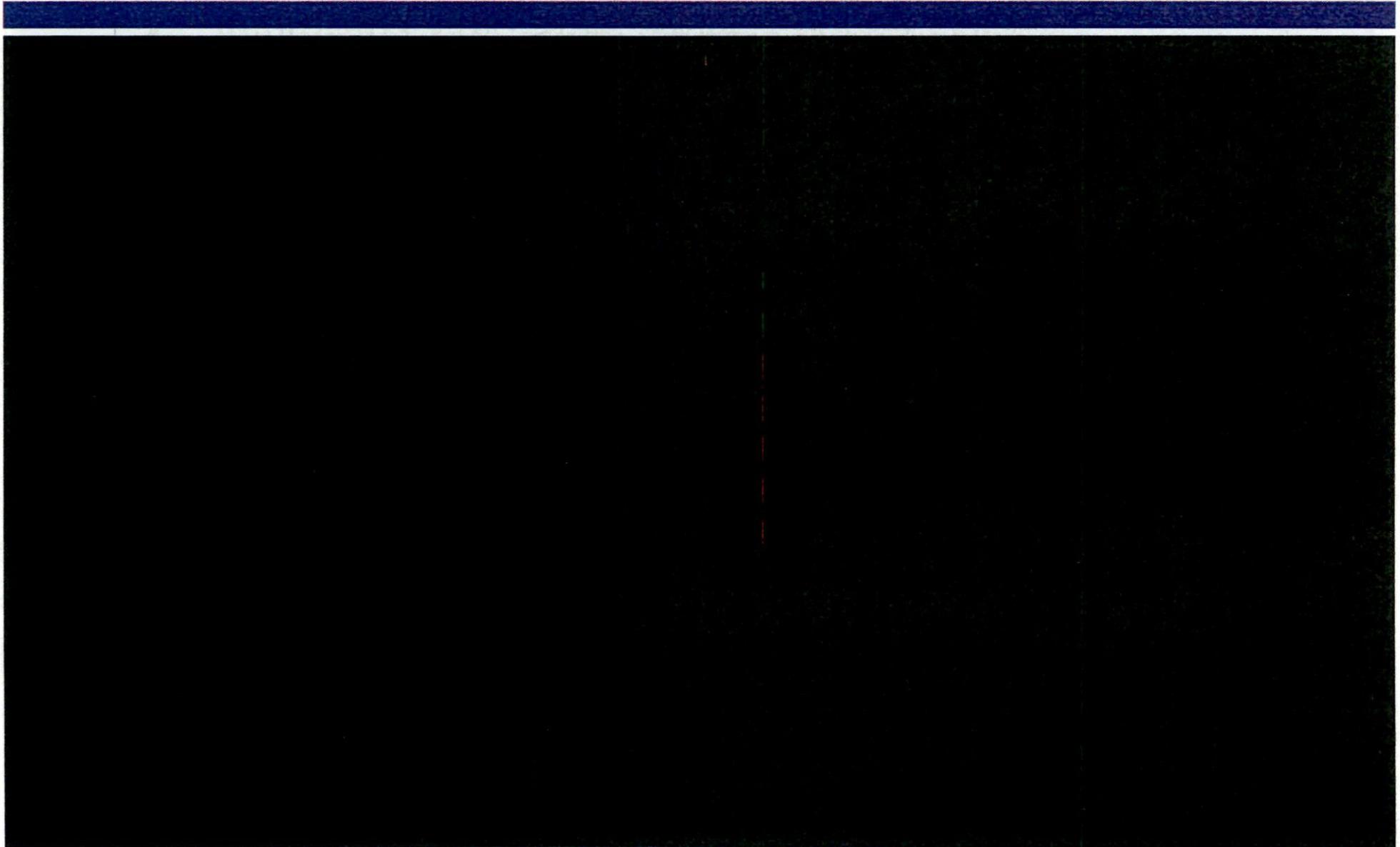
- e) Advance National City wellness programs for youth, families, seniors and City employees that encourage a healthy lifestyle and develop a workplace safety program.**

CULTURE AND COMMUNITY



Together, We Can!

“Culture Eats Strategy for Lunch”





2019 Accomplishments

#StrongerTogether

- Completed local elections / appointments – new Mayor and City Councilmember
- Transition to a new City Manager
- Finalized employment agreements with three labor groups
- Annual Financial Audits with “No Significant Findings” for 4 straight years
- Provided Pension update – costs continue to rise
- Updated Capital Needs Assessment
- Received over \$20 million in “competitive” grants for capital projects
- Improved Crime Stats and Response Times
- Signed the 7 C Pledge

*We Pledge to Provide Customer Service through
a Culture of...*

Courtesy

We treat everyone with dignity and respect.

Collaboration

We work to achieve common goals and value our differences.

Communication

We communicate openly, honestly, and with clear, consistent messages.

with a Commitment to Our Community!



Police Department

Objective # 1 – Provide Quality Services

- a) Pursue public safety goals and objectives and enhance disaster preparedness
- In partnership with regional law enforcement partners and community based organizations to conduct outreach and compliance checks of POST Release Offenders.
 - Annual compliance checks of sex registrants and proactive enforcement of registrants out of compliance.
 - Enhance response capabilities of the SWAT and Crisis Negotiations Team through training and the addition of equipment.
- b) Analyze internal processes for efficiency and implement technology solutions where feasible. Continue efforts to automate and streamline work processes.
- Implementation of Body Worn Cameras and AXON cloud storage of video and crime scene photographs.
 - Implementation of NetRMS (Records Management System) which is integrated with other regional law enforcement agencies and data uploads directly to ARJIS; transitioned to a paperless reporting system.
 - Implementation of UAV Quadcopter Program to enhance police and fire response during critical incidents.



Fire Department

Objective # 1 – Provide Quality Services

- d) Pursue public safety goals and objectives and enhance disaster preparedness (Police, Fire, Emergency Medical Services, and Homeland Security).
- Enhanced public safety service delivery through implementation of Paramedic Squad program in the northeast quadrant of the City.
 - Maintained Community Emergency Response Team (CERT) Program to include 70 active members.
 - Provided SEMS basic training and EOC Section specific training.
 - Planned and coordinated the county-wide, multi-jurisdictional table top exercise and training operations in preparation of mass casualty and active shooter incidents.
 - Participated in the County-wide Full-Scale Exercises.



Fire Department

Objective # 1 – Provide Quality Services

- e) Analyze internal processes for efficiency and implement technology solutions where feasible. Continue efforts to automate and streamline work processes.
- Implemented Electronic Patient Care Records (EPCR) to enhance productivity of field personnel.
 - Transitioned to smart device paging to reduce response times.
 - Implemented narcotics biometric security system.
 - Continued to evaluate platforms to increase productivity.



Engineering/Public Works

Objective # 1 - Provide Quality Services

c) Expand public access to City services and information, by maintaining our website and making digital records accessible to the public

- Developed Capital Improvement Program website

d) Pursue public safety goals and objectives and enhance disaster preparedness (Police, Fire, Emergency Medical Services, and Homeland Security).

- Implemented Storm Preparedness Program that involves deployment of Public Works patrol crews to inspect and clear flood prone areas of debris in advance of storm events; free sandbags for National City residents; and public information / safety tips on the City's website.



City Clerk / IT / Communications

Objective # 1 – Provide Quality Services

- a) Practice the five core values (Commitment, Customer Service, Courtesy, Communication, and Collaboration) with our diverse customer base.
 - Augmented existing interpretation services by providing an additional interpreter to assist Spanish speaking individuals wishing to address the City Council during City Council meetings.

- b) Align workforce with City's objectives and provide training and support necessary to fully develop employees, Boards, Commissions, and City Council.
 - Conducted Questys training to assist employees in searching our digitized computer database for documents and records.



City Clerk / IT / Communications

Objective # 1 – Provide Quality Services

c) Expand public access to City services and information, by maintaining our website and making digital records accessible to the public.

- Implemented NatCityConnect (SeeClickFix) for the public to report and monitor issues across the city (Sept 2018-Sept 2019: 3119 requests opened & 3026 requests closed)
- Implemented ActiveNet to enhance the public's access to recreation programming (100 participants registered)
- Updated Council Chambers Audio/Video system with enhanced webcasting capabilities
- E- notifications from the City website increase daily as departments update information on programs, projects, and events
 - 182,000 visitors to website between Sep 2018 – Sep 2019
 - 986 e-notification subscribers, 18K e-notifications sent last six months
- Enhanced e-newsletter into the City Guide to not only share City news and events but also to include recreational opportunities (2100 registered emails)
- Social Media reach continues to grow and has been a successful communication tool for community engagement(Facebook: 5,307 Followers Twitter: 2,384 Followers)



Community Development Dept.

Objective # 1 – Provide Quality Services

- a) Align workforce with City's objectives and provide training and support necessary to fully develop employees, Boards, Commissions, and City Council.
 - Created Community Development Department to better support private development and neighborhood preservation

- c) Expand public access to City services and information, by maintaining our website and making digital records accessible to the public.
 - Implemented online GIS zoning lookup capability for staff through existing GIS-based asset management software
 - Provide project and policy updates regularly on City website
 - Updated Informational Guide to help customers with providing the proper documents for staff to accept their building plans and issue building permits.



Library

Objective # 1 – Provide Quality Services

- c) Expand public access to City services and information, by maintaining our website and making digital records accessible to the public.
 - Redesigned library's website to include more graphics, headlines, and an animated banner with rotating images to showcase special events/activities.
 - 40 databases supporting disciplines ranging from school curricula to every day do-it-yourself and self-learning available to library patrons even from home. Newest additions: language databases – Rosetta Stone, Mango Languages, and Pronunciator.
 - Digitized some of the most heavily used History Room's collections: photographs, SUHI yearbooks, Kimball Diaries.



Community Services

Objective # 1 – Provide Quality Services

- a) Align workforce with City's objectives and provide training and support necessary to fully develop employees, Boards, Commissions, and City Council.
 - Hosted annual part-time staff trainings and sent part-time staff to a variety of trainings to improve recreational programs.

- c) Expand public access to City services and information, by maintaining our website and making digital records accessible to the public.
 - Created the National City Guide to share news, events, and programs with residents.

- d) Analyze internal processes for efficiency and implement technology solutions where feasible. Continue efforts to automate and streamline work processes.
 - Implemented ActiveNet, a recreation software, that manages classes and facility rentals.



Human Resources

Objective # 1 – Provide Quality Services

- a) Practice the five core values (Commitment, Customer Service, Courtesy, Communication, and Collaboration) with our diverse customer base.
 - Attended internal and external agency events to promote the five core values.
 - Conducted Team HR road-show, visiting all city departments for collection of staff feedback and demonstrations of core value best practices.

- b) Align workforce with City's objectives and provide training and support necessary to fully develop employees, Boards, Commissions, and City Council.
 - Reviewed workforce recruitment and retention data.
 - Coordinated career advancement pipeline through cross-training, job shadowing and designated acting assignments.



Finance

Objective # 1 – Provide Quality Services

- c) Expand public access to City services and information, by maintaining our website and making digital records accessible to the public.
 - Implemented OpenGov fiscal transparency portal.
 - Established unclaimed monies webpage.
 - Created fillable forms (fill & print) for business license & dog license applications.



Police Department

Objective # 2 – Achieve Fiscal Sustainability

- e) Build cooperative and sustainable partnerships with community organizations, schools, and other public agencies in the efficient and cost effective delivery services.
- Continued financial partnerships with the National School District and Sweetwater Unified School District for the delivery of School Resource Officer services.
 - Continued and new financial partnerships with local, state, and federal partnerships to provide overtime monies for Task Force Units. These partnerships also provide force multiplier as it relates to law enforcement and technical capabilities to target criminals and criminal enterprises.



Fire Department

Objective # 2 – Achieve Fiscal Sustainability

- d) Continue to implement plans to fund replacement reserves and to finance the acquisition, replacement, and maintenance of the City's fleet, facilities, and other assets.
- Significant front line equipment enhancements
- e) Build cooperative and sustainable partnerships with community organizations, schools, and other public agencies in the efficient and cost effective delivery of services.
- Adopted new fee study related to fire services.
 - Continued annual fire inspection program with the National School District and Sweetwater Unified School District.
 - Continued Fire Safe Kids for the Burn Institute.



Engineering/Public Works

Objective #2 – Achieve Fiscal Sustainability

- d) Continue to implement plans to fund replacement reserves and to finance the acquisition, replacement, and maintenance of the City's fleet, facilities, and other assets.
- Allocated \$4.4 million to Facilities Maintenance Reserve for FY 2020.
 - Adopted Ordinance establishing five-year plan for sewer service rate adjustments, effective January 1, 2019, to offset sewage transportation and treatment rate increases from San Diego Metropolitan Wastewater Department and address capital needs for sewer system repair / replacement and upsizing.
 - Approximately 70% of the City's fleet has been replaced/modernized through a combination of purchases and leases since FY 2015; remainder of fleet is scheduled to be replaced/modernized over the next 3 years, pending available funds.
 - Completed annual update to the Capital Needs Assessment.
 - Received over \$20 million in "competitive" grants for capital projects in FY 2019.



Finance

Objective #2 – Achieve Fiscal Sustainability

- a) Prepare effective budget, close deficit, 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.
- Implemented summary level / group budgeting & developed algorithm to identify spending patterns allowing for development of leaner budget.
 - Consistently receive unmodified (i.e., “clean”) audit opinions.
 - No findings of material weaknesses or significant deficiencies issued in relation to City financial statements for 4 (& it is expected, based upon our exit interview with our independent auditor[s], 5) consecutive years.
 - Established budget ordinance.
 - Updated several Council & administrative policies to ensure compliance with State laws & enhance controls.



Finance

Objective # 2 –Achieve Fiscal Sustainability (cont'd)

- b) Continue labor/management partnerships with an emphasis on strategic deployment and total compensation issues. Address long-term pension liability and other post-employment benefits (OPEB).
 - Established & funded pension & other post-employment benefit OPEB trusts.
- c) Establish economic development programs to retain and attract businesses, stimulate new investments, and increase revenues. Evaluate and update fee schedules to promote development and recover costs.
 - Completed comprehensive fee study & update.
- d) Continue to implement plans to fund replacement reserves and to finance the acquisition, replacement, and maintenance of the City's fleet, facilities, and other assets.
 - Established & funded facilities maintenance & (expanded) sewer reserves.



Police Department

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.
- Ongoing partnership with county PERT Program to provide early identification and proactive PERT visits / service for those suffering from mental illness.
 - Conduct operations focusing on human trafficking – ongoing.
 - Increase Traffic Safety by conducting DUI checkpoints, enforcement regarding pedestrians, and monitor traffic enforcement at schools.
 - Provide officers de-escalation training as a tool to reduce the number of use of force applications.
- c) Help organize community events and support social gatherings that benefit the total community.
- Continue to sponsor community programs in partnerships with city departments, National City schools, businesses, service clubs and community based organizations-National Night Out, Every 15 Minutes, School Supply Giveaway, Thanksgiving Giveaway, Christmas Giveaway, Use of Force Workshops, Coffee with a Cop, Kids Fishing Day with Officers (pending)



Fire Department

Objective # 3 – Improve Quality of Life

- c) Help organize community events and support social gatherings that benefit the total community.
- Continue to sponsor community programs in partnerships with city departments, National City schools, businesses, service clubs and community based organizations.
 - -National Night Out, Every 15 Minutes, Spirit of the Holidays, Burn Camp, American Cancer Society Pancake Breakfast, and 9/11 Remembrance Ceremony and Breakfast.



Engineering/Public Works

Objective # 3 – Improve Quality of Life

- a) Pursue green initiatives, and build a sustainable city by implementing the climate action plan and energy roadmap.
- Constructed Storm Water Low-Impact Development (LID) features to capture and treat urban storm water runoff as part of several capital improvement projects, such as 8th Street Corridor Smart Growth Revitalization, “A” Avenue Green Street, and Paradise Creek Restoration (Kimball Park).
 - Completed \$5.4 million in energy savings upgrades at City facilities.
 - Partnered with SDG&E to install 12 electric vehicle charging stations for City employees.
 - Approved funding to purchase and/or lease 5 electric vehicles for the City’s fleet.
 - Installed over 50 solar-powered traffic warning devices Citywide.



Community Development Dept.

Objective # 3 – Improve Quality of Life

- d) Enforce sign ordinance to improve community character; enhance gateways with decorative signage and public art; and provide wayfinding signage to direct residents and visitors to public parks and recreational facilities, community centers, transit stations, and other key points of interest.
 - Provided staff support on signage ordinance; including presentations, code changes, and code enforcement support



Community Services

Objective # 3 – Improve Quality of Life

- c) Help organize community events and support social gatherings that benefit the total community.
 - Hosted Community Service Day, Summer Movies in the Park, and Miss National City.
 - Expanded A Kimball Holiday with ornament workshops, a snow hill, Ferris wheel and performances by local community groups.
 - Added intergenerational events, such as the Holiday Ornament Workshop, Succulent Planting Workshop and Tie Dye Activity.
 - Started NC Gets Active, a program that gets the community moving and engages them in the quarterly Neighborhood Council Breakfast.
 - Hosted the first ever Summer Fiesta! celebrating the City's birthday.



Police Department

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.
 - Creation of Homeless Outreach Team (HOT), in a grant funded partnership with City of Chula Vista and community organizations to provide outreach, wrap around services, and case management to city's homeless population.



Engineering/Public Works

Objective # 4 – Enhance Housing & Community Assets (cont'd)

b) Complete Paradise Creek Apartments and Educational Park. Continue to plan and build Transit-Oriented Developments/Districts-

- Expansion of Paradise Creek Educational Park is under construction
- Received grant to prepare 24th Street TOD Overlay

c) Maintain and improve City's infrastructure and find alternative funding to construct public facilities, park improvements, street maintenance, and other capital needs. Complete comprehensive needs assessment and establish priorities through funding options.

- Implemented grid-based system for tree trimming and landscaped maintenance services to provide residents a consistent schedule, with prioritization given to emergency work and calls for service related to safety.
- Completed annual update to the Capital Needs Assessment.
- Received over \$20 million in “competitive” grants for capital projects in FY 2019.



National City Housing Authority

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.

- ❖ Closed on the financing for the renovation of Morgan and Kimball Towers and the Nutrition Center.
- ❖ Preserved of affordability on over 1200 units for the next 55 years.

b) Complete Paradise Creek Apartments and Educational Park. Continue to plan and build Transit-Oriented Developments/Districts.

- ❖ Completed Paradise Creeks Apartments- 201 units of affordable housing with on-site services to residents and a homeownership and asset building center.
- ❖ Remediation of Paradise Creek Educational Park is complete and park improvements are currently under construction.



National City Housing Authority

Objective # 4 Enhance Housing and Community Assets (cont'd)

d) Preserve and promote cultural assets and historic resources, such as Granger Music Hall, Kimball House, Stein Farm, and the Depot. Formalize a public art program that provides funding for art and culture through a "percent for art" program.

- ❖ Entered into a new Maintenance and Operating Agreement with the National City Train Depot.

e) Administer real property assets and property management plans to achieve the City's long

- ❖ Adopted a Property Management Plan for Property Management Plan and have disposed of three properties; two of those for major developments (8th and B and Palm Plaza).
- ❖ Entered into a Agreement with CarMax for the development of a 15.08 parcel owned by Parking Authority.



Community Development Dept.

Objective # 4 – Enhance Housing & Community Assets

- d) Preserve and promote cultural assets and historic resources, such as the relocation and restoration of Granger Music Hall to the Marina District, Kimball House, Stein Farm, and the Historic Train Depot. Continue to support community art programs that engage disadvantaged youth and underserved portions of the community. Incorporate public art into capital projects and private developments.
- Researched qualifying historic properties for inclusion in the City's list of locally-recognized historic structures
 - Adding qualifying properties to the City's list of locally-recognized historic structures



Police Department

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.

- In partnership with the Rady's Safe Routes to Schools, participate and promote bicycle safety and "walk to school" programs.

e) Advance National City wellness programs for youth, families, seniors, and City employees that encourage a healthy lifestyles and develop a workplace safety program.

- As part of a comprehensive Peer Support Program which includes chaplains, peer and professional counselors, provide Mindfulness & Resiliency training to department personnel.



Engineering/Public Works

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.
 - Completed over \$30 million in Active Transportation projects over the past 5 years.
 - Scheduled to complete an additional \$30 million in Active Transportation projects over the next 3 years, including the ultimate alignment of the Bayshore Bikeway through National City.

- b) Continue to provide affordable City programs, activities and services that are accessible for all users, including individuals with disabilities (Americans with Disabilities Act).
 - Adopted ADA Transition Plan.



Engineering / Public Works

Objective # 5 – Promote a Healthy Community (cont'd)

- c) Implement Neighborhood Action Plans and continue amortization efforts by working with residents and businesses.
 - Received grant to prepare INTRA-Connect Plan to create 10-Minute Neighborhoods with emphasis on active transportation, mobility choices, traffic calming and placemaking
- e) Advance National City wellness programs for youth, families, seniors and City employees that encourage a healthy lifestyle and develop a workplace safety program.
 - Transformed the “Wellness Committee” into the “Culture Club” to enhance health and quality of workplace environment for City Employees. Completed two new “Clubhouses” at City Hall to include refurbishment of the employee lounge in the basement and new patio with picnic table, landscape screening and public art outside the south end of the building.



Community Development Dept.

Objective # 5 – Promote a Healthy Community

- c) Enhance neighborhood services programs, such as graffiti abatement, parking enforcement, and code enforcement through integration of new technologies.
 - Implemented new smartphones with Graffiti Tracker application to upload photos of graffiti vandalism in real-time.
 - Commenced use of License Plate Recognition for parking enforcement



Library

Objective # 5 – Promote a Healthy Community

b) Continue to provide affordable City programs, activities and services that are accessible for all users, including individuals with disabilities (Americans with Disabilities Act).

- The Library provides daily programs completely free of charge. Several activities address healthy mind, healthy body: Mat Pilates; Healing Meditation; Saturday Wellness Program, Yoga programs and Bagua for adults; and Obstacle Course playtivity for children during summertime. In addition, special programs with guest appearances are conducted to coincide with special occasions such as Father/Mother Day Celebration, Summer Art Festival, Halloween Booktacular, Thanksgiving Family Crafts, and Christmas with Santa.



Community Services

Objective # 5 – Promote a Healthy Community

- a) Continue to provide affordable City programs, activities and services that are accessible for all users, including individuals with disabilities (Americans with Disabilities Act).
- Developed affordable recreation programs, such as youth soccer, basketball, dance, music, and art.
 - Offered a variety of free recreation programs for Manuel Portillo Casa De Salud Youth Center participants.



Human Resources

Objective # 5 – Promote a Healthy Community

- a) Continue to provide affordable City programs, activities and services that are accessible for all users, including individuals with disabilities (Americans with Disabilities Act).
- Conducted numerous interactive meetings with staff and managers for review of temporary accommodation requests.
 - Strategic deployment of support services for user accessibility with programs, activities and facilities.
 - Coordinate professional development for managers and supervisors on best practices for providing inclusive services, accessibility and support for all users, including individual with disabilities.



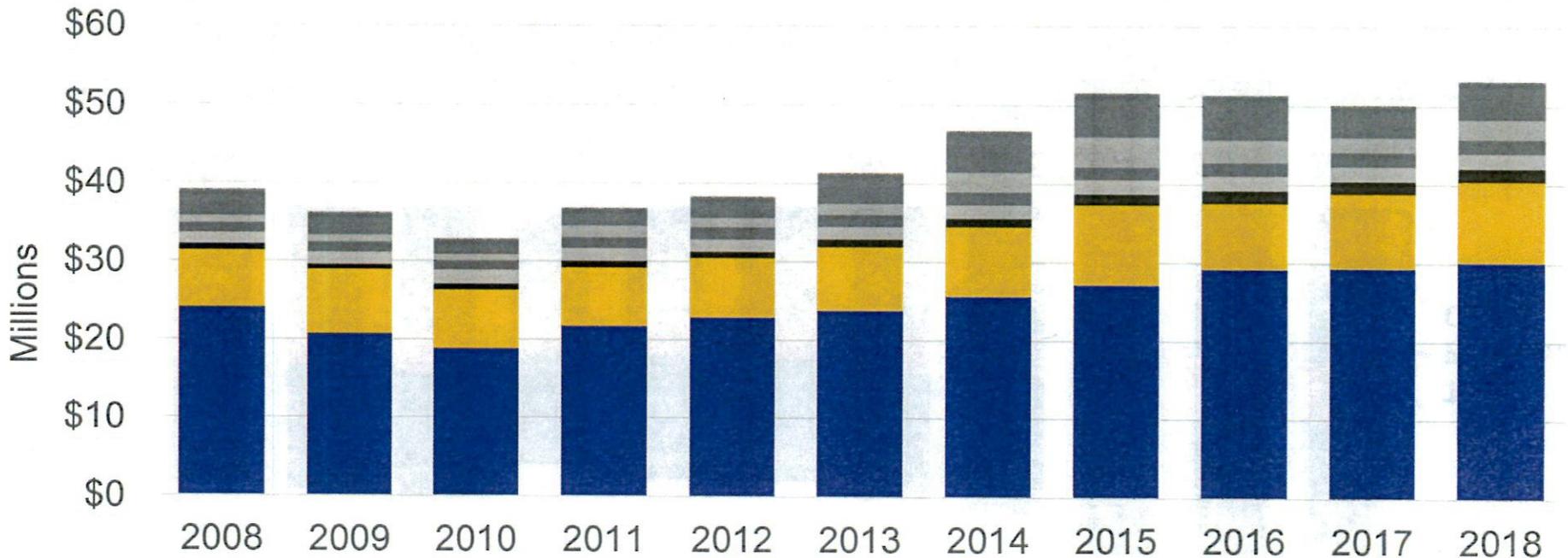
Questions



Budget and Pension Review



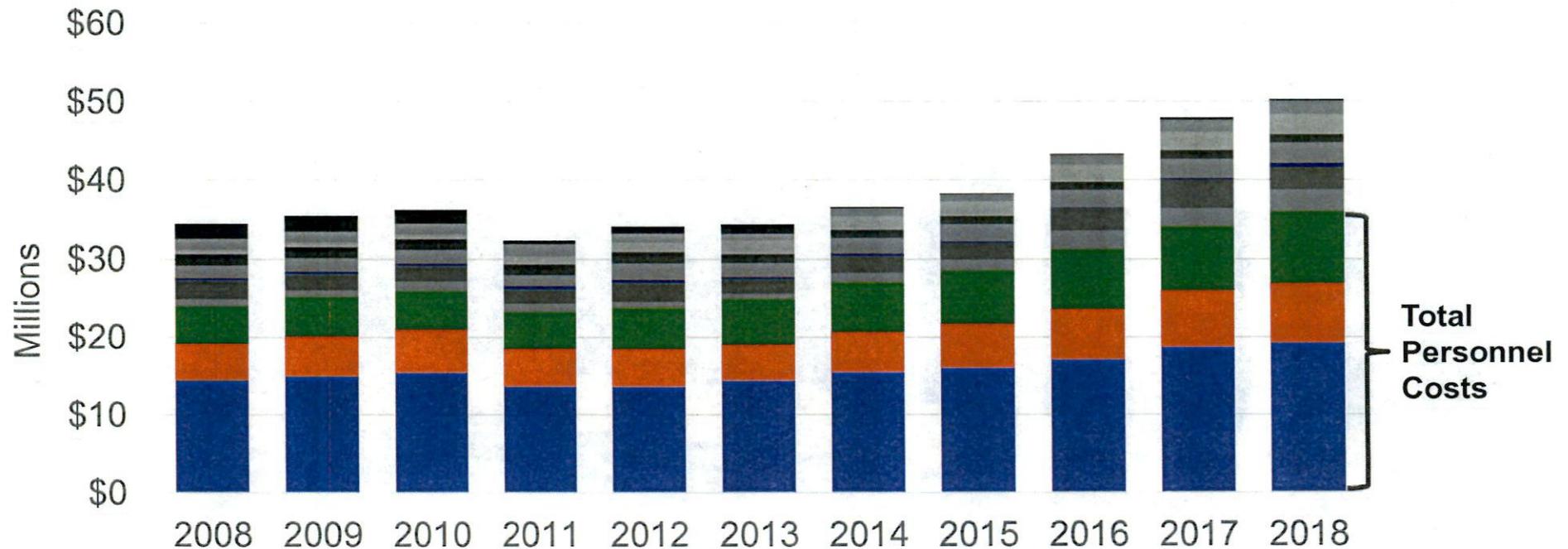
Historical Revenue Trends



- ❖ Sales taxes (**purple**) make up approximately 50% of FYE 2018 revenues, while property taxes (**yellow**) account for about 18%
- ❖ Sales tax receipts have grown an average of 2.3% per year over the last 10 years, while property taxes have grown an average of 2.9% over that same period



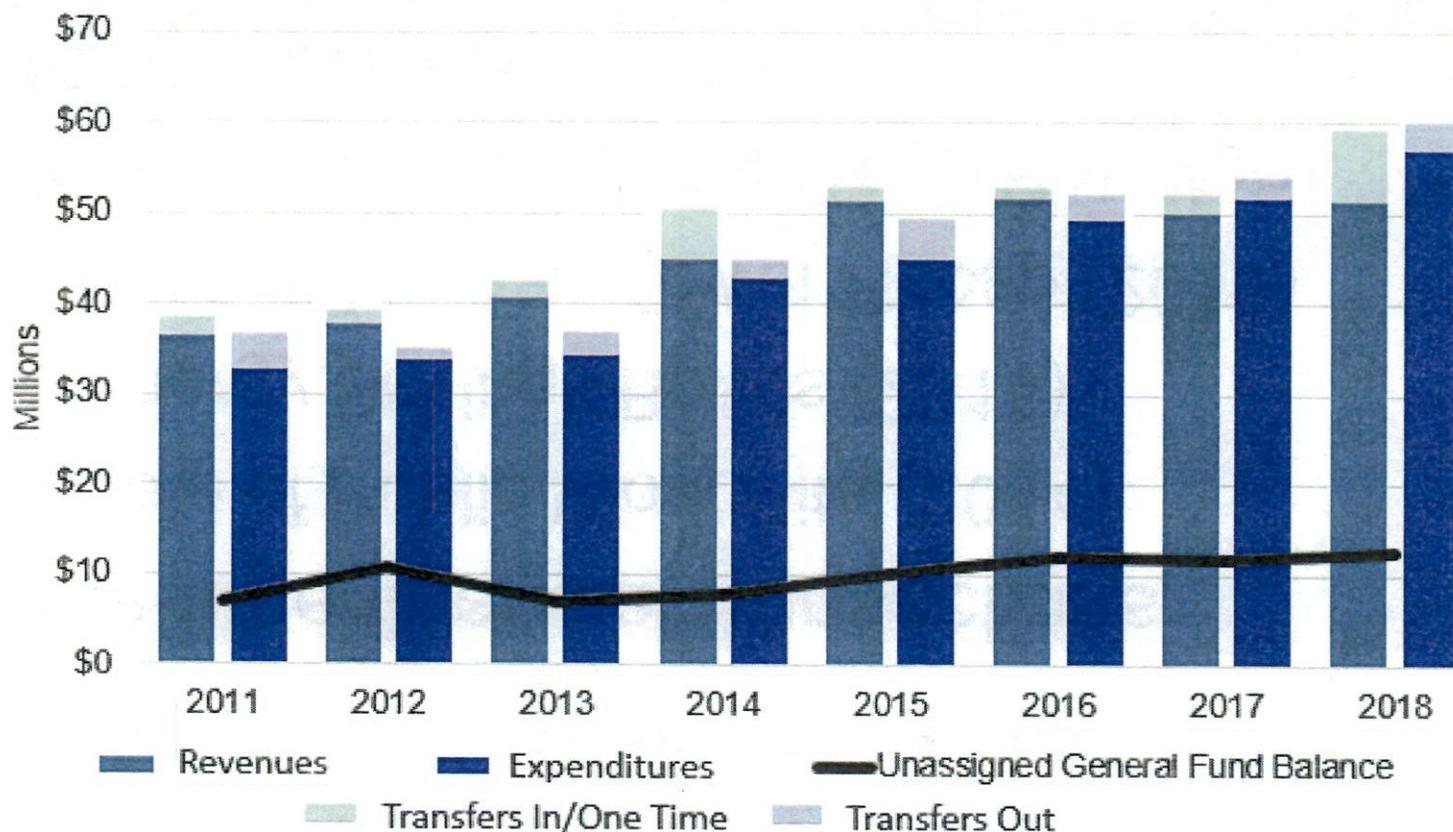
Historical Expenditure Trends



- ❖ Total personnel costs (salaries, overtime, worker's comp, health insurance, CalPERS, OPEB, other) comprise **60%** of FYE 2018 expenses
- ❖ Salaries (**purple**) have grown an average of 3.1% per year over the last 10 years, while CalPERS (**red**) costs have grown an average of 5.3% over that same period



Historical Performance and Fund Balance



- ❖ Unassigned General Fund balance has increased from \$7.1M to \$12.7M

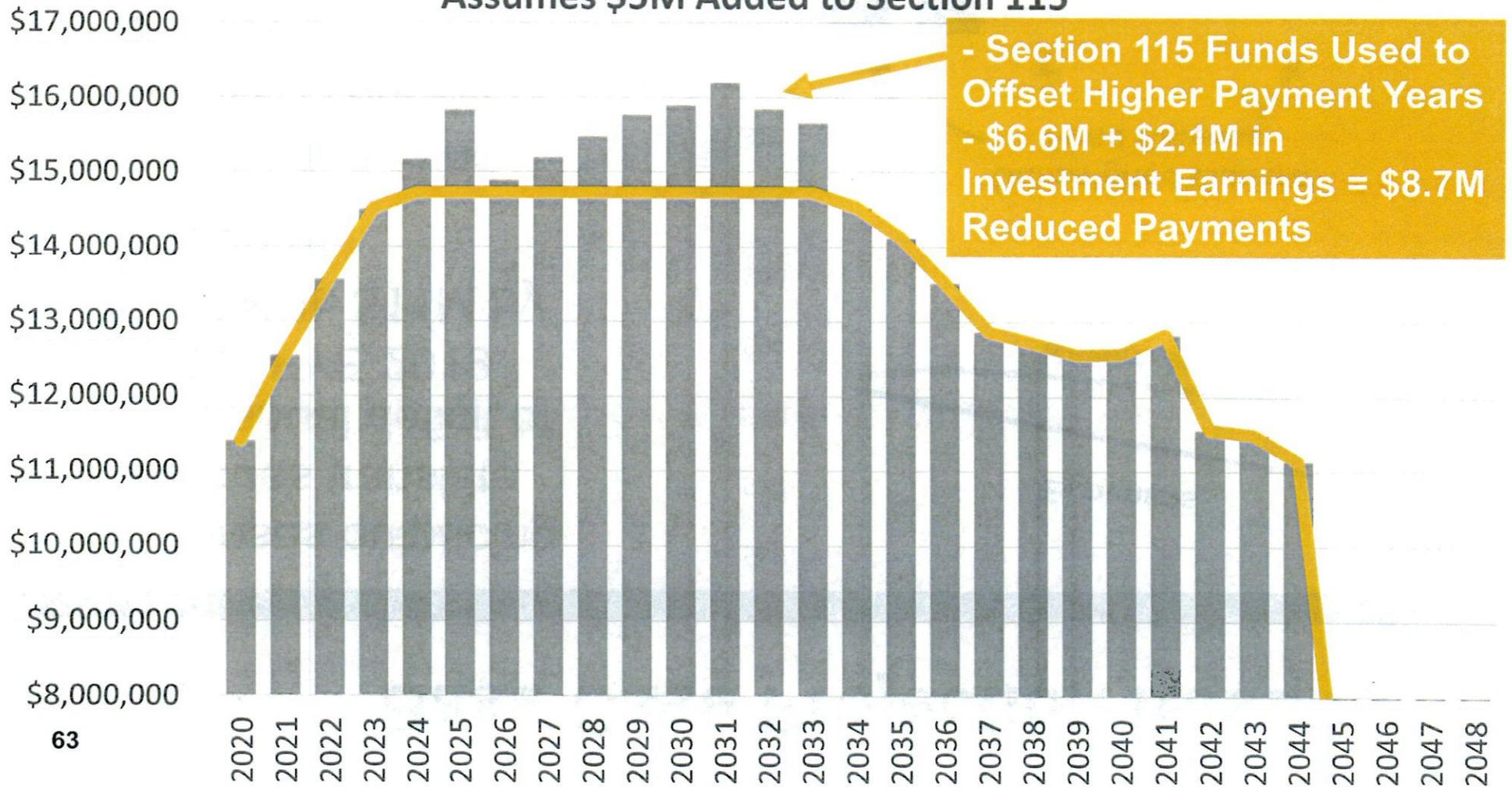


Factors for Historical Increase in Unassigned Fund Balance

- Fund consolidation (2013, 2014, 2016)
- One-time financial transactions
 - Sale of Public Work Site (2014)
 - Energy Savings Bonds (2018)
 - Kimball Morgan Tower Recap (2019)
- Personnel budget savings/Position Reconciliation
- Conservative revenue budgeting

Section 115 Trust “Smoothing” Example

Section 115 Example: "Smoothing" From 2023-2033
Assumes \$5M Added to Section 115

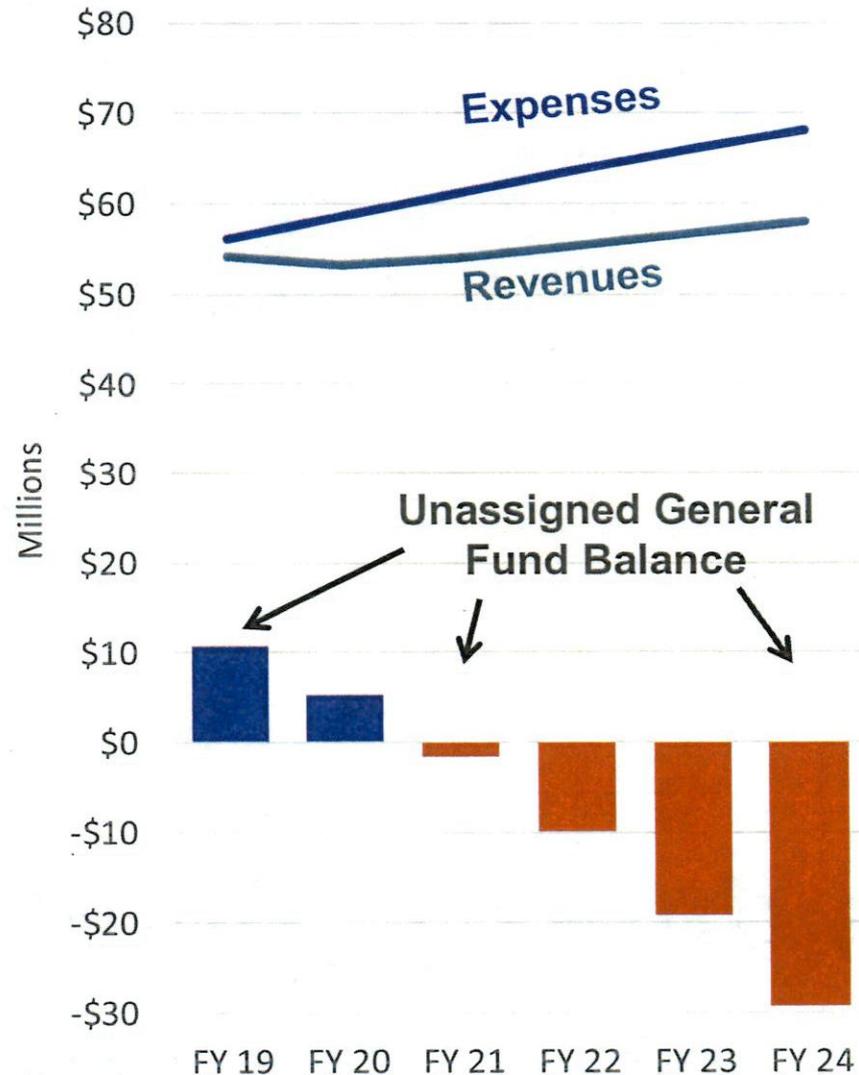


- Section 115 Funds Used to Offset Higher Payment Years
- \$6.6M + \$2.1M in Investment Earnings = \$8.7M Reduced Payments



Base Case Projection Results

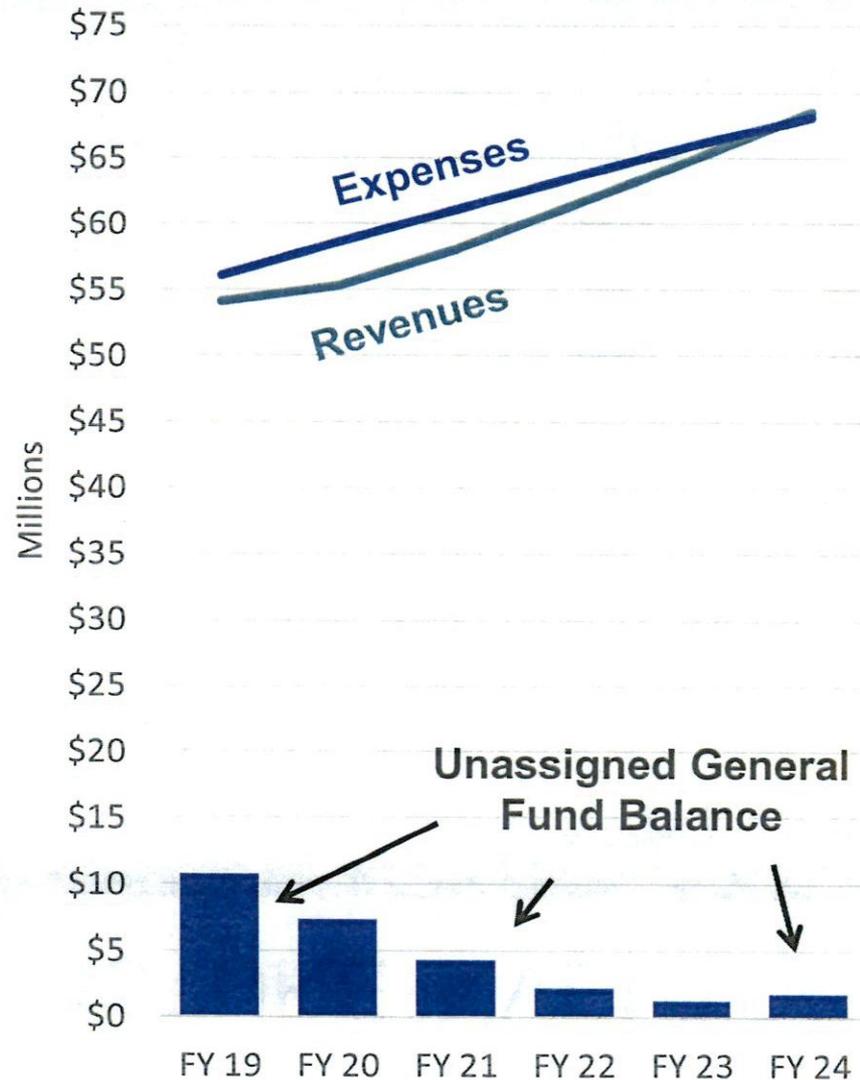
- ❖ Expenses outpacing revenues translate into annual deficit of \$2M in FYE 2019 growing to \$11M by FYE 2024
- ❖ Unassigned Fund balance is depleted by FY 2021





Revenue Only Scenario

- ❖ **\$2.0M per year of added tax revenue from new development in FYEs 2020-2024**
 - I.E. - FYE 2024 revenues at least \$11M higher than FYE 2020
- ❖ **Base Case assumptions for everything else**





INFRASTRUCTURE INVENTORY

Asset	Asset Items	Quantity	Unit
Streets	Streets	107	Miles (cl)
	Alleys	7	Miles (cl)
Sidewalk/Ped Ramps	Sidewalk*	200	Miles
	Ped Ramps*	2200	Each
Traffic Signals/Street Lights	Traffic Signals	75	Each
	Street Lights	800	Each
Sewer	Sewer Mains	106	Miles
	Sewer Manholes	2015	Each
	Force Mains	1325	LF
Storm Drain	Storm Drain Mains	45	Miles
	Storm Channels	12	Miles
	Storm Drain structures (inlet, c.o., hw, etc)	791	Each
*Quantity is estimated			



FY 2020 PROPOSED CAPITAL INFRASTRUCTURE INVESTMENTS

Funding Source	Streets / ADA (Major Maintenance)	Streets / ADA (New Public Improvements)	Traffic Signal / Street Lights	Sewer	Storm Drain	Total
SB1	\$1,030,000					\$1,030,000
TransNet	\$735,000	\$250,000	\$230,000			\$1,215,000
Sewer Fund				\$2,000,000		\$2,000,000
General Fund		\$800,000			\$500,000	\$1,300,000
Grants		\$10,923,591	\$4,350,000		\$200,000	\$15,473,591
FY 2020 Investment	\$1,765,000	\$11,973,591	\$4,580,000	\$2,000,000	\$700,000	\$21,018,591
Annual Infrastructure Needs	\$2,700,000	\$2,600,000	\$1,000,000	\$2,000,000	\$1,000,000	\$9,500,000
FY 2020 Investment vs. Needs	(\$935,000)	\$9,373,591	\$3,580,000	\$0	(\$300,000)	



2020-2025 Strategic Planning



Current Strategic Plan 2017-2022

5 Objectives with Strategic Initiatives

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



Other Department Strategic Plans

- Existing Department Strategic Plans:
 - Police Department
 - Library
- Ongoing Efforts to Create or Update Strategic Plans:
 - Fire Department
 - Community Services
 - Community Development
 - Housing Authority
- Economic Development Strategic Plan was adopted unanimously by City Council on October 3, 2017



Economic Development



Economic Development Strategic Plan

5 Goals with Strategic Initiatives

- Collaborate and Communicate
- Support Businesses
- Promote Vibrant Neighborhoods
- Support Employment
- Increase City Revenue



Increase City Revenue

- ❖ Economic Development is Strategic
- ❖ Generating General Fund Revenue
 - ❖ Sales Tax- Organic versus Incremental
 - ❖ Property and TOT Taxes
 - ❖ Other Potential Strategies
- ❖ Potential Strategies
 - ❖ Continue Business Recruitment, Retention, and Expansion
 - ❖ Improve Land Use and Encourage Redevelopment
 - ❖ Allocate Costs to Housing, Parking Authorities, and Others
 - ❖ Explore Assessment Districts, BIDs, and Infrastructure
 - ❖ Pursue Grants, Incentive Programs, and Opportunity Zones
 - ❖ Consider Ballot Measures for Potential Taxes



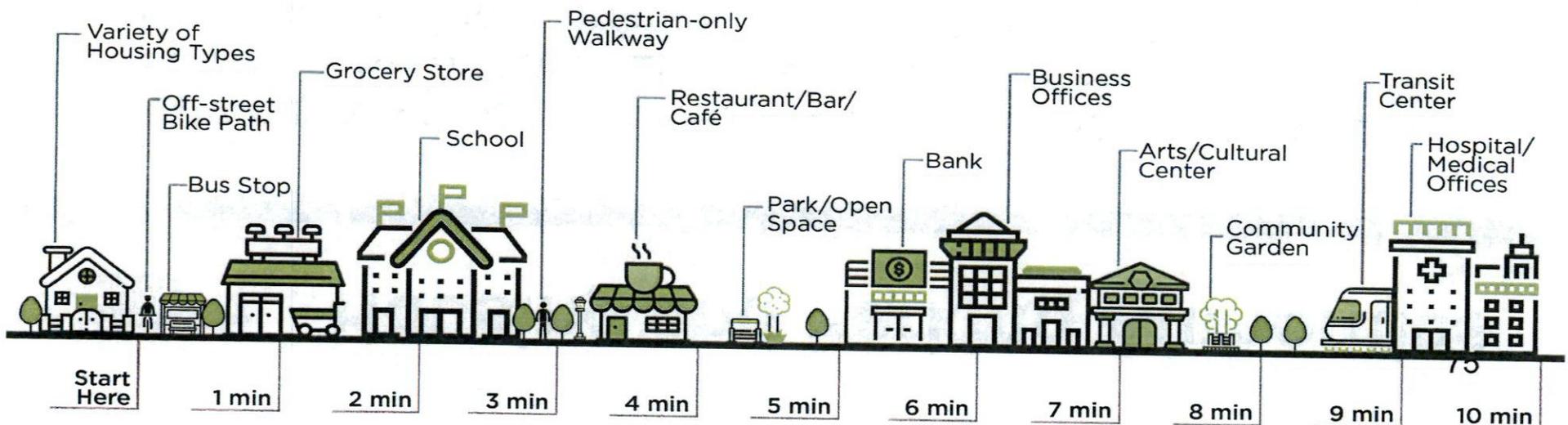
Business Recruitment, Retention, and Expansion

- ❖ \$10 Million needed in incremental growth in 5 years
- ❖ \$1M Projects are rare
 - ❖ CarMax, Plaza Bonita Expansion
- ❖ \$50k-\$250k projects are critical
 - ❖ Gas stations, restaurants, bakeries, retail
- ❖ Void Analysis- Filling gaps where we are losing revenue
- ❖ Reduce the number of business closures by 2% annually

Land Use and Redevelopment

- ❖ Continue updating long-range land use plans to encourage development and maintain low user and impact fees
- ❖ Utilize City property for highest and best use
- ❖ Continue working closely with the Navy and Port District
- ❖ Meet demands of Sailors, Students, and Seniors and create vibrant and walkable 10-minute neighborhoods.

Where can you go in a **10-minute** neighborhood?





Housing and Parking Authorities

- City currently has Community Development Commission-Housing Authority (CDC-HA) and Parking Authority (PA) as separate legal entities
- CDC-HA has significant resources due to Kimball Morgan Towers and other assets (Housing Element due next year)
- SB2 and other CA initiatives will provide ongoing funding to housing plans, projects, and programs
- Current City (General Fund) obligations can be shifted to CDC-HA if there is a nexus (Nutrition Center)
- PA can start performing as an enterprise fund as revenues increase which will alleviate any General Fund support
- PA can be used as redevelopment tool through Parking Management Plan and land acquisition



Grants, Incentives, and Opportunity Zones

- Housing grants can support economic development by helping fund mixed-use projects
- Smart growth and other transportation grants build infrastructure that supports infill development and Transit Oriented Districts
- Cap & Trade funding supports green projects that connect housing and transportation
- CDBG and other City Grant Programs like SFIP, AROW and Adopt-a-Place
- Leverage Opportunity Zones in National City to redevelop underutilized sites and drive investment into downtown



Assessment Districts, BIDs, and Infrastructure

- Assessment Districts provide an opportunity for property owners to fund maintenance and improvements in defined districts (Mile of Cars)
- Assessment Districts can offset existing maintenance and CIP needs
- Business Improvement Districts (BID) allow clusters or industry types to collect funds and work together on marketing and promotion
- Infrastructure includes anything the City owns in Public Right of Way (POW) or other utilities operate in the City
- Cities are leasing or charging for use of POW through micro-mobility (scooters), dark fiber leasing, small-cell towers and other partnerships
- Exploring Community Choice Aggregation (CCAs) for energy options and enterprise fund. Cities also impose Utility User Fees and Taxes



Tax Measures for Voters

- Engaged Lew Edwards Group to research options and analyze trade-offs
- Preparing Final Report to City Council
- Recreation and Park District through a South Bay JPA is being analyzed
- Cannabis- Development Agreements versus Tax Measure (on regular agenda later this evening)
- MTS, SANDAG, and others may effect sales tax cap
- Preparing staff report for Clerk/Treasurer for October 15



Ongoing Initiatives and Potential Additions/Modifications



Ongoing Initiatives

Police

- Participation and planning in county-wide, multi-jurisdictional table top exercises and training operations in preparation of mass casualty and active shooter incidents.
- Enhance outreach efforts in the community's youth through the use of the PRISM simulator system (video scenarios).
- Mentoring program using the DISC assessment to provide professional development and assist new officers assimilate to the organization.
- Conduct Resiliency Training for family of department members

Fire

- Enhanced Community ISO Rating.
- Develop Community Paramedic Program.
- Develop Comprehensive Community Education Department.
- Development of a Ready Reserve Program.



Ongoing Initiatives

Engineering/Public Works

- Implement online permit tracking software to streamline process for private development plan checks, permits and inspections.
- Implement online parking permit management software.
- Implement GIS-based asset management software.
- Implement project accounting software for management of capital improvement projects.
- Develop and implement INTRA-Connect Plan to create 10-Minute Neighborhoods.
- Develop and/or refine workplace safety programs.



Ongoing Initiatives

Housing

- Applied jointly with the City of Chula Vista for (Homeless Emergency Aid Program) HEAP funding to assist the Homeless Outreach Team with case management for homeless individuals including connections to housing resources.
- Received grant funding for a Transit Oriented Development Overlay (TODO) that will allow for greater density of housing served by public transit
- Working with the Stein Family Farm and the National City Historic Society to enter into a Maintenance and Operating Agreement.
- Applying for available grants to relocate and renovate Granger Hall.
- Creating a Property Management Plan for City and Housing Authority-owned properties that will establish priorities for development.



Ongoing Initiatives

Community Development

- Implementation of Community Core, which will better log and track permits and code enforcement cases.
- Create interdepartmental processes to clearly define the best and most efficient way to use Community Core.
- Offer appointments for plan submittals and for obtaining building permits.
- Continue to review state-mandated law changes that relate to the Municipal Code or required General Plan elements
- Refine Downtown Specific Plan through Homefront to Waterfront Grant and phase in the Parking Management Plan
- Update core elements of the General Plan and Climate Action Plan
- Proactively work with business community to enforce Sign Ordinance
- Implement online GIS zoning lookup capability for the public
- Create and update Building Division literature (handouts) to help customers with their projects



Ongoing Initiatives

Library

- Exploring new technology to add to the 3D Printer Tech Lab: 3D scanner; laser cutter/engraver.
- Implementing an iPad loan program to tutors and learners.
- Upgrading the Community Meeting Room's audio-visual system.
- Working on getting qualified as a passport acceptance facility
- Working on creating "Summer of Wonder", a series of programs tailored just for the summer, consisting of fun craft, tinkering with tech, gaming, and outdoor activities, and designed to help kids stay curious, engaged, and active all summer long.
- Digitizing the local newspaper on microfilm collection.

Community Services

- Update webpages so residents can easily find information on parks, recreation centers, programs and events.
- Increase attendance at special events through improved marketing.



Ongoing Initiatives

City Clerk/IT/Communications

- Implementing Questys web portal to access the City's database of records and documents including Minutes, Ordinances, Resolutions, Contracts, and City Council Agenda packets via the internet

Human Resources

- Joint partnership of annual in-person training for staff dedicated to the practice and review of the current five and two new core values (Culture and Community)
- Develop leadership academy for workforce members that are new or aspiring leaders

Finance

- Update credit card use policy.
- Develop budget policy.
- Consistently augment pension & OPEB trusts.
- Augment/replenish reserves to target levels.
- Update OpenGov portal & add check register information.
- Create fillable forms for transient occupancy tax return & garage sale application.



Internal and External Surveys



Internal Survey

- Developed with John Gavares- Strategic Plan Consultant
- Offered to Elected Officials, Board & Commission Members, and Management
- 44 responses were received
- 2 Questions on new mission statement/7 C Pledge
- Feedback requested on 5 strategic objectives and 25 corresponding initiatives
- Respondents were surveyed on each initiative and given the options to select Retain, Delete, Modify, or Unsure.
- Comments were offered and additions were suggested
- The internal survey is intended to provide information and help guide the external survey for the general public

*We Pledge to Provide Customer Service through
a Culture of...*

Courtesy

We treat everyone with dignity and respect.

Collaboration

We work to achieve common goals and value our differences.

Communication

We communicate openly, honestly, and with clear, consistent messages.

with a Commitment to Our Community!



Internal Survey Results

7 C's – Compelling or Inspiring

What responders find most compelling or inspiring about this statement:

- **It is a pledge that all are taking together**
- **It's inspiring to know that the City stresses the importance of customer service and communication to the residents they serve**
- **Committed to collaborate across departments to deliver the best services to our community**
- **This pledge encompasses all aspects of an efficient / effective healthy organization dedicated to serving the community**
- **Collaboration is key, it means everyone can and should have a voice**
- **Simple...short and sweet...to the point**
- **Customer Service can't happen without the other Cs**

CUSTOMER SERVICE

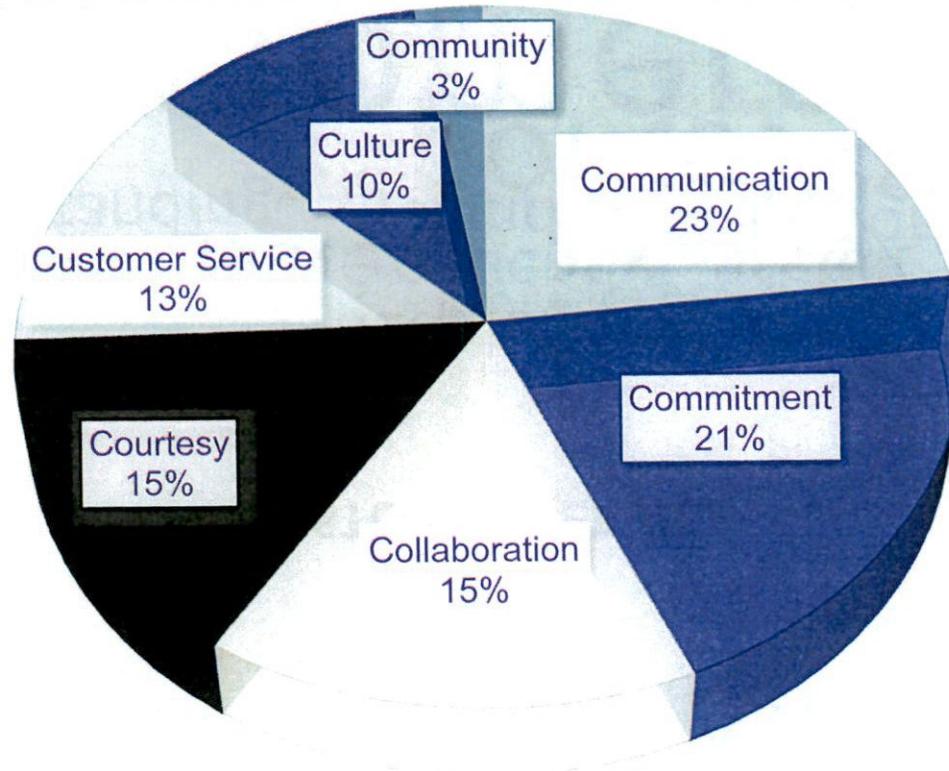




Internal Survey Results

7 C's – Which is Most Relevant

WE PLEDGE TO PROVIDE CUSTOMER SERVICE THROUGH A CULTURE OF COURTESY, COLLABORATION, AND COMMUNICATION WITH A COMMITMENT TO OUR COMMUNITY.



COMMUNICATION

two-way
transparent
communication
listening
willingness
togetherness
respect
open
concise
direct
honest
courteous
thoughtful
understanding
accepting
teamwork
clear
timely
openness
smile
collaboration



Internal Survey Results

Strategic Objective #1 Provide Quality Services

	Strategic Initiative	R	D	M	U	Comments
a)	City's Values	36	2	4	2	<ul style="list-style-type: none"> ❖ Stress the importance and practice daily ❖ Provide examples for a clear understanding
b)	Strategic Objectives & Workforce Alignment	41	1	2	1	<ul style="list-style-type: none"> ❖ Development Internship/ Apprenticeship Programs ❖ Structured leadership/guidelines for Boards & Commissions
c)	Public Access via Website & Digital Records	36	0	5	2	<ul style="list-style-type: none"> ❖ Include Transparency ❖ Update website to more user friendly interface; desktop & mobile
d)	Public Safety Goals & Disaster Preparedness	36	1	6	3	<ul style="list-style-type: none"> ❖ Define Public Safety Goals ❖ Include a Communication Component
e)	Efficiency & Effectiveness	36	0	6	2	<ul style="list-style-type: none"> ❖ Technology is an accelerator but not a solution ❖ Create a "smart city vision"
	New Initiatives Suggested					<ul style="list-style-type: none"> ❖ Emphasize the 7 C Pledge ❖ Public safety should be its own objective so they can be defined ❖ Be sensitive to youth and senior opinions



Internal Survey Results

Objective #2 Achieve Fiscal Sustainability

	Strategic Initiative	R	D	M	U	Comments
a)	Budgeting Excellence	41	0	6	0	<ul style="list-style-type: none"> ❖ Include Transparency ❖ Include an Accounting Component
b)	Labor/management partnerships	33	2	5	5	<ul style="list-style-type: none"> ❖ Focus on pension reform ❖ First sentence is unclear
c)	Economic Development	35	0	8	1	<ul style="list-style-type: none"> ❖ Streamlining the application & permitting process ❖ Explore regional partnerships to leverage efforts in fee development to enhance City services
d)	Funding Infrastructure & Assets	39	0	2	2	<ul style="list-style-type: none"> ❖ Continue to apply for competitive grants ❖ Unclear on what replacement reserves are
e)	Community Partnerships	36	1	4	4	<ul style="list-style-type: none"> ❖ Stream City Council meetings at other location across the City (Schools/Gyms/Churches) ❖ Consider moving under Objective #1
	New Initiatives Suggested					<ul style="list-style-type: none"> ❖ Continue to provide opportunities for City crews to construct smaller capital projects ❖ Not reduce or waive any City fees while in a deficit ❖ Protect Park & Rec during economic downturn



Internal Survey Results

Objective #3 Improve Quality of Life

	Strategic Initiative	R	D	M	U	Comments
a)	Crime Prevention & Emergency Service	37	0	5	3	<ul style="list-style-type: none"> ❖ Continue Community Outreach & Education ❖ Homelessness is getting worse
b)	Green Initiatives & a Sustainable City	35	0	6	4	<ul style="list-style-type: none"> ❖ Include a Community Outreach Component ❖ Have actionable goals
c)	Community Events	35	1	5	1	<ul style="list-style-type: none"> ❖ Ice cream socials ❖ Create events that are inclusive to all cultures ❖ These are not government functions
d)	Enforce Sign Ordinance	39	0	2	2	<ul style="list-style-type: none"> ❖ Discourage clutter and make businesses more visible ❖ Gateways to the city are important
e)	Port Balanced Plan	28	0	6	7	<ul style="list-style-type: none"> ❖ Continue to seek funding from the Port to increase community events and access to the Pepper Park waterfront ❖ Parking Initiatives
	New Initiatives Suggested					<ul style="list-style-type: none"> ❖ Summer Concerts at Kimball Park ❖ Provide greater partnerships with community organizations



Internal Survey Results

Strategic Goal #4 Enhance Housing & Community Assets

	Strategic Initiative	R	D	M	U	Comments
a)	Housing	34	0	6	2	<ul style="list-style-type: none"> ❖ Utilize Housing Authority to administer real property assets, finance public-private housing opportunities, and update the Housing Element
b)	Transit Oriented Development	28	2	12	3	<ul style="list-style-type: none"> ❖ Continue to seek regional funding opportunities to increase accessibility to transit ❖ TOD should include improvements to traffic flow; roundabouts, synchronizing traffic signals
c)	City Infrastructure & Funding	34	1	6	2	<ul style="list-style-type: none"> ❖ Formalize a comprehensive asset management program ❖ Seek funding that maintains and upgrades City facilities
d)	Cultural Assets & Historic Resources	31	2	10	2	<ul style="list-style-type: none"> ❖ Promote cross collaboration between City cultural assets and historic resources ❖ Transfer City's cultural assets to an organization that is financially able to maintain and restore them in order to alleviate the budget constraints from the GF
e)	Property Assets & Management	27	2	5	9	<ul style="list-style-type: none"> ❖ More definition required ❖ Prioritize generating revenue from city owned lots
	New Initiatives Suggested					<ul style="list-style-type: none"> ❖ Continue to support community art programs and include public art in capital projects. ❖ Develop a comprehensive homelessness plan



Internal Survey Results

Strategic Goal #5 Promote a Healthy Community

	Strategic Initiative	R	D	M	U	Comments
a)	Traffic Circulation	36	1	5	1	❖ Increase walking and biking paths throughout the City and include protective barriers
b)	Affordable & Accessible Services to All	40	0	2	0	❖ Important but hard to fund with deficit
c)	Neighborhood Services & Parking Programs	36	0	5	0	❖ NatCityConnect has improved the work request management.
d)	Neighborhood Action Plans	34	2	1	6	❖ Include Healthy & Sustainable Food Programs
e)	Promote a Wellness Lifestyle & Workplace	37	1	4	1	❖ This is a County function
	New Initiatives Suggested					❖ Better education and coordination with schools ❖ Ensure health without compromising freedom



External Survey

- **Seeking direction from City Council today**
- **To be developed with John Gavares- Strategic Plan Consultant and launched at October 1 meeting**
- **Offered to general public through public forums and online survey**
- **Best practices suggest no more than 10 questions that can be completed in 5-10 minutes**
- **The external survey is intended to provide information and help guide the development of the strategic plan**
- **It is only one tool for receiving input**



Next Steps and Closing Comments



Next Steps

- **Develop and Distribute External Survey (Oct 1-21)**
 - **Promote “Outreach October” (Library Open House)**
 - **October 29 Special Meeting on Strategic Planning**
 - **Respond to direction from City Council and Community**
 - **Adopt 2020-2025 Strategic Plan in 2019**
-
- **Always working the first year of a five-year plan**
 - **Provides vision and direction for budget preparation**
 - **Promotes Customer Service to the Community and the Culture of our workforce**



Questions



Public Comment



City Council Comment/Direction

CUSTOMER SERVICE

responsive
helpful service
available patiently usefull
standing end mind teamwork
polite yes
customerservice
friendly anticipatory
kind think fair userfriendly frienfly customer
respect listening
consistent