



CITY COUNCIL
HOUSING AUTHORITY AND
SUCCESSOR AGENCY TO THE EL CAJON
REDEVELOPMENT AGENCY

Council Chamber
200 Civic Center Way
El Cajon, CA 92020

Joint Special Meeting Agenda MARCH 1, 2021 - 6:30 p.m.

Please note that, pursuant to the State of California Governor's Executive Order N-29-20, and in the interest of the public health and safety, members of the City Council and Staff may attend the meeting telephonically.

Further, Orders from the San Diego County Health Officer prevent persons other than City officials and essential employees to be physically present.

In accordance with the Executive Order, and in compliance with the County Health Officer's Orders, the public may view the meeting on the City's website. Please visit <https://www.cityofelcajon.us/videostreaming> for more details.

To submit comments on an item on this agenda, or a Public Comment, please visit the City's website at <https://www.cityofelcajon.us/videostreaming>. Comments will be accepted up to the conclusion or the vote of each item. Comments will be limited to 300 words and will be entered into the official Council Meeting Record. The City Council will endeavor to include all comments prior to taking action.

If you find that you are unable to submit a comment through the website, please contact the City Clerk's Office at (619) 441-1763, not later than 5:30 p.m. prior to the start of the Special City Council Meeting.

Should technical difficulties arise, they will be resolved as soon as possible.

Bill Wells, Mayor
Gary Kendrick, Mayor Pro Tem
Michelle Metschel, Councilmember
Steve Goble, Councilmember
Phil Ortiz, Councilmember

Graham Mitchell, City Manager
Vince DiMaggio, Assistant City Manager
Morgan Foley, City Attorney
Angela Cortez, City Clerk

CALL TO ORDER: Mayor Bill Wells

ROLL CALL: City Clerk Angela Cortez

PLEDGE OF ALLEGIANCE TO FLAG AND MOMENT OF SILENCE

ADMINISTRATIVE REPORTS:

1. City Council Priority/Goal-Setting Workshop

RECOMMENDATION:

That the City Council conducts a Priority/Goal-Setting Workshop.

ADJOURNMENT: The Joint Special Meeting of the El Cajon City Council/ El Cajon Housing Authority/Successor Agency to the El Cajon Redevelopment Agency held this 1st day of March 2021, is adjourned.



City Council Agenda Report

Agenda Item 1.

DATE: 03/01/2021
TO: Honorable Mayor and City Councilmembers
FROM: Graham Mitchell, City Manager
SUBJECT: City Council Priority/Goal-Setting Workshop

RECOMMENDATION:

That the City Council conducts a Priority/Goal-Setting Workshop.

BACKGROUND:

The purpose of this staff report is to prepare the City Council for the upcoming priority/goal-setting workshop. The staff report identifies the purpose of the workshop, outlines staff's proposed format for the workshop, and presents some background information and possible priorities and projects to assist the City Council.

Purpose

The intent of the priority/goal-setting workshop is for the City Council to engage in a discussion around strategic planning and vision for the City. Because no organization (public or private sector) can focus on too many initiatives at one time, establishing priorities and goals results in a higher rate of success in solving problems and making improvements.

Ultimately, the outcome of the priority/goal-setting workshop is for the City Council to have an agreed upon and unified vision for the upcoming year. Some specific benefits of identifying priorities and several goals for each priority include:

- Provides a clear message from the City Council to the community and staff of what the City Council aims to accomplish;
- Fosters consensus on policies and projects within the City Council;
- Assists staff in allocating staff time and other resources;
- Supports the City Council's proactive stance on accomplishing goals rather than reacting to issues; and
- Creates a more transparent and accountable government.

Proposed Format & Process

During the City Council meeting on March 1st, staff recommends the that the format described below be utilized for the priority/goal-setting workshop.

First, staff will provide an overview of the workshop and the City Council will agree upon its format. Staff will then present an overview of the material in the staff report. Third, the City Council will break into small groups (no more than two) along with City executive staff. During this first breakout session, the groups will discuss possible priorities with the aim at identifying the top three. The breakout groups will end and the entire City Council will reconvene as one body to share the conclusions of each group discussion. The City Council will then develop a consensus on the City's top three to five priorities for 2021.

Next, the City Council will again break into small groups with City staff to discuss possible projects for the priorities identified, as well as other projects that do not fit into any of the priority categories. After the small group discussions, the City Council will reconvene to report the projects for each priority, as well as other projects identified.

Alternatively, the City Council may wish to forego the breakout sessions and discuss, as one body, the three to five priorities for 2021 and then the possible projects for each priority.

In either scenario, staff recommends that the City Manager facilitate the workshop and that there be opportunities for public comments throughout the session.

Following the workshop,

1. Staff will develop a draft implementation plan that will rely on the priorities and goals established. The implementation plan will identify the goals for each priority, describe the desired outcome, determine the responsible City department, identify possible costs, and call out necessary milestones with deadlines.
2. Staff will return to the City Council on March 23rd to present the plan for City Council consideration and adoption.

Background Information/Possible Priorities and Projects

Staff conducted several activities to develop a starting point for City Council consideration. This information is intended to assist the City Council and is not intended to serve as recommendations. With approximately 60 mid-managers to executive staff, a brainstorming session was held in which possible priorities and projects were identified. The information gathered during that meeting was then put into survey format in which all City staff had the opportunity to consider and prioritize.

A report is attached that provides a detailed analysis of the survey results, as well as over 100 other comments and suggestions. The following is a summary of the main ideas from City staff:

Rank Order of Possible Priorities:

1. Fiscal Stability
2. Economic Development
3. Homelessness
4. Strengthen/Preserve/Beautify Neighborhoods
5. City Infrastructure
6. Civic Engagement

Possible Fiscal Stability Projects:

- Ensure General Fund Reserves remain healthy
- Stabilize pension costs
- Maximize opportunities to monetize City assets
- Implement an Economic Development Strategic Plan
- Evaluate development impact and processing fees

Possible Economic Development Projects:

- Re-imagine Parkway Plaza
- Attract restaurants and nightlife
- Develop vacant lots
- Adopt an Economic Development Strategic Plan
- Revitalize downtown
- Assist small businesses
- Strengthen industrial areas with infrastructure and technology
- Enhance services for private developers
- Update Economic Development website

Possible Homelessness Projects:

- Discourage encampments through design
- Clean up litter and encampments
- Rely on innovation and partnerships to reduce homelessness
- Create more shelter options
- Consider a storage program

Possible Strengthen/Preserve/Beautify Neighborhood Projects:

- Beautify major corridors and entryways to the City
- Focus on public safety and safety partnerships
- Revitalize parks (especially under-utilized areas)
- Support neighborhood improvement teams
- Create more walkable communities
- Install streetlights
- Sponsor neighborhood focus groups
- Host neighborhood celebration days
- Slow traffic on fast corridors
- More paving improvements

Possible City Infrastructure Projects:

- Improve traffic flow
- Revitalize City facilities
- Encourage freeway improvement projects (widen I-8 and SR-67/Bradley interchange)

Possible Civic Engagement Projects:

- Enhance communication with more content via technology
- Provide more youth sports
- Foster civic pride
- Expand “We Are One” program
- Reach out to minority groups
- Conduct open houses and “pop up” city hall events
- Place more data online

Prepared By: Graham Mitchell, City Manager

Reviewed By: N/A

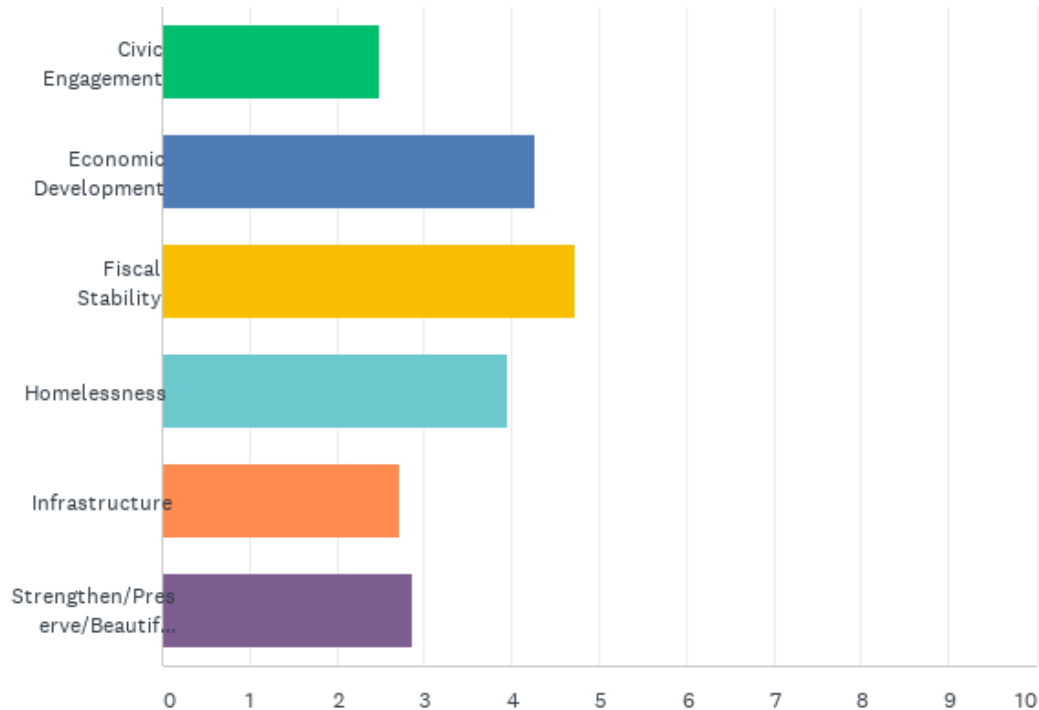
Approved By: N/A

Attachments

Staff Priority Survey Results

SURVEY RESULTS FROM CITY STAFF SURVEY REGARDING POSSIBLE PRIORITIES AND PROJECTS

RANK ORDER THE FOLLOWING **PRIORITIES** FROM HIGHEST TO LOWEST



OTHER PRIORITIES PROVIDED

Community & City Employee Health & Wellbeing

Additional staffing as allowable per budget

Employee turn around especially within the recreation department, since they are the ones who do a lot of the civic engagement and, for a lot of families, are the faces of the City of El Cajon.

Additional police and fire personnel

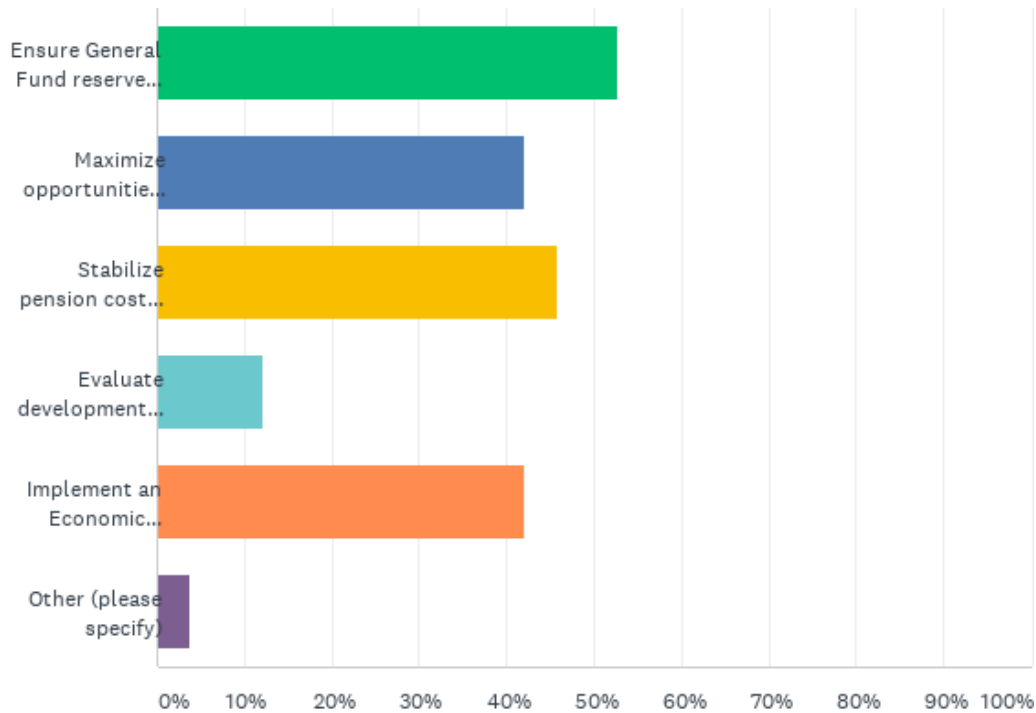
City and business leaders should work with the schools and provide small group field trips to businesses and government buildings and talk about jobs, i.e., how to apply for jobs, interviews, resumes and what jobs are in the community.

Collaboration with neighboring cities and communities on issues that affect the financial and public interests.

Senior programs and services, maybe open up some volunteer options for them.

Reaching out to the community to find out what they would like to see from us to feel safe and included.

FOR POSSIBLE **FISCAL STABILITY** PROJECTS, SELECT THE TWO PROJECTS YOU BELIEVE THE CITY SHOULD FOCUS ON FIRST.



OTHER IDEAS PROVIDED

Research the opportunity for a new CH, but in a manner similar to San Marcos or other agencies that lease space to help fund the cost.

The assessment of developmental fees to help fund public safety when building new multifamily residential developments. Increase in residents mean an increase in calls for service. An effort in sustaining an increase in service for police, fire, public works when it comes to new developments that may result in an increase in those types of needs.

Thorough review of City fees & analysis of costs used to determine those fees.

Remember that the private citizens are our clients. We work for them.

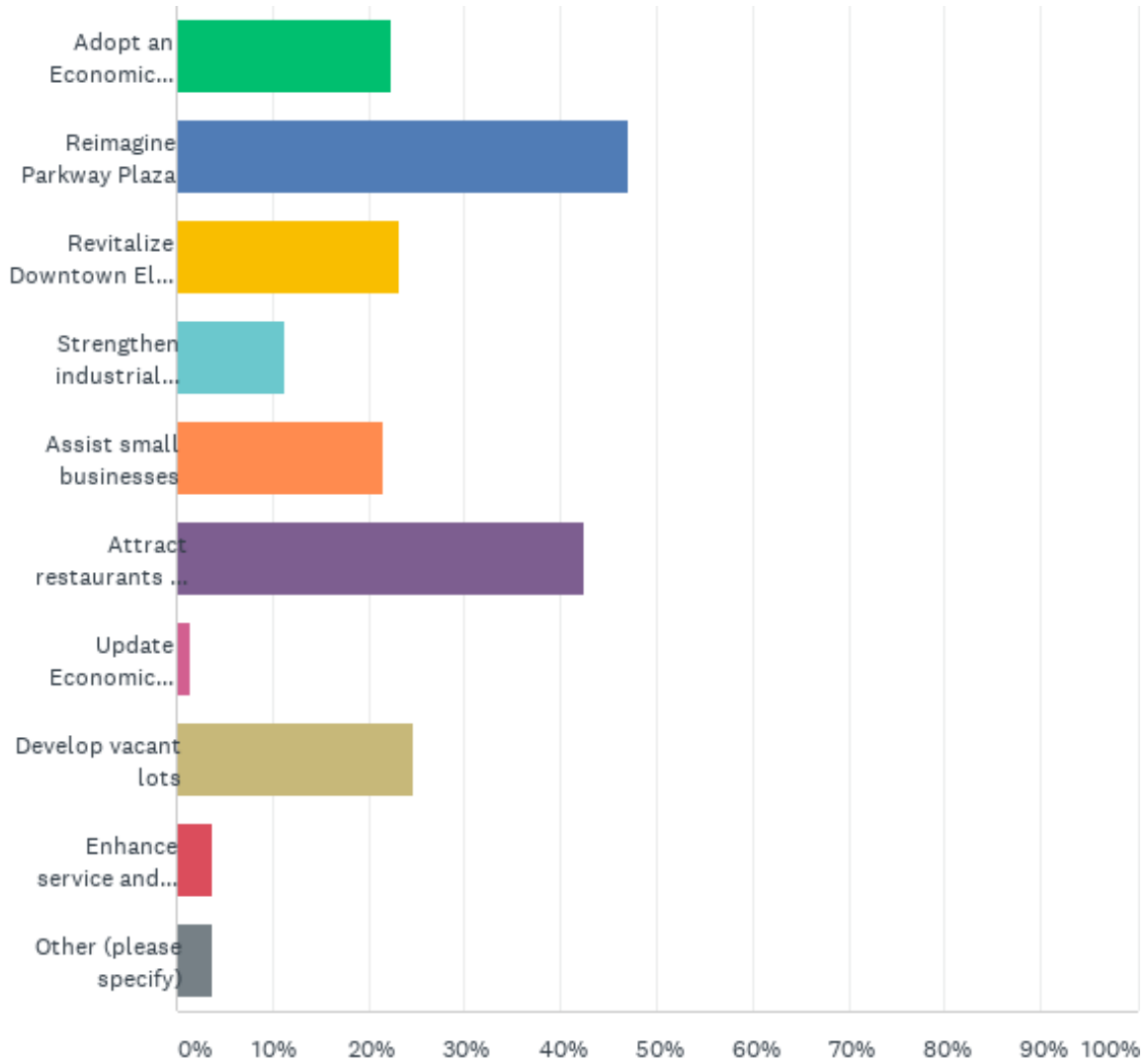
Re-evaluate our hiring process. Train and properly certify our employees. Better promotion policies.

Develop taxes/fees for rental properties (door tax)

Collaborate with state in order to enforce and prosecute

Share costs/jobs with other east county cities. Like how Fire has done, it can/should be considered for Public Works, Parks/Rec, Police, etc. Especially Dept. Director and management

FOR POSSIBLE **ECONOMIC DEVELOPMENT** PROJECTS, SELECT THE TWO PROJECTS YOU BELIEVE THE CITY SHOULD FOCUS ON FIRST.



OTHER IDEAS PROVIDED

Build something similar to Santee's sportsplex

Part of the Reimagine Parkway Plaza project would be to put a good gym there.

Open restaurants indoors.

Encourage high-rise buildings in the Downtown El Cajon area (more residents in city)

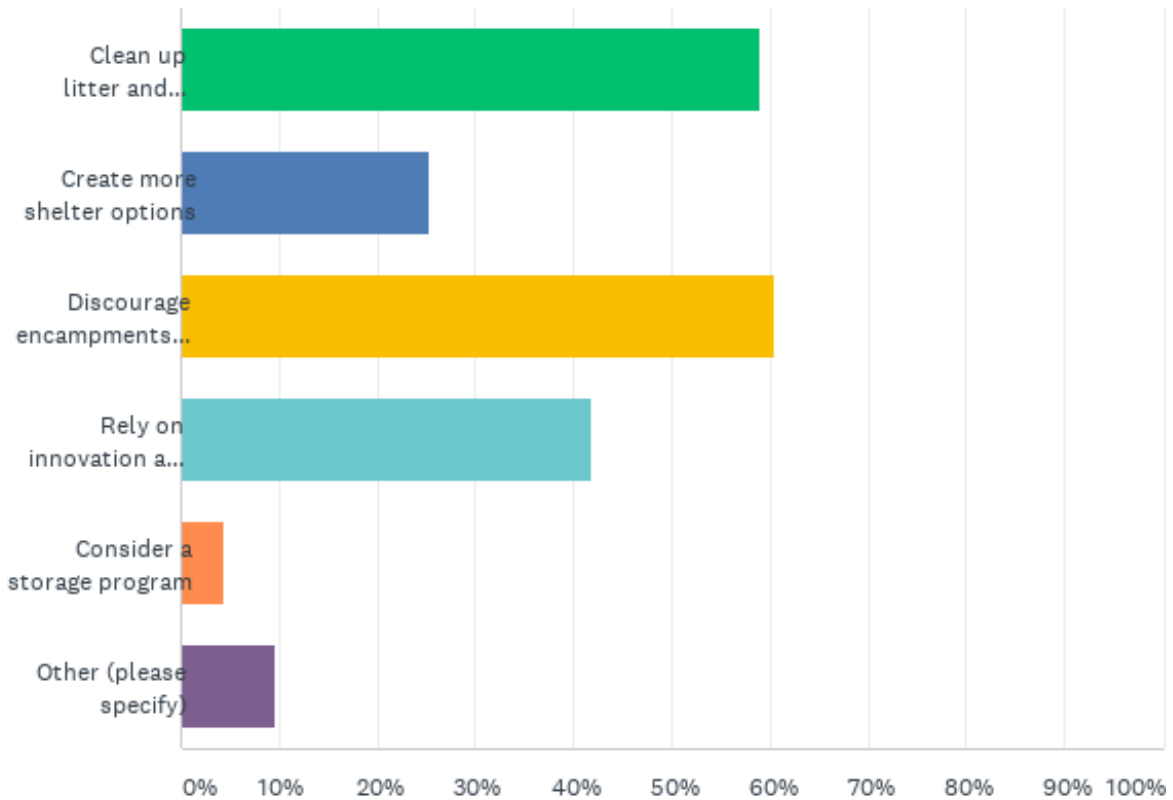
New business development

Redevelopment of the mall property

Offer tax incentives to re-populate our small business sector. Heartbreaking how many small businesses are gone forever.

Quickly redeveloping Parkway Plaza should be a priority as many of these malls have closed down across the country they have sat dormant for years creating blight and a sense of a run-down area.

FOR POSSIBLE **HOMELESSNESS** PROJECT, SELECT THE TWO PROJECTS YOU BELIEVE THE CITY SHOULD FOCUS ON FIRST



OTHER IDEAS PROVIDED

Add additional fee to property tax to fund a program to relocate the homeless to the east coast. As an El Cajon resident, I would gladly pay up to \$100 yearly fee to eradicate the homeless from El Cajon.

The city first needs to find the root cause of why it draws in the homeless people and population remove the incentives for them to be here

Law enforcement. Enforce and arrest

With respect to homelessness. The issue is not providing resources to keep them here. The issue should be encouraging to return to their families and not get comfortable being here, where the steal, harass and sometimes physically harm our residents.

More programs like ECTLC

Work with the state to develop harsher penalties for crimes associated to homelessness and work with the city attorney/courts to enforce those laws. Make the homeless feel unwelcomed in El Cajon. Remove the myriad services offered to diminish the draw of homeless to our city.

Poway doesn't offer all these services and they have a significantly less population of homeless people.

Make it uncomfortable for them to stay here, not easier.

Enforce litter laws.

ECTLC already exists. It's time for Santee or Lakeside to step up!

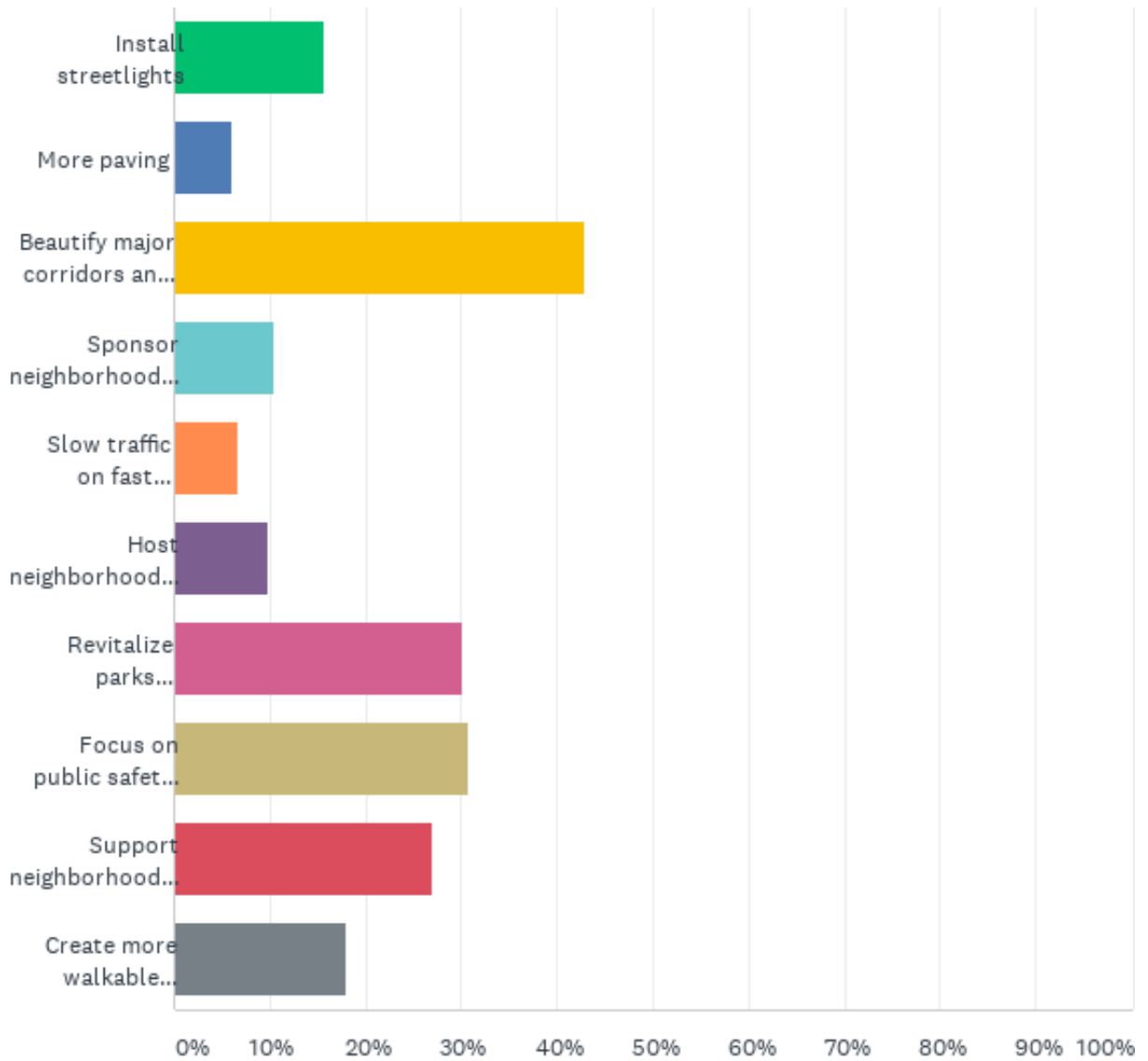
Expand the Homeless Outreach police program

Lobby the county and state to allow more enforcement.

Encourage use of shelters

Help ECTLC develop to their master plan

FOR POSSIBLE **STRENGTHEN/PRESERVE/BEAUTIFY NEIGHBORHOOD** PROJECTS, SELECT THE TWO PROJECTS YOU BELIEVE THE CITY SHOULD FOCUS ON FIRST.



OTHER IDEAS PROVIDED

Use transients to pick up trash. Pay them \$5 per bag.

Getting disabled vehicles off the streets, picking up trash in the streets

Seems to be a lack of enforcement especially related to traffic and traffic violations, I put eight or 9000 miles a year on city vehicles driving around this 15 mi.² city and I cannot honestly think of one time in the last six months that I have seen a traffic officer pull over a car for a traffic violation.

Fight crime. It is still a dangerous city

Slow traffic not just through enforcement, but through design.

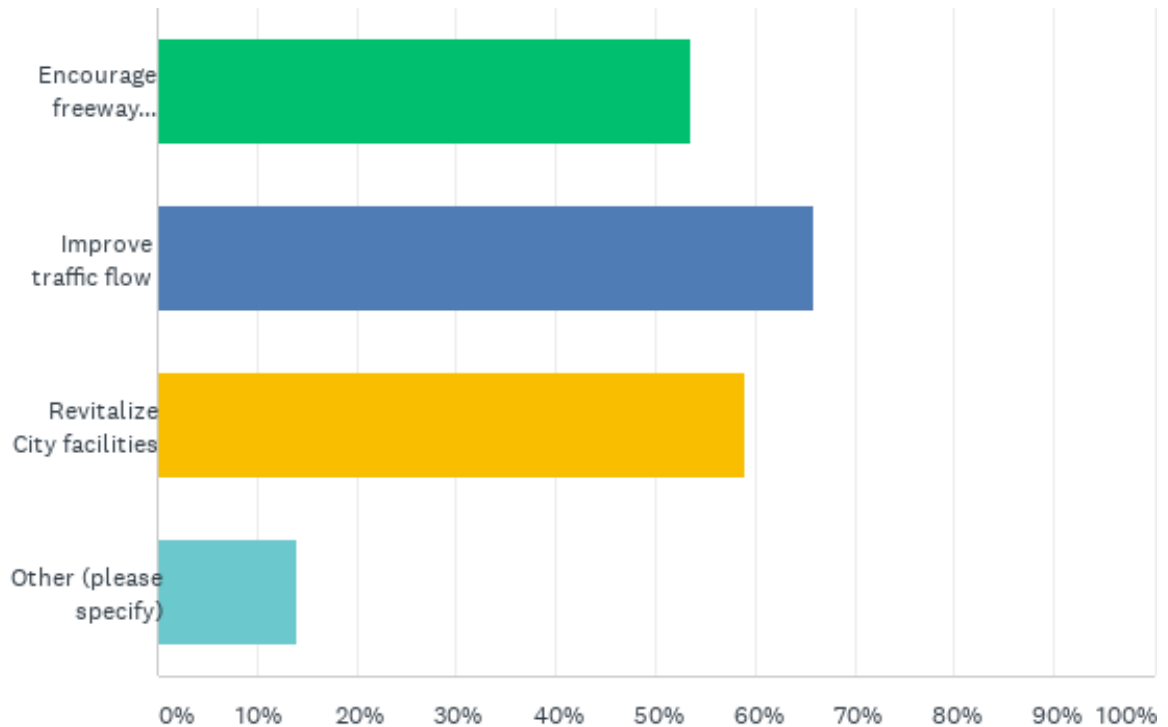
Consistent enforcement of codes and make residents/businesses accountable

More traffic officers available to monitor the speeding problems and many accidents in the city

Powerwash the sidewalks in the downtown area

Work with property owners to enhance/develop 'dead' lots and areas to be less attractive to squatters and crime instigators. ex.: the lot at Douglas/Van Houten near the Jack in the Box.

FOR POSSIBLE **CITY INFRASTRUCTURE** PROJECTS, SELECT THE TWO PROJECTS YOU BELIEVE THE CITY SHOULD FOCUS ON FIRST.



OTHER IDEAS PROVIDED

Fleet needs to be upgraded

Same as improve traffic flow the city for years has been looking for ways to restrict traffic such as with bump outs on main street nothing but an inconvenience and costly to maintain

Keep roadways clean and in good condition. Use transients to help with this.

Prioritize planned TDSP improvements

Street paving, slurry and sidewalk improvement projects, particularly in areas of neglect

Improve light timing/synchronized signals, for example on Fletcher.

Instead of focusing on freeway improvements, focus on city street improvement projects (2nd and Main)

Improve Youth sports facilities. But only after you can keep them safe.

Focus on improving and expanding park space, improving multi-modal corridors and undergrounding overhead utilities.

Maintain the roads we have

Help elderly clean and rehab dilapidated homes.

Shut down traffic on Main Street and encourage socially distanced events.

More Bike Lanes.

Manage asphalt better. Fill potholes.

Improving facilities is top priority in my opinion. Fire station 6 is in major need of a rebuild. This facility has housed 12+ people every day for over 40 years. It's time for a fresh start.

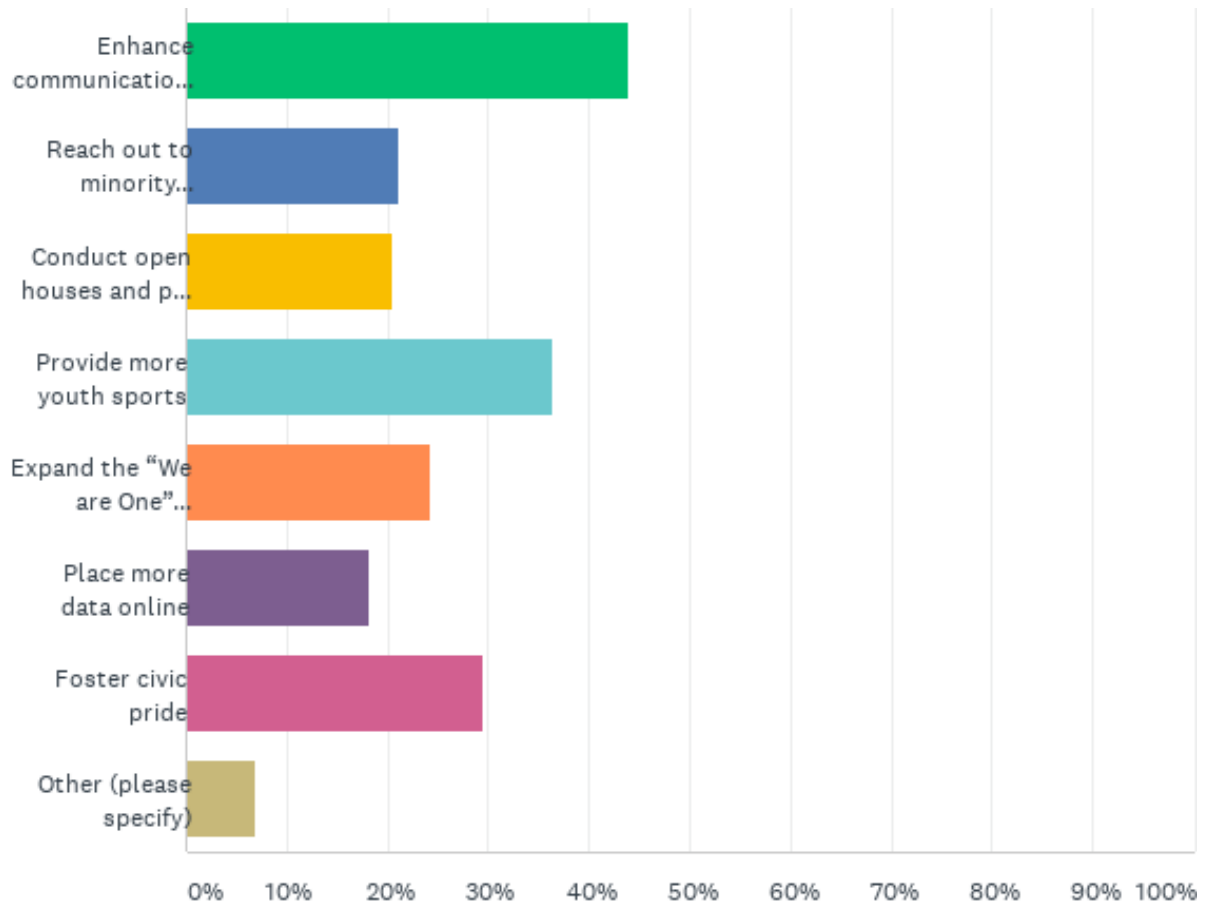
Create more parking in downtown or initiate free shuttle services from Parkway Plaza and trolley at least for events/concerts

Move City Hall to trailers or PD building, convert City Hall to housing, then build new City Hall

Public safety camera system with publicly available wifi

Better infrastructure for walking and biking

FOR POSSIBLE **CIVIC ENGAGEMENT** PROJECTS, SELECT THE TWO PROJECTS YOU BELIEVE THE CITY SHOULD FOCUS ON FIRST.



OTHER IDEAS PROVIDED

Provide more youth programs as a whole

The city needs to address the root cause of why this city draws in homelessness poverty and a class of people who have no interest in assimilating into the United States until that issue is resolved all of the above are moot

Have more 92020-type days. Meaning, people see the "We are One" projects that employees do, and on social media many comment by telling the City where we should go next. Rather, we should have more 92020 days where the community also participates in the event. This will help create a spirit of community where everyone is part of the solution, rather than just them thinking it's solely the employees' duty.

Show them we are trying to make them safer by dealing with the homeless.

Adult sports as well as youth sports.

The "Youth Sports" could be promoted by having city employees be the coaches/refs/volunteers
- similar to the old Police Athletic Leagues

I think responding to social media comments on our posts would be beneficial.

Advertise City services and information in a more prevalent manner. It's hard to engage with uninformed members of communities.

Senior programs and services

OTHER COMMENTS PROVIDED

The 911 usage/abuse of the skilled nursing facilities.

I would like to see a continuation in cleaning up homeless encampments, allowing the police to perform their duties and encourage the homeless to seek shelter where available and not tolerate crime and loitering especially near parks, downtown El Cajon, near playgrounds and businesses.

Get rid of homeless make it hard for them to be here so they go elsewhere. They're currently living EVERYWHERE. Storm drains canyons sidewalks.

We appreciate the work focused to keep our city moving in the right direction.

Healthy, happy employees make priorities realities.

Prohibit homelessness in the Downtown area or other areas that affect economic development. Provide alternative housing opportunities for homeless. Enforce littering. Being homeless doesn't allow you to trash the City.

For years, El Cajon has tried to improve our image. We must deter homelessness, put motels with large volumes of crimes out of business by holding the owners responsible and fining them, and reduce traffic speeds through design to make people feel safer in our community.

I think our downtown area is wonderful- and I feel providing the same kind of aesthetic (sidewalks, lighting, cleanliness and free community events) in our neighborhood communities will lead to achieving some of the other items provided as options (fostering civic pride, attracting restaurants and nightlife, enhance community outreach and communication).

Would love to see something like a Bass Pro Shops or Cabela's on the Parkway Plaza property. Maybe using a template of the mall property in Rancho Cucamonga, CA.

Partner with Social Workers to house the homeless and mentally ill.

Downtown is an awesome area...but it needs one or more recognizable Anchor Stores or Restaurants to attract customers and better businesses. The Mom and Pop stores just don't have the attraction of a large commercial business or Chain Restaurant. A well-known business will help attract more people downtown after watching a show at The Magnolia, coming to see the car show or watching a concert in the Promenade.

I have to assume COVID plays a significant role in the lack of property development. Is the city exploring proactive ways to incentivize property development? Is the city reaching out to potential developers? Can the city eliminate applicable fees? Is their grant money that may assist

in new development? The vacant lot at Magnolia and Madison. How many years before it is developed?

I feel if we can get the Citizens to get more involved and have more pride in their neighborhoods, by us showing that we care about their neighborhoods by beautification improvements, that it will help the City lose its stigmatism of just being El Cajon, to being, "YA, I LIVE IN EL CAJON"!

Many high school aged students are looking for volunteer opportunities for college applications. Advertising city events with high schools in the county could help bring down some costs associated with staffing set up/tear down of events or other smaller tasks like city clean-ups.

City should invest in citywide camera system to help deter and investigate crimes. City needs to work with the county to address crimes related to the homeless issue. The community is very frustrated over the repeat crimes from homeless persons and the revolving door of the justice system.

Council should restrict and/or incentivize downtown building owners to lease to business types that create a marketable downtown experience like dining (including quick stops like froyo/gelato/wine tasting), shopping, live entertainment, NOT private event spaces/banquet halls and furniture stores, which can be located anywhere and don't attract the public to do a multi-stop walk around a downtown area. It would also be beneficial having a gimmick or something to look at while you walk around (unique art or light/lighting displays) like Little Italy. Better lighting makes people feel safe too.

Ranking economic development as #1 priority will help El Cajon address the remaining 5 priorities faster and easier. The more businesses come to El Cajon, the more other businesses will want to follow suit. Mo' Business Mo' Success :)

Neighborhood improvement teams should engage neighbors (in multiple languages) to build consensus and agreement on improvements needed, as well as promote City services.

Creating a higher density downtown EC area will encourage more restaurants, bars and nightlife. Create multi-use buildings (first floor restaurants, etc.) with mixed income and sized condos.

Many of these options have the potential to extend into different categories, for instance: installing streetlights and beautifying corridors could help with the homeless issues. Additionally, an economic development plan may support the reimagining of parkway plaza or the industrial area, which could all result in civic pride!

SD County is already widening Bradley Ave from Mollison to the 67. I am unsure if the bridge crossing is included or not.