



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

Ronald Reagan
Community Center
195 E. Douglas Avenue
El Cajon, CA 92020

City Council Priority/Goal Setting Workshop JANUARY 27, 2022 7:00 p.m.

Please note that as of December 14, 2021, the California Department of Public Health mandates properly fitting masks in indoor public spaces, regardless of vaccination status.

Bill Wells, Mayor
Michelle Metschel, Deputy Mayor
Steve Goble, Councilmember
Gary Kendrick, 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

ADMISTRATIVE REPORT:

1. 2022 City Council Priorities/Goals Workshop

RECOMMENDATION:

That the City Council conducts a workshop identifying and agreeing upon priorities and goals to accomplish in 2022.

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 27th day of January 2022, is adjourned.



City Council Agenda Report

Agenda Item 1.

DATE: 01/27/2022
TO: Honorable Mayor and City Councilmembers
FROM: Graham Mitchell, City Manager
SUBJECT: 2022 City Council Priorities/Goals Workshop

RECOMMENDATION:

That the City Council conducts a workshop identifying and agreeing upon priorities and goals to accomplish in 2022.

BACKGROUND:

This staff report addresses the upcoming January 27, 2022 City Council Priorities/Goals Workshop to be held at the Ronald Reagan Community Center. This report:

1. Provides an update on the 2021 City Council Action Plan that was birthed from last year's Priorities/Goals Workshop;
2. Recommends a format for this year's workshop; and
3. Includes a list of topics briefly discussed at last year's workshop that did not move forward as well as additional suggestions from staff for possible consideration.

As a reminder, the workshop aids in the preparation of the 2022 City Council Action Plan, which will help staff prepare the budget and prioritize resources in 2022. 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 incremental improvements.

Ultimately, the workshop's outcome is for the City Council to have an agreed upon and unified vision for the upcoming year. Several specific benefits of identifying priorities and several goals 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.

Update on the 2021 City Council Action Plan

On December 14, 2021, staff presented an update to the City Council during its regular meeting. A matrix summarizing the accomplishments that were highlighted on December 14th is attached. The matrix identifies the six priority categories (Communication/Civic Engagement, Economic Development, Enhance Image of City, Homelessness, Public Safety, and Miscellaneous).

In addition, the matrix identifies the 16 goals along with specific milestones or tasks. For each of these milestones/task, staff determined if it was *complete*, *in progress*, *on-going*, *incomplete*, or *n/a*. Of the 48 tasks, there are 10 deemed incomplete and 12 in progress, the remaining were completed, on-going, or no longer applicable.

Proposed Workshop Process

During the December 27th workshop, staff recommends that the City Council address two primary questions: 1) what are the priorities for 2022, and 2) and what two to four goals should the City focus on related to those priorities. Staff recommends that the goals be a combination of continued goals from 2021 as well as new goals. Staff will help facilitate discussion topics and the City's executive team will be present to answer questions.

Staff recommends that the room be set up with the City Council sitting in a u-shape, along with note-taking pads that will document the suggestions put forward by the City Council. Staff recommends that the public having the opportunity to provide comments at various designated points in the discussion.

Following the workshop, staff will develop a draft 2022 City Council Action Plan that will include new milestones/tasks. This document will be provided to the City Council for approval on February 8th or 22nd.

During its December 14th meeting, the City Council suggested discussing the topic of "safe parking" during the Priorities/Goals Workshop. Although, this could be a goal established in 2022, staff's intent of the workshop is not to have a full comprehensive workshop on homeless programming. Staff believes that this topic deserves its own workshop.

Other Possible Goal Considerations

Staff provides a list of possible ideas for goals to consider. This list is developed from ideas shared by the City Council at the 2021 workshop, which were not moved forward. The list also includes additional ideas from staff. Staff provides this list as possible consideration or to prompt additional ideas of goals in 2022.

Possible Economic Development Goals:

- Analyze current downtown assessment model and boundaries in anticipation of future development
- Focus on downtown development opportunities
- Re-imagine Parkway Plaza (possible use of SDSU team)
- Create an incentive plan to develop vacant lots
- Strengthen industrial areas with infrastructure and technology upgrades
- Update Economic Development website

Possible Homelessness Goals:

- Create more shelter options (including a safe parking program and paying for and reserving shelter spaces at locations outside the City)
- Consider a storage program
- Consider a day center

Possible Strengthen/Preserve/Beautify Neighborhood Goals:

- Revitalize parks (especially under-utilized areas)
- Identify areas for recreational space along Forester Creek
- Support neighborhood improvement teams
- Host neighborhood celebration days
- Slow traffic on fast corridors
- Beautify bridge underpasses with murals and lighting

Miscellaneous:

- Re-analyze Tobacco Licensing Program
- Encourage freeway improvement and beautification projects (widen I-8 and SR-67/Bradley interchange)

Prepared By: Graham Mitchell, City Manager

Reviewed By:

Approved By: N/A

Attachments

Update on 2021 Priorities/Goals

El Cajon City Council 2021/2022 Priorities Implementation Plan

Adopted: March 23, 2021 / Updated: January 18, 2022

Priority: Communication/Civic Engagement

Goal/Outcome	Lead Department(s)	Milestones/Tasks	Target Dates	Progress
Refine City's communication/outreach/engagement plan, addressing what stakeholders want to receive and how to best communicate that information as well as strategies to increase civic engagement will all in the community	CM, P&R, PW	Host several community focus groups aimed at receiving feedback from a wide-range of community members about communication and civic engagement	4/1/2021 – 6/3/2021	Complete – staff met with the following groups: <ul style="list-style-type: none"> • Chaldean Radio – Middle Eastern / Chaldean • SD New Comers – Middle Eastern • El Cajon Collaborative – senior service providers • El Cajon Collaborative – Hispanic & Middle Eastern residents • Chamber of Commerce – business community • Cajon Valley School District –district communications staff
		Council to receive a report on current communication efforts and feedback received from focus groups	8/10/2021	Complete – report provided to the Council on September 14, 2021.
		Based on, Council to receive a report on proposed implementation plan	10/12/2021	In Progress – implementation plan developed and will be presented to the City Council on February 22, 2022.
		Begin implementation of plan	11/1/2021	On-Going
Leverage technology and social media to promote the City, its events, and the community by relying on experiential marketing	P&R, PD	Council to receive an update on use of social media as part of the 8/10/2021 report (see above)	8/10/2021	Complete – report provided to the Council on September 14, 2021
		Implement feedback from City Council	8/11/2021	On-Going

Priority: Economic Development

Goal/Outcome	Lead Department(s)	Milestones/Tasks	Target Dates	Progress
<p>Comprehensive Economic Development Strategic Plan to address opportunities, marketing, incentives, and priorities</p>	<p>CM, CD, PW, Fin</p>	<p>Present a “small business” economic development strategy to Council for consideration. Elements of this will include financial assistance for start-up businesses, exploration of additional business districts, and business incentives</p>	<p>5/30/2021</p>	<p>Complete – report provided to Council on April 13, 2021. Direction to prepare an economic development study via a consultant was directed, which is now underway.</p>
		<p>Work with EC-EDC and other regional partners and perhaps present a Request for Qualifications to Council for a consultant to study market conditions and identify target businesses for the City to attract</p>	<p>9/14/2021</p>	<p>In Progress – Natelson Dale Group working with EC-EDC and began work on the study on July 26, 2021. The consultant also expanded its scope to include analysis regarding impacts of the County’s Working Families Ordinance.</p>
		<p>Consider land purchases and/or partnership with large undeveloped and developed sites for development or redevelopment</p>	<p>Ongoing</p>	<p>Incomplete – staff is waiting for results of consultant study to assist in other opportunities.</p>
<p>Analyze zoning policies that inhibit development with a focus on possible boundary changes of the Downtown Specific Plan</p>	<p>CD</p>	<p>Council to receive a report with an analysis and possible resolution of intent to initiate amendment of Specific Plan No. 182</p>	<p>4/27/2021</p>	<p>Complete – report provided on April 27, 2021 regarding various amendment options to SP 182.</p>
		<p>Based on resolution of intent, present draft SP No. 182 amendments to the Planning Commission</p>	<p>6/1/2021</p>	<p>In Process – the Council directed staff to present code modifications that would allow for select freeway oriented uses on properties north of Madison Ave. within the boundaries of SP 182. This is included in the Zoning Code Amendment scheduled for 12-14-21.</p>
		<p>Council to consider Planning Commission recommendations regarding any proposed amendments to SP No. 182</p>	<p>6/22/2021</p>	<p>In Process – see above</p>

Priority: Enhance Image of City by Focusing on City's Entry Locations

Goal/Outcome	Lead Department(s)	Milestones/Tasks	Target Dates	Progress
Develop and implement a landscape/ beautification plan around the City's main entry locations	PW	Council to receive presentation for feedback regarding "big ideas" to consider implementing and methodology of selecting entryways	4/27/2021	Complete – report provided to Council on April 27, 2021 with feedback to proceed given.
		With feedback provided at 4/27/2021 meeting, Council to receive an implementation plan in the form of entryway capital improvement program	5/30/2021	In Process – staff is finalizing CIP scope. Phase 1 to be presented to Council during Mid-Year FY 2021-22 budget and Phase 2 to be included in the FY 2022-23 CIP.
		Implement program	6/1/2021 – 5/30/2022	Incomplete – pending CIP budget approvals.
Attract businesses near entry locations	CM	Identify properties near City entry locations that are suitable for development or redevelopment opportunities and create a property profile for each, along with zoning information and possible commercial uses	5/3/2021	In Process – this task is being specifically being addressed in the Natelson Dale Group study. Progress on this task is on hold until the completion of the study. Expected completion date of the study is first quarter 2022 with work commencing in mid-2022.
		Make contact with property owners of target properties to understand needs and long-term intentions to identify viable opportunities	7/2/2021	Incomplete – see above.
		Begin working with commercial real estate brokers and development community to promote viable sites for development	8/2/2021	Incomplete – see above.
		Keep the Council updated through regular memos	ongoing	Incomplete – see above.

Priority: Homelessness

Goal/Outcome	Lead Department(s)	Milestones/Tasks	Target Dates	Progress
Increase enforcement on drug dealers supplying vulnerable homeless population	PD	Council to receive presentation identifying current problem, enforcement efforts, and limitations (legal, State policy, and budgetary) along with options to consider	6/29/2021	Complete – staff provided briefings to Council members about possible challenges to program.
		Implement program determined by the Council	7/1/2021	N/A
		Council to receive a report on outcomes of the program	5/17/2022	N/A
Coordinate homeless services and housing with cities in the East County region so that all jurisdictions in the region share the responsibility of providing housing and services to individuals experiencing homelessness	CM, CD	Develop a Memorandum of Understanding (MOU) with East County jurisdictions that addresses shared emergency shelter, permanent supportive housing, and coordination of services	5/31/2021	In Process – staff has drafted a MOU, along with the County and neighboring city staff. Staff hopes to present the MOU for City Council consideration at its February 22, 2022 meeting.
		Council to consider MOU for approval	6/30/2021	Incomplete – staff aims to present the MOU in early 2022.
Continue to address and clean up homeless encampments and debris	CM, P&R, PW, PD	Begin power washing frequent encampment areas with vacation noticing. Council to receive proposed changes to the City’s Municipal Code providing staff with additional enforcement powers and the Council will be presented with a contract for power washing	7/13/2021	Ongoing – in 2021, 26 areas have been powerwashed by City staff. Incomplete – staff has not yet developed recommended Municipal Code language for Council consideration. City currently gives 24 hour notice and we have not encountered issues. This policy may not be needed.
		Expand contracted services to assist City with cleanup efforts	8/31/2021	In Process – City contracted with Urban Corps of SD to provide clean up service and staff is evaluating additional services to assist with powerwashing.

		Increase communication to the community, Council, and homeless community regarding efforts to assist in providing housing options and cleanup efforts; create a ride-along program for the public	ongoing	Incomplete – staff plans to prepare public information, including a two-page “FAQ” and a short animated video that addresses challenges faced by the community, legal barriers, programs implemented, and results achieved.
		Develop and present possible policies to the Council regarding vacant lot maintenance, including proactive code enforcement on vacant sites with encampments	ongoing	Incomplete

Priority: Public Safety

Goal/Outcome	Lead Department(s)	Milestones/Tasks	Target Dates	Progress
Implement technologies that could assist in the response and services provided by the City's Fire and Police Departments	IT, PD, FD	Council to approve El Cajon 2.0 Smart City Plan (which establishes a framework by which to consider technology initiatives)	5/25/2021	Complete – the El Cajon 2.0 Plan was approved on April 27, 2021 by the Council.
		Convene existing Police Department Tech & Innovations Group to consider business needs and technology through the lens of the El Cajon 2.0 Smart City Plan	6/30/2021	Complete – the Group meets quarterly.
		Establish a Heartland Fire Research & Development committee to identify needs and possible pilot programs	6/30/2021	Complete – Heartland Fire & Rescue held its first meeting with IT staff in January 2022.
		Council to receive a report on possible pilot programs for funding in the FY 2022/23 budget	5/30/2022	In Process – a Request for Innovation (RFI) titled “Technology as a Force Multiplier” was issued in July 2021, which resulted in up to four potential pilot projects with responsive vendors. One zero cost pilot has been completed. Staff is in negotiations with other vendors to determine scope and pilot costs.
Evaluate public safety staffing and equipment needs for the City as it grows	HR, PD, FD	Develop an analytics formula to forecast staffing and equipment demands from new residential and commercial properties and develop funding strategies to meet future demands	12/15/2021	In Process – staff is exploring alternative metrics to officers per 1,000 residents to have a clearer position on public safety staffing needs. We are hoping to rely on SDSU Capstone project students to assist in this analysis.
		Engage SDSU Masters in Public Administration students as part of a capstone project to compare El Cajon staffing with other communities in San Diego County, factoring in crime data, mental	9/1/2021 – 3/30/2022	Incomplete – the SDSU capstone groups did not select an El Cajon project in 2021/22.

		health issues, socio-economic characteristics, etc.		
		Council to receive a comprehensive report on analytics formulas and SDSU capstone project results	4/26/2022	N/A
Launch a human trafficking/safety education campaign	PD	Council to receive a presentation on human trafficking (regional trends, efforts made to combat, etc.)	10/12/2021	In Process – the community liaison with the District Attorney’s Office who will be providing the presentation is not available until 2022. The presentation will be scheduled in first quarter 2022.
		Using social media, share District Attorney resources about human trafficking	Ongoing	Ongoing – staff has posted social media information and will make a larger push on January 11, 2022 for National Day of Human Trafficking Awareness.
		Ensure that all City staff receive training on how to recognize human trafficking	12/31/2021	Ongoing – information/training has been provided to City staff.

Priority: Miscellaneous

Goal/Outcome	Lead Department(s)	Milestones/Tasks	Target Dates	Progress
Consider an Election Integrity Ordinance	Clerk	Present optional components of an election integrity ordinance for Council feedback	6/8/2021	Complete – report provided to Council on June 8, 2021.
		Relying on Council feedback, draft and present ordinance for adoption	9/14/2021	Complete – resolution approved by the Council on September 14, 2021.
Explore a process in which businesses can operate under modified zoning rules and explore policy opportunities to permanently relax regulations post-COVID-19	CD	Council to consider temporarily extending outdoor dining relaxed regulations until formal policy is developed later in 2021	4/27/2021	Complete – on November 9, 2021, the Council extended the policy through December 31, 2022.
		With input provided by Planning Commission, review zoning code for changes in concert with the State-mandated housing regulation changes and present for Council approval	9/28/2021	In Process – on July 27, 2021, the Council approved submittal of the Housing Element. HCD found issues with the document. Modifications will be provided to the Council in first quarter 2022. Also, Phase I of the zoning code amendment will be presented to the Council on 12-14-21 and includes outdoor display opportunities for general retail, streamline permitting for food tracks, extended operating hours and use area for breweries, and reduced vehicle maneuvering requirements allowing for more developable area.
Explore modified sign regulations regarding flashing and/or lighted signs and window treatments	CD	Council to receive a report reviewing the City’s current sign/ design standards, along with options, in order to receive City Council feedback	4/27/2021	Complete – report provided to the Council on September 14, 2021.

		Based on feedback from Council, present proposed changes to the Planning Commission	6/21/2021	N/A
		Present recommendation from Planning Commission to the Council	7/27/2021	N/A
Promote mental wellbeing of City Staff	HR	Council to receive a presentation on 1) mental health in the workplace, 2) programs launched by the City, and 3) other ideas for the future	11/9/2021	Complete – a report was provided to the City Council on January 25, 2022.
		Continue to implement programs	Ongoing	Complete