



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

Council Chamber
200 Civic Center Way
El Cajon, CA 92020

Agenda

JUNE 28, 2022, 3:00 p.m.

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

POSTINGS: The City Clerk posted Orders of Adjournment of the June 14, 2022, Meeting and the Agenda of the June 28, 2022, Meeting in accordance to State Law and Council/Authority/Successor Agency to the Redevelopment Agency Policy.

PRESENTATIONS:

- **Bike to Work Event Results**

AGENDA CHANGES:

CONSENT ITEMS:

Consent Items are routine matters enacted by one motion according to the RECOMMENDATION listed below. With the concurrence of the City Council, a Council Member or person in attendance may request discussion of a *Consent Item* at this time.

1. Minutes of the City Council/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency Meeting

RECOMMENDATION:

That the City Council/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency approves Minutes of the June 14, 2022, Meeting of the El Cajon City Council/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency.

2. Warrants

RECOMMENDATION:

That the City Council approves payment of Warrants as submitted by the Finance Department.

3. Approval of Reading Ordinances by Title Only

RECOMMENDATION:

That the City Council approves the reading by title and waives the reading in full of all Ordinances on the Agenda.

4. Contract Amendments for Street Sweeping Services

RECOMMENDATION:

That the City Council adopts the next Resolution, in order, to authorize amendments to the existing agreement for Street Sweeping Services with Cannon Pacific Services, LLC dba Pacific Sweeping (PS), in order to:

1. Approve the retroactive payment of prevailing wages in an amount not to exceed \$150,000; and
2. Extend the term of the agreement from July 1, 2022 through and including June 30, 2023, and increase the Street Sweeping Services Contract in an amount not to exceed \$160,000.

PUBLIC COMMENT:

At this time, any person may address a matter within the jurisdiction of the City Council/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency that is not on the Agenda. Comments relating to items on today's docket are to be taken at the time the item is heard. State law prohibits discussion or action on items not on the Agenda; however, Council, Authority and Agency Members may briefly respond to statements or questions. An item may be placed on a future Agenda.

WRITTEN COMMUNICATIONS:

PUBLIC HEARINGS:

5. Fiscal Year 2022-23 Annual City, Housing Authority, and Successor Agency Budgets

RECOMMENDATION:

That the City Council, Housing Authority, and the City of El Cajon as Successor Agency to the former Redevelopment Agency hold a joint public hearing to consider the Fiscal Year 2022-23 Proposed Budgets. After closing the public hearing, staff recommends the following:

1. Acting as the City Council, individually adopt the following:
 - a. Resolution of the City of El Cajon Adopting the Fiscal Year 2022-23 Annual Budget.
 - b. Resolution Approving and Adopting the Annual Appropriations Limit for Fiscal Year 2022-23.
 - c. Resolution Approving Designation of General Fund Balances.
2. Acting as the Housing Authority Board of Directors, adopt Resolution titled: Resolution of the El Cajon Housing Authority Adopting the Fiscal Year 2022-23 Budget.
3. Acting as the Successor Agency to the former Redevelopment Agency Board of Directors, adopt Resolution titled: Resolution of the City Council of the City Of El Cajon as the Successor Agency to the former El Cajon Redevelopment Agency Adopting the Fiscal Year 2022-23 Budget.

ADMINISTRATIVE REPORTS:

6. Veterans Memorial Update

RECOMMENDATION:

That the City Council receives the report and provides feedback to staff.

7. Introduction of an Ordinance Amending Chapter 2.16.020 of the El Cajon Municipal Code Regarding Salaries of Councilmembers and Mayor and a Resolution Adjusting the Cafeteria Benefit Allotment

RECOMMENDATION:

That the City Council considers:

1. Introducing an Ordinance amending Chapter 2.16.020 of the El Cajon Municipal Code (ECMC) related to salaries of Councilmembers and Mayor, and directs the City Clerk to read the title of the Ordinance; and
2. Adopting the next Resolution, in order, adjusting the cafeteria benefit allotment from \$1,200 per month to \$1,350 per month, effective January 2023, for Mayor and City Councilmembers.

8. El Cajon Economic Development Strategic Plan

RECOMMENDATION:

That the City Council adopts the next Resolution, in order, approving the El Cajon Economic Development Strategic Plan.

COMMISSION REPORTS:

ACTIVITIES REPORTS/COMMENTS OF MAYOR WELLS

SANDAG (San Diego Association of Governments) Board of Directors; SANDAG – Audit Committee, San Diego Division; LAFCO.

9. Council Activity Report

ACTIVITIES REPORTS/COMMENTS OF COUNCILMEMBERS:

10. **COUNCILMEMBER STEVE GOBLE**
MTS (Metropolitan Transit System Board); East County Advanced Water Purification Joint Powers Authority Board; Chamber of Commerce – Government Affairs Committee; SANDAG – Board of Directors – Alternate; SANDAG Public Safety Committee – Alternate; METRO Commission/Wastewater JPA – Alternate.
11. **COUNCILMEMBER GARY KENDRICK**
METRO Commission/Wastewater JPA; Heartland Communications; Heartland Fire Training JPA.
12. **DEPUTY MAYOR MICHELLE METSCHEL**
Harry Griffen Park Joint Steering Committee; Heartland Communications – Alternate; Heartland Fire Training JPA – Alternate.
13. **COUNCILMEMBER PHIL ORTIZ**
League of California Cities, San Diego Division; East County Economic Development Council; MTS (Metropolitan Transit System Board) – Alternate; East County Advanced Water Purification Joint Powers Authority Board – Alternate; Chamber of Commerce – Government Affairs Committee – Alternate.

JOINT COUNCILMEMBER REPORTS:

GENERAL INFORMATION ITEMS FOR DISCUSSION:

ORDINANCES: FIRST READING

ORDINANCES: SECOND READING AND ADOPTION

CLOSED SESSIONS:

14. Closed Session - Conference with Legal Counsel - Existing Litigation - pursuant to paragraph (1) of subdivision (d) of Government Code section 54956.9: Eric Bidwell, et al. v. City of El Cajon, et al.
United States District Court, Southern District of California
Case No. 16-cv-2575-LL-MSB

ADJOURNMENT: The Adjourned Regular Joint Meeting of the El Cajon City Council/ El Cajon Housing Authority/Successor Agency to the El Cajon Redevelopment Agency held this 28th day of June 2022, is adjourned to Tuesday, July 12, 2022, at 3:00 p.m.



City Council
Agenda Report

Agenda Item 1.

DATE: June 28, 2022

TO: Honorable Mayor and City Councilmembers

FROM: Angela Cortez, City Clerk

SUBJECT: Minutes of the City Council/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency Meeting

RECOMMENDATION:

That the City Council/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency approves Minutes of the June 14, 2022, Meeting of the El Cajon City Council/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency.

Attachments

06-14-22Draft minutes - 3PM

JOINT MEETING OF THE EL CAJON CITY COUNCIL/HOUSING AUTHORITY/SUCCESSOR AGENCY TO THE EL CAJON REDEVELOPMENT AGENCY



MINUTES

CITY OF EL CAJON EL CAJON, CALIFORNIA

June 14, 2022

A Regular Joint Meeting of the El Cajon City Council/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency, held Tuesday, June 14, 2022, was called to order by Mayor/Chair Bill Wells at 3:00 p.m., in the Council Chambers, 200 Civic Center Way, El Cajon, California.

ROLL CALL

Council/Agencymembers present: Goble, Kendrick, and Ortiz
Council/Agencymembers absent: None
Deputy Mayor/Vice Chair present: Metschel
Mayor/Chair present: Wells
Other Officers present: Mitchell, City Manager/Executive Director
DiMaggio, Assistant City Manager
Foley, City Attorney/General Counsel
Cortez, City Clerk/Secretary

PLEDGE OF ALLEGIANCE TO FLAG led by Girl Scout Troop 5937 and MOMENT OF SILENCE. (The Courts have concluded that sectarian prayer, as part of City Council Meetings, is not permitted under the Constitution).

POSTINGS: The City Clerk posted Orders of Adjournment of the May 24, 2022, meeting and the Agenda of the June 14, 2022, meeting in accordance with State Law and El Cajon City/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency Policy.

PRESENTATIONS: None

AGENDA CHANGES: None

CONSENT ITEMS: (1 – 12)

1. Minutes of El Cajon City Council/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency Meetings

Approve Minutes of the May 24, 2022, Meeting of the El Cajon City Council/ Housing Authority/Successor Agency to the El Cajon Redevelopment Agency.

2. Warrants

Approve payment of Warrants as submitted by the Finance Department.

3. Approval of Reading Ordinances by Title Only

Approve the reading by title and waives the reading in full of all Ordinances on the Agenda.

PULLED FOR DISCUSSION:

4. 2021 Office of Emergency Services (CalOES) - Coverdell Forensic Science Improvement Grant Award

RECOMMENDATION:

That the City Council:

1. Authorizes the City Manager, or designee, to accept the 2021 Coverdell Forensic Science Improvement Grant in the amount of \$52,033 and execute any grant documents and agreements necessary for the receipt and use of these funds; and
2. Appropriates funding to purchase a Foster & Freeman Uniform Polarized Light Tunnel and CSU mounting plate for \$3,721, five (5) Microsoft Surface Pro 8 with Pen for \$12,594, the Mideo Casework Crime Scene and JusticeTrax integration software for \$33,460, and overtime funding of \$2,258 for three (3) Forensic Evidence Technicians.

DISCUSSION

Councilmember Goble praised the 'behind the scenes' work of the Police Department.

CONSENT ITEMS: (Item 4 - Continued)

1. Authorize the City Manager, or designee, to accept the 2021 Coverdell Forensic Science Improvement Grant in the amount of \$52,033 and execute any grant documents and agreements necessary for the receipt and use of these funds; and
2. Appropriate funding to purchase a Foster & Freeman Uniform Polarized Light Tunnel and CSU mounting plate for \$3,721, five (5) Microsoft Surface Pro 8 with Pen for \$12,594, the Mideo Casework Crime Scene and JusticeTrax integration software for \$33,460, and overtime funding of \$2,258 for three (3) Forensic Evidence Technicians.

5. Accept the Fanita Drive Emergency Storm Damage Repair Project as complete

Adopt Resolution No. 044-22 to accept the Fanita Drive Emergency Storm Drain Project as complete, direct the City Clerk to record a notice of completion, and approve the final project cost.

6. Rejection of RFP No. 013-22 – Command Vehicle

Adopt Resolution No. 045-22 to reject the sole proposal.

7. January – March 2022 Quarterly Treasurer's Report

Receive the Treasurer's Report for the quarter ending March 31, 2022.

8. General Municipal Election - November 8, 2022

Adopt the following Resolutions in connection with the November 8, 2022, General Municipal Election:

1. Resolution No. 046-22 calling and giving notice of the November 8, 2022, General Municipal Election for the election of Mayor, and one Member of the City Council of the City of El Cajon for District No. 1, for complete four-year terms to expire December 2026;
2. Resolution No. 047-22 requesting the Board of Supervisors to consolidate the General Municipal Election with the Statewide General Election on November 8, 2022;
3. Resolution No. 048-22 adopting regulations for candidates calling for prepayment for a 200-word Candidate's Statement; and
4. Resolution No. 049-22 adopting regulations to resolve a tie vote for the City Council Election by lot.

CONSENT ITEMS: (Continued)

9. Award of Bid No. 017-22 – Pedestrian Safety Improvements

Adopt Resolution No. 050-22 to Approve Plans and Specifications for the Pedestrian Safety Improvements Project, Bid No. 017-22; Find the first low bidder, LB Civil Construction (LBCI), non-responsive for the reason set forth in the agenda report; and Resolution No. 051-22 to award the bid to the lowest responsive, responsible bidder, Baker Electric & Renewables, LLC., in the amount of \$209,576.

10. Water Safety Event Grant

Accept, appropriate, and expend grant funding for a water

11. Contract Amendment for Professional Building Support Services

Adopt Resolution No. 052-22 to authorize an amendment to the existing Agreement for Professional Services with Esgil, LLC to extend for one year in the annual amount of \$300,000, with the option to renew for two additional one-year terms.

12. El Cajon Professional Firefighters' Association: Side Letter Limited to Clean-up

Approve and authorize the terms and conditions of the Limited Clean-up Side Letter Agreement between the City and the El Cajon Professional Firefighters' Association (ECPFF).

MOTION BY GOBLE, SECOND BY METSCHEL, to APPROVE Consent Items 1 to 12.

MOTION CARRIED BY UNANIMOUS VOTE.

PUBLIC COMMENT:

Bob Collins spoke about the homeless problem in the City.

Councilmember Goble shared with Mr. Collins about the many programs the City of El Cajon offers for homeless individuals.

Sameer Qasim spoke about the struggle to get approvals from the City for one of his projects.

Khaleel Khaleed spoke about the same issues as Mr. Qasim, his father.

WRITTEN COMMUNICATIONS: None

PUBLIC HEARINGS: None

ADMINISTRATIVE REPORTS:

13. Fiscal Year 2022-23 Preliminary Annual Budget

RECOMMENDATION:

That the City Council, Housing Authority, and the City of El Cajon as Successor Agency to the former Redevelopment Agency receives information related to the proposed Fiscal Year 2022-23 Preliminary Annual Budget.

DISCUSSION

Finance Director, Clay Schoen and Senior Management Analyst, Autumn Reberger, provided detailed information of the Item.

No public comment was received.

Discussion ensued among Council and Staff concerning the following:

- Sales tax increase;
- Pension obligation bonds;
- Electronic bill board;
- Budget reserves amount; and
- League of California Cities recommendation for Budget reserves amount;

MOTION BY ORTIZ, SECOND BY METSCHEL, to receive information related to the proposed Fiscal Year 2022-23 Preliminary Annual Budget.

MOTION CARRIED BY UNANIMOUS VOTE.

14. Compensation for Executive and Unrepresented Employees (A-29), City Manager and City Attorney

RECOMMENDATION:

That the Mayor provides an oral report summarizing recommended changes in compensation for the City's "local agency executives" and, following the report, that the City Council:

1. Approves the changes to City Council Policy A-29 described below and reflected in the attachment; and

ADMINISTRATIVE REPORTS: (Item 14 – Continued)

2. Adopts the next Resolutions, in order, to approve the amendments to the employment contracts with the city manager and city attorney, and authorizing the Mayor to execute the amendments, substantially in the forms as presented.

DISCUSSION

Human Resources Director, Marisol Thorn, provided detailed information of the Item.

Mayor Wells provided an oral report summarizing the recommended changes.

No public comment was received.

MOTION BY KENDRICK, SECOND BY METSCHEL, to APPROVE the changes to City Council Policy A-29 described in the agenda report and reflected in the attachment; Adopt Resolution No. 053-22 to approve the amendments to the employment contract with the City Manager; Adopt Resolution No. 054-22 to approve the amendments to the employment contract with the City Attorney, and authorize the Mayor to execute the amendments, substantially in the forms as presented.

MOTION CARRIED BY UNANIMOUS VOTE.

15. Options for Incentivizing Development of a Vacant Property at the Southwest Corner of Greenfield Drive and E. Main Street

RECOMMENDATION:

That the City Council considers options for incentivizing the development of a vacant property at the southwest corner of Greenfield Drive and E. Main Street and provides direction to staff.

DISCUSSION

Councilmember Goble stated a conflict of interest as he lives within a 300 ft. radius of the vacant property. Mr. Goble left the Council Chamber at 3:58 p.m.

Director of Community Development, Anthony Shute, provided detailed information of the Item.

Discussion ensued among Council and Staff concerning the following:

- Request from staff for general direction on the Item;
- Options given in regards to the vacant property; and
- Property should be developed or sold by current owner.

ADMINISTRATIVE REPORTS: (Item 15 – Continued)

Kaiser Permanente’s Senior Director of Public Affairs and Communications, Roger Dougherty, answered City Council’s questions.

No public comment was received.

Motion not required for the Item.

Recess called at 4:23 p.m.
Meeting called back to order at 4:27 p.m.

Councilmember Goble returned to the Council Chamber at 4:27 p.m.

COMMISSION REPORTS: None

ACTIVITIES REPORTS/COMMENTS OF MAYOR WELLS:

SANDAG (San Diego Association of Governments) Board of Directors; SANDAG – Audit Committee; LAFCO.

16. Council Activities Report/Comments

Report as submitted.

ACTIVITIES REPORTS OF COUNCILMEMBERS:

17. COUNCILMEMBER STEVE GOBLE

MTS (Metropolitan Transit System Board); East County Advanced Water Purification Joint Powers Authority Board; Chamber of Commerce – Government Affairs Committee; SANDAG – Board of Directors – Alternate; SANDAG Public Safety Committee – Alternate; METRO Commission/Wastewater JPA – Alternate.

Council Activities Report/Comments.

Report as submitted.

ACTIVITIES REPORTS OF COUNCILMEMBERS: (Continued)

18. COUNCILMEMBER GARY KENDRICK
METRO Commission/Wastewater JPA; Heartland Communications; Heartland Fire Training JPA.

Council Activities Report/Comments.

Report as stated.

19. DEPUTY MAYOR MICHELLE METSCHEL
Harry Griffen Park Joint Steering Committee; Heartland Communications – Alternate; Heartland Fire Training JPA – Alternate.

Council Activities Report/Comments.

Report as submitted.

20. COUNCILMEMBER PHIL ORTIZ
League of California Cities, San Diego Division; East County Economic Development Council; MTS (Metropolitan Transit System Board) – Alternate; East County Advanced Water Purification Joint Powers Authority Board – Alternate; Chamber of Commerce – Government Affairs Committee – Alternate.

Council Activities Report/Comments.

Report as submitted.

JOINT COUNCILMEMBER REPORTS: None

GENERAL INFORMATION ITEMS FOR DISCUSSION: None

ORDINANCES: FIRST READING – None

ORDINANCES: SECOND READING AND ADOPTION - None

CLOSED SESSIONS:

RECOMMENDATION: That the City Council/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency adjourns to Closed Session as follows:

21. Closed Session - Conference with Legal Counsel - Existing Litigation - pursuant to paragraph (1) of subdivision (d) of Government Code section 54956.9: Aaron Morgan vs. City of El Cajon, et al.
San Diego Superior Court Case No. 37-2022-00012053-CU-PA-CTL

22. Closed Session - Conference with Legal Counsel - Anticipated Litigation - Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Government Code section 54956.9 - Four (4) potential cases: The Law Offices of Allan S. Field, on behalf of Noah Karmichael Steinbach; and the Frantz Law Group, on behalf of Abigail Reyes, Gabriel Reyes, and the Estate of Giovanni Roman, have submitted Claims for Damages alleging losses suffered following a vehicular collision at an intersection maintained by the City of El Cajon

MOTION BY WELLS, SECOND BY KENDRICK, to ADJOURN to Closed Session at 4:29 p.m.

MOTION CARRIED BY UNANIMOUS VOTE.

RECONVENED to Open Session at 4:50 p.m.

City Attorney Foley reported the following actions:

21. Direction given to Legal Counsel
22. No action taken

Adjournment: Mayor Wells adjourned the Regular Joint Meeting of the El Cajon City Council/Housing Authority/Successor Agency to the El Cajon Redevelopment Agency held this 14th day of June, 2022, at 4:51 p.m., to Tuesday, June 28, 2022, at 3:00 p.m.

ANGELA L. CORTEZ, CMC
City Clerk/Secretary



City Council
Agenda Report

DATE: June 28, 2022
TO: Honorable Mayor and City Councilmembers
FROM: Michael James, Deputy Director of Public Works - Operations
SUBJECT: Contract Amendments for Street Sweeping Services

RECOMMENDATION:

That the City Council adopts the next Resolution, in order, to authorize amendments to the existing agreement for Street Sweeping Services with Cannon Pacific Services, LLC dba Pacific Sweeping (PS), in order to:

1. Approve the retroactive payment of prevailing wages in an amount not to exceed \$150,000; and
2. Extend the term of the agreement from July 1, 2022 through and including June 30, 2023, and increase the Street Sweeping Services Contract in an amount not to exceed \$160,000.

BACKGROUND:

Street sweeping is one of the City's best tools to improve water quality. Sweeping provides neighborhood beautification as well as other benefits for the environment, which includes the collection and removal of trash and other debris that accumulates in the streets and gutters. It is also a mandated activity per the San Diego County Municipal Storm Water Permit issued by the California Regional Water Quality Control Board (RWQCB), San Diego Region 9, which requires each Co-permittee in San Diego County to implement a street sweeping program.

On June 12, 2018, the City Council awarded RFP #005-19, Street Sweeping Services for Cities of El Cajon and La Mesa, for a one-year term in the amount of \$240,000, with the option to renew for four (4) additional one-year periods.

The frequency of sweeping will not change between Fiscal Year 2021-22 and Fiscal Year 2022-23.

Area	Frequency
Commercial	4 or 8 times per year
Residential	1 time per month
Municipal Parking Lots	2 or 4 times per month

Discussion:

In October 2021, the Department of Industrial Relations (DIR) determined that street sweeping operators are subject to prevailing wage rates; the current contract does not include prevailing wage. The payment of prevailing wage is the largest factor contributing to the price escalation for the current agreement and final renewal option. Other contributing factors include inflation, materials and supplies costs, and operational overhead.

Staff recommends the following amendments to the existing agreement:

1. Amendment No. 4 – Retroactive payment of prevailing wages in an amount not to exceed \$150,000. This payment will account for back pay from October 4, 2021 through June 30, 2022.
2. Amendment No. 5 – Extend the term of the agreement from July 1, 2022 through and including June 30, 2023, and increase the Street Sweeping Services Contract in an amount not to exceed \$160,000 for a one-year period through June 30, 2023.

Both proposed amendments will allow the street sweeping program to continue for an additional year. During that year, staff will evaluate alternatives, such as, soliciting a new request for proposals or bringing street sweeping services back in-house for City Council's review.

FISCAL IMPACT:

Approval of the \$150,000 increase for retroactive prevailing wage payment will supplement the existing contract with PS for a total contract amount of \$400,000. Sufficient funds are available in the Fiscal Year 2021-22 Annual Budget: Wastewater (650750).

Approval of the \$160,000 increase to accommodate prevailing wage payment for the final renewal term will result in a total contract amount of \$410,000. Sufficient funds are included in the proposed Fiscal Year 2022-23 budget, contingent upon City Council approval: Wastewater (650750).

Prepared By: Mike James, Deputy Director of Public Works

Reviewed By: Yazmin Arellano, Director of Public Works

Approved By: Graham Mitchell, City Manager

Attachments

Resolution

RESOLUTION NO. __-22

A RESOLUTION OF THE EL CAJON CITY COUNCIL
ADOPTING AMENDMENTS TO THE STREET SWEEPING
CONTRACT BETWEEN THE CITY OF EL CAJON AND
CANNON PACIFIC SERVICES, LLC, DBA PACIFIC SWEEPING

WHEREAS, beginning July 1, 2018, the City of El Cajon ("City") has had an agreement with Cannon Pacific Services, dba Pacific Sweeping, ("Pacific Sweeping") to provide street sweeping services; and

WHEREAS, in October of 2021, the Department of Industrial Relations issued a ruling finding that street sweeping operators are subject to prevailing wage rates; and

WHEREAS, the City's current contract with Pacific Sweeping (the "Contract") does not include prevailing wage payments; and

WHEREAS, in the event that prevailing wages are found to be due retroactively to October of 2021, the City desires, by means of a Fourth Amendment to the Contract, to provide back payment of prevailing wages in an amount not to exceed \$150,000.00 for a total contract amount of \$400,000.00 for fiscal year 2021-2022; and

WHEREAS, the City further desires, by means of a Fifth Amendment to the Contract, to extend the term of the Contract from July 1, 2022 through and including June 20, 2023, and to provide the additional compensation in an amount not to exceed \$160,000.00 for prevailing wage amounts for a total contract amount of \$410,000.00 for fiscal year 2022-2023.

NOW, THEREFORE, THE CITY COUNCIL OF EL CAJON RESOLVES AS FOLLOWS:

1. The above recitals are true and correct, and are the findings of the City Council.
2. The City Council hereby approves adding the Fourth Amendment and the Fifth Amendment to the Contract.



City Council Agenda Report

Agenda Item 5.

DATE: June 28, 2022
TO: Honorable Mayor and City Councilmembers
FROM: Clay Schoen, Director of Finance
SUBJECT: Fiscal Year 2022-23 Annual City, Housing Authority, and Successor Agency Budgets

RECOMMENDATION:

That the City Council, Housing Authority, and the City of El Cajon as Successor Agency to the former Redevelopment Agency hold a joint public hearing to consider the Fiscal Year 2022-23 Proposed Budgets. After closing the public hearing, staff recommends the following:

1. Acting as the City Council, individually adopt the following:
 - a. Resolution of the City of El Cajon Adopting the Fiscal Year 2022-23 Annual Budget.
 - b. Resolution Approving and Adopting the Annual Appropriations Limit for Fiscal Year 2022-23.
 - c. Resolution Approving Designation of General Fund Balances.
2. Acting as the Housing Authority Board of Directors, adopt Resolution titled: Resolution of the El Cajon Housing Authority Adopting the Fiscal Year 2022-23 Budget.
3. Acting as the Successor Agency to the former Redevelopment Agency Board of Directors, adopt Resolution titled: Resolution of the City Council of the City Of El Cajon as the Successor Agency to the former El Cajon Redevelopment Agency Adopting the Fiscal Year 2022-23 Budget.

BACKGROUND:

Presented for adoption are the Fiscal Year 2022-23 Budgets for the City, Housing Authority, and the Successor Agency to the former Redevelopment Agency. After today's public hearing, it is recommended that the City Council/Board approve City, Housing Authority, and Successor Agency resolutions to adopt the Fiscal Year 2022-23 Budgets and the City's Annual Appropriations Limit for Fiscal Year 2022-23.

The Successor Agency budget and a Recognized Obligations Payment Schedule (ROPS) must be prepared by the Successor Agency and presented to the Oversight Board and State Department of Finance for approval. The annual budget and ROPS for Fiscal Year 2022-23 were approved by the Oversight Board on January 20, 2022, and subsequently submitted to the State and County Auditor-Controller for allocation of funding. In addition to the resolutions, attached to this report is the City Manager's Transmittal Letter and the FY 2022-23 Budget cover page. A copy of the full budget can be found at www.elcajon.gov/budget.

FISCAL IMPACT:

Appropriations totaling \$232,956,994 will be established for City of El Cajon and Housing Authority funds in addition to \$4,614,395 for the Successor Agency of the former El Cajon Redevelopment Agency.

Prepared By: Clay Schoen, Director of Finance

Reviewed By: N/A

Approved By: Graham Mitchell, City Manager

Attachments

Resolution - City Budget

Resolution - Annual Appropriations

Resolution - Designation of GF Balances

Resolution - Housing Budget

Resolution - Successor Agency

FY23 Budget Letter from the City Manager

FY23 Preliminary Annual Budget Cover

RESOLUTION NO. __-22

RESOLUTION OF THE CITY COUNCIL OF
THE CITY OF EL CAJON ADOPTING THE
FISCAL YEAR 2022-2023 ANNUAL BUDGET

WHEREAS, the City Council of the City of El Cajon reviewed the proposed 2022-2023 annual budget at the June 14, 2022 City Council meeting, and accepted public comments to the proposed budget; and

WHEREAS, on June 28, 2022, the City Council further held a public hearing to accept additional testimony, both oral and written, related to the proposed 2022-2023 annual budget; and

WHEREAS, the annual budget includes all City grants and annual capital improvement budgets; and

WHEREAS, copies of the budget have been provided on the City's website, at various City Hall locations, and made available to the public.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EL CAJON AS FOLLOWS:

The City Council does hereby approve and adopt the City of El Cajon budget titled *City of El Cajon Annual Budget 2022-2023*, incorporated herein by reference, and reaffirm all active grant and capital project budgets.

RESOLUTION NO. __-22

RESOLUTION APPROVING AND ADOPTING THE
ANNUAL APPROPRIATIONS LIMIT FOR
FISCAL YEAR 2022-2023

WHEREAS, Article XIII (B) of the State Constitution places various limitations on the appropriations of the state and local governments; and

WHEREAS, Article XIII (B) provides that the appropriations limit for the fiscal year 2022-2023 is calculated by adjusting the appropriations of the fiscal year 2021-2022 for changes in the price and population; and

WHEREAS, the information necessary for making these adjustments is attached in Exhibit "A," and made a part hereof; and

WHEREAS, the City of El Cajon has complied with all of the provisions of Article XIII (B) in determining the appropriations limit for fiscal year 2022-2023.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EL CAJON AS FOLLOWS:

That the appropriations subject to limitations in fiscal year 2022-2023 shall be \$195,270,339 for the City of El Cajon.

EXHIBIT "A"

**DETERMINATION OF 2022-2023 APPROPRIATIONS LIMIT
CONSTITUTIONAL SPENDING LIMITS**

Article XIII (B) of the California Constitution provides that the City's annual appropriations be subject to certain State limitations. This appropriations limit is often referred to as the Gann Limitation. The City's limitation is calculated each year and is established by a resolution of the City Council as a part of the Annual Operating Budget.

The Article XIII (B) limitation for Fiscal Year 2022-2023 is \$195,270,339. The Gann spending limitation is calculated by taking the prior year's limitation of \$182,952,820 and adjusting it by the growth factor in the California Per Capita Personal Income and change in the population within the County of San Diego.

The Article XIII (B) limitation is not a restricting factor for the City of El Cajon due to the population growth during the past several years.

Basic References:

- (1) City of El Cajon Resolution No. 051-21 (established 2021-2022 appropriations limit)
- (2) Article XIII (B), State Constitution, as implemented by SB 1352 of 1980 and amended by Proposition 111 and SB 88 of 1990
- (3) "Price and Population Data for Local Jurisdictions," Department of Finance, State of California, May 2022

Raw Data:

California per Capita Personal Income	Non-Residential New Construction	Population Growth County of San Diego	Population Growth City of El Cajon
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7.55%	*	-.08%	-.76%
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CORRECTED APPROPRIATIONS LIMIT 2021-2022 = \$182,952,820

Calculation:

2022-2023 $1.0755 \times 0.9924 = 1.06732620 \times \$182,934,576 = \$195,270,339$

* Unavailable at this time.

RESOLUTION NO. __-22

A RESOLUTION OF THE CITY COUNCIL
OF THE CITY OF EL CAJON APPROVING
DESIGNATION OF GENERAL FUND BALANCES

WHEREAS, maintaining appropriate levels of fund balance, commonly referred to as reserves, is a critical component of sound financial management and fiscal security; and

WHEREAS, the practice of maintaining reserves was formalized by El Cajon City Council adoption of the Fund Balance City Council Policy B-12 ("CCP B-12") on June 14, 2011, and reinforced by the Pension Reform and Fiscal Responsibility Plan Resolution No. 47-13 adopted on April 9, 2013 ("Resolution 47-13"); and

WHEREAS, by implementation of CCP B-12 and Resolution 47-13, as well as subsequent annual budgets, the following reserve accounts have been established and maintained at various levels:

1. Carryover Reserve (Unassigned Fund Balance): Funded by revenues received in excess of expenditures, and available for future appropriation;
2. Designated for Economic Uncertainty (Assigned Fund Balance): Established for the purpose of stabilizing delivery of City services during periods of structural budget deficits and to mitigate the effects of major economic uncertainties resulting from unforeseen changes in revenues and/or expenditures;
3. Designated for Unfunded PERS/Retirement Obligations (Assigned Fund Balance): Due to increasing retirement contribution rates to CalPERS and unfunded pension obligations, the City Council approved the Pension Reform and Fiscal Responsibility Plan, which includes making periodic additional payments to CalPERS, whenever fiscally prudent; and
4. Operating Reserve (Committed Fund Balance): A long-standing reserve established as 20% of annual expenditures for two purposes (1) to provide General Fund cash flow; and (2) to serve as a reserve of last resort against unexpected events or risks outside the City's control; and

WHEREAS, from time to time it becomes necessary to adjust reserve balances to reflect both changing economic conditions, as well as advance the City Council's commitment to sound financial management; and

WHEREAS, at the completion of Fiscal Year 2020-2021 the General Fund had reserves totaling \$53.0 million, as detailed below:

Reserve Account	Balance
Carryover Reserve	\$22,982,958
Designated for Economic Uncertainty	6,500,00
Reserve for Unfunded PERS/Retirement Obligations	8,000,000
Operating Reserve (20% of Expenditures)	<u>15,531,197</u>
Total General Fund Reserve Balance	\$53,014,155

WHEREAS, General Fund Reserves are currently 66.8% or approximately eight (8) months of operating expenditures, which exceeds current requirements, and allows the opportunity to redirect funds to meet future City needs.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EL CAJON AS FOLLOWS:

1. The above recitals are true and correct, and are the findings of the City Council.

2. The City Council hereby approves the designation of general fund balances as set forth in the table below, to better prepare the City of El Cajon for future financial challenges.

Reserve Account	Balance
Carryover Reserve	\$8,247,751
Designated for Economic Uncertainty	15,883,202
Reserve for Unfunded PERS/Retirement Obligations	13,000,000
Operating Reserve (20% of Expenditures)	<u>15,883,202</u>
Total General Fund Reserve Balance	\$53,014,155

3. The City Manager and the Director of Finance are hereby authorized to designate general fund balances to balance reserve accounts as herein approved.

RESOLUTION NO. ECHA-__

RESOLUTION OF THE EL CAJON HOUSING AUTHORITY
APPROVING THE FISCAL YEAR 2022-2023 BUDGET

WHEREAS, on March 9, 2011, the City Council for the City of El Cajon (the "City Council") established the El Cajon Housing Authority (the "Housing Authority") in order to transfer the affordable housing functions of the Agency, to the Housing Authority; and

WHEREAS, the Housing Authority anticipates the periodic return of Low- and Moderate-Income Housing Asset Funds through the repayment of outstanding Agency contracts, loans, other receivables, or other sources borrowed or generated by the Housing Authority.

NOW, THEREFORE, BE IT RESOLVED BY THE EL CAJON HOUSING AUTHORITY BOARD OF DIRECTORS AS FOLLOWS:

1. The foregoing recitals are true and correct and constitute findings of the Housing Authority Board of Directors.

2. The Housing Authority Board of Directors hereby further finds and determines that the planning and administrative costs paid with Low and Moderate Housing Asset Funds or other funds as may be received, as described in the Low- and Moderate-Income Housing Asset Fund Administration and Capital Improvement Budgets are necessary for the production, improvement or preservation of low- and moderate-income housing as required by subdivision (d) of section 33334.3 or 34200 *et seq.* of the California Health and Safety Code.

3. The Housing Authority Board of Directors hereby further finds and determines that it will follow section 34176 of the Health and Safety Code relating to expenditures of the Low and Moderate Income Housing Fund asset fund.

4. The Housing Authority Board of Directors hereby further finds and determines that the acquisition/development of properties to be owned by or assisted by the Authority, assistance to low and moderate income households and improvements to properties, including a rapid rehousing and/or homeless prevention project, the Lexington Square – Rental Subsidy Project, the Housing Authority Development and Revitalization Project, and the Acquisition/Rehab/New Construction project that help to eliminate both physical and economic blight by producing and/or replacing affordable housing units, renovating facilities with substandard, defective or obsolete design or construction, and stimulating economic activity.

5. The Housing Authority Board of Directors hereby further finds and determines that no other reasonable means of financing the proposed activities are available to the community to fund these projects at this time.

6. The Fiscal Year 2022-2023 Low and Moderate-Income Housing Asset Fund Budget, including the Administration and Capital Improvement Budget included in the City

of El Cajon fiscal year 2022-2023 annual budget, incorporated herein by reference, is hereby approved.

06/28/22 CC Agenda
Reso - Budget – Adopt Housing Authority (ECHA) FY 22-23 Budget 062122

RESOLUTION NO. __-22

RESOLUTION OF THE CITY COUNCIL
OF THE CITY OF EL CAJON
AS THE SUCCESSOR AGENCY TO THE
EL CAJON REDEVELOPMENT AGENCY
ADOPTING THE FISCAL YEAR 2022-2023 BUDGET

WHEREAS, the City of El Cajon formed the El Cajon Redevelopment Agency (the "Agency"), which has continuously engaged in redevelopment activities under the Community Redevelopment Law (Health and Safety Code sections 33000 *et seq.*) (the "Redevelopment Law"); and

WHEREAS, Assembly Bill 1X 26 (the "Dissolution Act") was enacted on June 28, 2011, to significantly modify the Redevelopment Law; and

WHEREAS, the Dissolution Act dissolved all redevelopment agencies in the state of California, including the El Cajon Redevelopment Agency, effective February 1, 2012; and

WHEREAS, section 34173 of the Redevelopment Law, as amended by the Dissolution Act, provides that the City, as the agency authorizing the creation of the Agency, is the successor entity to the Agency upon its dissolution (the "Successor Agency"), and is responsible for those obligations set forth in section 34177 of the Redevelopment Law, which include collecting obligations to the Agency, disposing of assets, winding down the affairs of the Agency, and otherwise performing such functions as required under the Dissolution Act; and

WHEREAS, the San Diego Countywide Redevelopment Successor Agency Oversight Board adopted a Recognized Obligation Payment Schedule ("ROPS") for expenditures for the period of July 1, 2022 through June 30, 2023 on January 20, 2022; and

WHEREAS, in order for the Successor Agency to act as contemplated herein the Agency must adopt an operating budget for the Fiscal Year 2022-2023 of \$4,614,395 for the Successor Agency; and

WHEREAS, the proposed budget is based on the anticipated level of responsibilities transferred to the Successor Agency; and

WHEREAS, the absence of any particular contract or other obligation, from a ROPS does not in any way waive the legal rights of the City of El Cajon to challenge the purported validity of such contracts or obligations under the Dissolution Act.

NOW, THEREFORE, BE IT RESOLVED BY THE EL CAJON CITY COUNCIL AS FOLLOWS:

Section 1. Recitals. The above recitals are true and correct.

Section 2. Approval of Budget. The City Council, solely in its capacity as the Successor Agency, hereby approves the operating budget of \$4,614,395 for the Fiscal Year 2022-2023.

Section 3. Appropriations. The appropriations listed in Exhibit "A," establishing the operating and project administrative and debt service budgets for the City of El Cajon as Successor Agency to the former El Cajon Redevelopment Agency, consistent with the ROPS for the period of July 1, 2022 through June 30, 2023, are to be made.

06/28/22 CC Agenda
Reso - Budget – Adopt Successor Agency FY 22-23 Budget 062222

NEED NEW EXHIBIT "A"

EXHIBIT "A"

**SUCCESSOR AGENCY TO THE EL CAJON REDEVELOPMENT AGENCY
PROPOSED BUDGET
FISCAL YEAR 2022-2023**

Activity/Project		Total Fiscal Year 2022-23	
<u>Other Funds</u>			
702110	Successor Agency Administration	\$	46,000
702900	Hazardous Materials Testing-Park & Ballantyne	\$	100,000
<u>RPTTF - Non Administrative</u>			
701100	Successor Agency Debt Service	\$	4,468,395
Total Fiscal Year 2022-23 Budget		\$	4,614,395



City Manager

June 14, 2022

Honorable Mayor, City Council, and El Cajon Residents:

I am pleased to present the City of El Cajon Fiscal Year 2022-2023 (FY 2022-23) Annual Budget. The annual budget establishes funding priorities for the community and supports the City Council's goals, policies, and objectives for the coming year. The budget document serves as the City's financial plan based on the Five-Year Business Plan and the Annual Comprehensive Financial Report. This year's budget focuses on priorities such as fiscal stability, public safety, public infrastructure, and community (such as recreation, beautification, and public events) as well as the five main priorities established through the City Council 2022-23 Priorities & Implementation Plan process. Those priority areas include:

- Revitalization of Downtown El Cajon,
- Economic Development,
- City Beautification,
- Homelessness,
- Public Safety, and
- Several Miscellaneous goals such as more public engagement, celebration of accomplishments, addressing regional issues that impact local businesses and neighborhoods, and developing a new City Veteran's Memorial.

Review of Fiscal Year 2021-22 Budget

The City came out of the global COVID-19 pandemic fiscally intact, in part, because of the measures implemented in anticipation of significant revenue shortfalls. In FY 2021-22, total projected General Fund revenues exceeded budgeted expectations by \$4.1 million. Also, due to the conservative approach taken, projected General Fund expenditures are about \$475,099 less than budgeted. This resulted in a budget surplus of approximately \$4.6 million.

Summary of Fiscal Year 2022-23 Budget

The FY 2022-23 budget assumes encouraging growth over the past year's revenue and is able to lift some of the cost-saving measures put into place last fiscal year, such as continuing to unfreeze vacated positions.

The following points highlight several elements of the FY 2022-23 budget:

- Estimated General Fund revenues total \$90.1 million, \$5.8 million more than last year's budgeted amount—a 6.9% increase.
- Projected General Fund expenditures total \$92.1 million, \$8.4 million above last year's budget.
- At the end of FY 2022-23, the budget anticipates a combined General Fund balance and reserve of \$56.0 million, which is approximately \$2.1 million less than the current fund balance. This is primarily due to the City's decision to over-hire ten police officers.
- An infusion of approximately \$30 million in American Rescue Plan funds will continue to aid the City in its efforts to meet community needs through the next few years.
- The City's 31 non-General Fund budgets, with combined expenditures of nearly \$140.7 million in FY 2022-23, support many of the City's objectives.

I am proud to say that the FY 2022-23 budget maintains service levels while meeting other priorities, such as supporting the City Council's 2022-23 Priorities and Implementation Plan. The following sections demonstrate how community priorities are accomplished through this budget.

Fiscal Stability

The FY 2022-23 budget maintains a strong General Fund reserve of approximately \$56.0 million — 60.8% of the General Fund's annual expenditure. This balance will protect the City in the event of an economic or natural disaster and will allow the City to maintain services. During the upcoming fiscal year, the City will continue to seek strategies to reduce costs while augmenting revenue through economic development initiatives.

Economic Development

The FY 2022-23 budget includes \$1.1 million for economic development activities from the General Fund. A significant amount of this allocation is for development agreements entered into over the past few years to facilitate vital development (Courtyard Marriott and new car dealerships—BMW, Honda, and Mercedes Benz). Other monies have been allocated for business development activities related to the City's Opportunity Zones, business attraction effort, redevelopment opportunities, and economic development assessment study. The budget also reflects over \$5.0 million in business assistance programs through the American Rescue Plan funds.

Public Safety

The FY 2022-23 budget reflects filling all vacant police positions as well as compensation increases in order to attract and retain professional and trained staff. This budget also reflects the Police Department's ongoing use of the Special Enforcement Unit to address quality of life issues including the impacts of homelessness on the community. Additional funding toward homeless programs and addressing homelessness continues to be a budget priority in FY 2022-23.

Public Infrastructure/ Enhanced Public Image

Throughout FY 2022-23, the City will continue to implement its aggressive street maintenance program by allocating various transportation funds toward street paving, sidewalk installation, and drainage systems improvements. In addition, over \$30 million in grant and non-General Fund monies will improve vehicle/pedestrian/bicycle safety and ADA improvements. Significant improvements are budgeted for projects on Jamacha Road, Madison Avenue, El Cajon Boulevard, Main Street, and Oakdale Avenue. Other projects funded in the FY 2022-23 budget include the Broadway Creek Restoration project, Wells Park improvements, Luke Lane

improvements, and a significant energy efficiency/solar project. These projects, along with efforts regarding homelessness, economic development, and code enforcement, strive to enhance the image of the community.

SANDAG Smart Growth Grant funding (\$5 million) and San Diego River Conservancy Prop 68 Grant funding (\$500,000) was obtained for improvements along El Cajon Boulevard and Main Street to revitalize the areas surrounding the El Cajon Transit District and the Main Street corridor between Marshall Avenue and El Cajon Boulevard.

Of the approximate \$72.0 million in appropriation for infrastructure improvements in FY 2022-23, about \$66.8 million is from non-General Fund sources.

Homelessness

Through various funding sources, the FY 2022-23 budget addresses many aspects of homelessness. The City will fund programs aimed to help individuals and households secure permanent housing and to mitigate negative impacts of homelessness in the community. The budget supports the following homelessness and homeless prevention programs in FY 2022-23:

- Homeless Outreach & Housing Assistance,
- A Way Back Home Reunification Program,
- Emergency Shelter,
- Emergency Rotational Shelter,
- Emergency Motel Bridge to Permanent Housing,
- East County Homeless Task Force,
- Neighborhood Quality of Life Team,
- City Homeless Outreach Program,
- Emergency Rental/Mortgage/Utility Assistance, and
- Support to various organizations providing homelessness and homelessness prevention services.

Community (Recreation, Culture, and Public Events)

The FY 2022-23 budget allocates resources to community events and recreation. The budget funds important community events such as the Fourth of July Celebration, HauntFest, Mother Goose Parade, return of America on Main Street/Foodie Fest, and movies in the park. The FY 2022-23 budget includes allocations of funds for ongoing improvements at Wells Park, Hillside Park Playground Shade Structures, Hillside Park Solar Lighting, Stoney's Neighborhood Park Playground Resurfacing, Renette Park Adult Fitness Area, and improvements to Kennedy Park.

The FY 2022-23 budget supports the City's six community centers, four with gymnasiums, and a public swimming pool. Core recreation classes, such as dance, tumbling, cheer, gymnastics, preschool, swim, youth sports and adult enrichment classes will expand to meet the diverse needs of the community. With the continuation of Dollar Days, funded through the American Rescue Plan, all swim lessons are \$5 to El Cajon residents. The Rec Squad will increase its programming to be at local schools immediately after school hours one day a week to increase positive critical hours of service to provide diversionary activities to area youth.

Communication/Civic Engagement

Through feedback tools, the City will continue to refine its communication with El Cajon residents and businesses, with an emphasis on engaging with its diverse community. The City freeway sign will assist in this effort along with improvements to its social media messaging. The budget also reflects the addition of a Marketing and Engagement Manager to assist the City in connecting with its citizens, promoting important activities in the City, and soliciting ways to better serve the community.

Conclusion

The FY 2022-23 budget represents a fiscally sound plan that effectively addresses the fiscal realities facing cities in California. It allocates scarce resources to meet community needs and priorities. Lastly, it establishes budgeting patterns that will ensure the City's fiscal health for years to come.

This budget document is the result of the dedicated effort of the entire City of El Cajon team, led by the Finance Department. The Finance Department, working with all City departments and the executive team, has prepared a budget that reflects the values and vision set forth by the City Council. The City Council's continued leadership, stability, and foresight continue to be the primary ingredients in El Cajon's success.

Finally, under the direction of the City Council, I am grateful for the opportunity to lead a team of dedicated municipal employees with a passion to serve the El Cajon community. Each year, I am overwhelmed by City staff's commitment to serving the community. I am excited for the upcoming year with a renewed focus on meeting community needs and fulfilling City Council priorities.

Respectfully submitted,



Graham Mitchell
City Manager

City of El Cajon

Fiscal Year
2022-2023



Preliminary Annual Budget Summary

<https://www.elcajon.gov/budget>





City Council
Agenda Report

DATE: June 28, 2022
TO: Honorable Mayor and City Councilmembers
FROM: Frank Carson, Director of Parks & Recreation
SUBJECT: Veterans Memorial Update

RECOMMENDATION:

That the City Council receives the report and provides feedback to staff.

BACKGROUND:

At its January 11, 2022 meeting, the City Council discussed new veterans memorial options and potential locations. At that time, the City Council was made aware that the current Veterans Memorial in front of The Magnolia may not compliment the venue as it once did when erected on November 11, 2000 nor pay appropriate tribute to the men and women of El Cajon who have served in the Armed Forces. At that meeting, the City Council directed staff to meet with stake holders and return with additional information for City Council consideration.

Since then, staff met with the newly created City of El Cajon Veterans Coalition on May 19, 2022. Additionally, staff met with members of the American Legion Post 303 on Memorial Day, May 30, 2022, to discuss an updated veterans memorial. At that time, some members of the American Legion Post 303 also wanted to possibly include Space Force as the sixth branch of the U.S. Armed Forces.

Also, on June 16, 2022, staff met with Veterans Coalition members at various locations in the City to discuss the potential for veterans memorial locations. The next meeting for the Veterans Coalition will be on July 28, 2022. Staff plans to meet this summer with the Marine Corps League Detachment, VFW, AMVETS and Navy Fleet Reserve to receive their input. Furthermore, staff will be hosting two community center public input meetings to gather feedback from community members for an updated veterans memorial.

The next area of feedback that will sought is whether the memorial should be located in a place where people can gathering (such as the current location or in front of the Police Department), or should it be more publically visible, which may not be able to accommodate large gatherings (such as the new memorial in Santee)? Ideas for final location options are still being discussed as there are many ideas that still need to be addressed for long-term suitability. Staff will return to the City Council in early Fall after further discussions with stakeholders.

FISCAL IMPACT:

Fiscal impact will be determined after further evaluation.

Prepared By: Frank Carson, Director of Parks & Recreation

Reviewed By:

Approved By: Graham Mitchell, City Manager



City Council
Agenda Report

DATE: June 28, 2022
TO: Honorable Mayor and City Councilmembers
FROM: Graham Mitchell, City Manager
SUBJECT: Introduction of an Ordinance Amending Chapter 2.16.020 of the El Cajon Municipal Code Regarding Salaries of Councilmembers and Mayor and a Resolution Adjusting the Cafeteria Benefit Allotment

RECOMMENDATION:

That the City Council considers:

1. Introducing an Ordinance amending Chapter 2.16.020 of the El Cajon Municipal Code (ECMC) related to salaries of Councilmembers and Mayor, and directs the City Clerk to read the title of the Ordinance; and
2. Adopting the next Resolution, in order, adjusting the cafeteria benefit allotment from \$1,200 per month to \$1,350 per month, effective January 2023, for Mayor and City Councilmembers.

BACKGROUND:

Mayor & City Council Salaries

The Government Code and El Cajon Municipal Code (Chapter 2.16) govern salaries for the Mayor and members of the City Council. Salaries were last modified on June 25, 2019 with new rates going into effect on January 1, 2021. Prior to that, the last time Mayor and Councilmember salaries were adjusted was on January 1, 2005.

Government Code section 36516 specifies that salary increases approved by the City Council cannot take effect until after the term ends for at least one Councilmember. This means that no salary adjustments can occur until after the next municipal election in November 2022. Also, the code limits the amount of the increase to a maximum of 5 percent for each year that has passed since the last increase--this allows for a maximum of 10 percent. Staff noted that in the past two years, inflation, as determined by the Consumer Price Index, has increased by about 14 percent. Staff also compared salaries, shown below, with eight comparable cities in the County:

Mayor Salary Comparison

AGENCY	MAYOR
Escondido	\$5,895.09
National City	4,532.13
Santee	2,956.58
Vista	2,904.00

El Cajon	2,879.00
Carlsbad	2,287.61
Oceanside	2,107.92
La Mesa	2,000.00
San Marcos	977.67

City Council Salary Comparison

AGENCY	COUNCIL
Vista	\$2,798.00
Carlsbad	2,187.61
Escondido	2,088.43
El Cajon	1,996.00
Oceanside	1,932.75
Santee	1,754.33
National City	1,189.78
La Mesa	1,000.00
San Marcos	977.67

Staff recommends that a 10 percent adjustment be made to the salaries resulting in the Mayor's proposed salary set at \$3,167 per month (an increase of \$288) and the City Council's proposed salary set at \$2,194 per month (or an increase of \$198).

Cafeteria Benefit Allotment

Also, the City periodically reviews benefits for all of its employees, including the Mayor and City Councilmembers. In January 2020, Mayor and Councilmembers' cafeteria benefit allotment was adjusted to match the amount general employees receive. Staff would like to maintain the cafeteria benefit allotment in line with the amount issued to the general employees for the 2023 plan year.

Currently, the cafeteria benefit allotment for the Mayor and City Council is \$1,200 per month. In comparison, the cafeteria benefit allotment for City staff will increase to \$1,350 per month effective January 2023. Staff recommends that the Mayor and City Councilmembers' cafeteria benefit allotment be adjusted to \$1,350/month effective January 2023.

FISCAL IMPACT:

Staff estimates that the annual impact of the salary increase is \$12,960, plus associated pension costs. The adjustment in cafeteria benefit allotment from \$1,200 to \$1,350 per month results in an annual cost of \$9,000.

Prepared By: Graham Mitchell, City Manager

Reviewed By:

Approved By: Graham Mitchell, City Manager

Attachments

Ordinance (Salaries)

Resolution (Cafeteria)

ORDINANCE NO. _____

AN ORDINANCE REPEALING SECTION 2.16.020 OF
CHAPTER 2.16 AND ADDING A NEW SECTION 2.16.020
OF CHAPTER 2.16 OF THE EL CAJON MUNICIPAL CODE
ADJUSTING SALARIES OF COUNCILMEMBERS
AND MAYOR EFFECTIVE JANUARY 1, 2023

The CITY COUNCIL OF THE CITY OF EL CAJON DOES ORDAIN AS FOLLOWS:

SECTION 1: Section 2.16.020 of Chapter 2.16 of the El Cajon Municipal Code is hereby repealed.

SECTION 2: A new section 2.16.020 of Chapter 2.16 of the El Cajon Municipal Code is hereby added to read as follows:

2.16.020. Salaries of councilmembers and mayor.

With the exception of the mayor, each member of the council of the city shall receive, as salary, the sum of two thousand one hundred ninety-four dollars per month, as prescribed in Title 4 Division 3 of the Government Code of the state of California for cities over seventy-five thousand up to and including one hundred fifty thousand in population, which shall be effective January 1, 2023, in the same manner as the salaries are paid to other officers and employees of the city.

The mayor of the city shall receive, as salary, the sum of three thousand one hundred sixty-seven dollars per month, which shall be effective January 1, 2023, in accordance with the provisions applicable to members of the city council as hereinabove set forth.

SECTION 3: This ordinance shall become effective thirty days following its passage and adoption.

RESOLUTION NO. ____-22

RESOLUTION REVISING THE CITY'S CONTRIBUTION
TO THE IRS SECTION 125 "CAFETERIA PLAN" FOR
THE MAYOR AND CITY COUNCIL MEMBERS

WHEREAS, California Government Code section 36516 et seq. defines the requirements and limitations for compensation and benefits for mayors and city councilmembers; and

WHEREAS, the Mayor and City Councilmembers recognize the significant increases in costs related to medical, dental and vision care and the cafeteria benefit has fallen behind the amount eligible for City staff as well as the amounts paid to other members of city councils in San Diego County; and

WHEREAS, the Mayor and City Councilmembers currently receive \$1,200 each month in in City contributions to their Internal Revenue Code section 125 "Cafeteria Plan" accounts; and

WHEREAS, the current cafeteria benefit allotment for City staff will increase to \$1,350 per month effective January 2023; and

WHEREAS, it is recommended that the Mayor and City Councilmembers' cafeteria benefit allotment be adjusted to \$1,350 per month effective January 2023, which will align with anticipated City staff amount effective January 2023.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EL CAJON AS FOLLOWS:

Section 1. That the foregoing recitals are true and correct, and are findings of fact of the El Cajon City Council.

Section 2. That beginning January 2023, the City of El Cajon will contribute the Mayor's and Councilmembers' cafeteria benefit allotment in the amount of \$1,350 per month.



City Council Agenda Report

Agenda Item 8.

DATE: June 28, 2022
TO: Honorable Mayor and City Councilmembers
FROM: Anthony Shute, Director of Community Development
SUBJECT: El Cajon Economic Development Strategic Plan

RECOMMENDATION:

That the City Council adopts the next Resolution, in order, approving the El Cajon Economic Development Strategic Plan.

BACKGROUND:

On March 22, 2022, the City Council received a presentation introducing the draft El Cajon Economic Development Strategic Plan (EDSP). As part of that presentation, the City's consultant, Natelson Dale Group (TNDG), provided demographic data and nine proposed strategies designed to:

- Expand economic opportunities for El Cajon's resident workforce by fostering creation of a diverse range of quality jobs accessible to residents across the spectrum of education/skill levels;
- Revitalize El Cajon's commercial and industrial areas by encouraging private investment that responds to anticipated real estate market demand; and
- Strengthen the City's fiscal position by attracting land uses and business types that have the potential to generate General Fund revenue.

During the March 22nd meeting, the City Council responded with feedback highlighted in bold and numbered one through six below, which includes staff responses immediately under as follows:

1. **Residential renewal/reinvestment**

- Economic development traditionally focuses on sustaining and increasing the City's tax base; increasing private and corporate investments; increasing opportunities for public and private partnerships; job creation within appropriate business/industry sectors; and maximizing sustainable economic growth and viability. Residential investments are short-term economic benefits because the construction activity is temporary and not sustaining. Moreover, material and labor are likely imported with no direct economic benefit to the City.
- However, to ensure multi-family housing developments meet housing codes and other applicable municipal codes, the City Council initiated the apartment inspection program. This program has resulted in reinvestments in existing housing stock.

2. Business attraction

- One of the nine proposed strategies includes business attraction. Data shows that many businesses collaborate and support each other directly and indirectly by purchasing supplies, products and services from each. Proposed strategy #1 is designed to attract, retain, and expand businesses that are locally strong and those that are dominant in the region but not necessarily represented in El Cajon.

3. Impacts to City infrastructure and property assemblage

- El Cajon has strong and reliable infrastructure facilities designed to accommodate existing and future development. As it is currently, significant new development investments are analyzed by the City's development teams to ensure any identified impacts are addressed, which are typically borne by the developer.
- Property assemblage is typically a component of sizeable redevelopment efforts in that a developer has purchased more than one property and combined them to support a specific type of development.
- Infrastructure needs and property assemblage may be two areas that could be part of a City-funded incentive program in a scalable fashion.

4. Density bonus for “upscale housing”

- Residential development incentives currently exist in the Transit District Specific Plan and the Mixed-Use Overlay zone. However, they do not address interior features such as appliances and fixtures. If directed, staff can research this idea as part of the upcoming Zoning Code Omnibus update.

5. CEQA Streamline Development Areas

- The City has approximately 600 acres of CEQA cleared project areas that encompass the Transit District, Downtown, Fletcher Parkway commercial corridor between Westwind and SR-125, the East Main St. corridor between Broadway and Pepper Drive, and Parkway Plaza. Since 2017, these areas have been identified for prime reinvestment of new commercial and residential developments while protecting existing established neighborhoods. Future development outside these areas would require an environmental assessment to determine if an in depth CEQA analysis would be required. Please note that CEQA provides numerous exemptions for new development which staff routinely uses.

6. Parkway Plaza

- This prime shopping center is about 80 acres and has historically been an economic center for El Cajon and East County. In 2017, the City Council adopted the Mixed-Use Overlay zone, which was applied to the Parkway Plaza site. This zone is intended to re-invigorate properties by creating new activity centers and injecting new life with new housing opportunities. As of now, only Seritage (formerly Sears Holdings) has been actively repurposing its assets with new businesses. City staff will continue to work with Parkway Plaza and the other property owners.

DISCUSSION

The El Cajon Economic Development Strategic Plan (EDSP) serves as a planning document, similar to a Comprehensive Plan for land use (for example, a Specific Plan or General Plan), which establishes the City's position and helps the City compete in the highly competitive world of economic development. An EDSP provides the City direction in its economic development efforts with objectives such as: sustaining and increasing the City's tax base; increasing private and corporate investments; increasing opportunities for public and private partnerships; job creation within appropriate business/industry sectors; and maximizing sustainable economic growth and viability.

Proposed El Cajon EDSP

The EDSP includes several analyses to provide a solid data foundation including: regional economic data; target industry/cluster analysis; a SWOT Analysis; and market demand projections. Establishing the City's economic development position and SWOT Analysis allows for the development of recommendations going forward.

These recommendations include targeted industries, which describe specific industry sectors that fit the profile of El Cajon and represent viable economic development target opportunities. The most important aspect of the EDSP is the nine identified strategies and the implementation of these strategies in an action plan. This can be thought of as a road map with specific actions recommended achieving the desired outcome of maximizing appropriate economic development in the City.

The three goals stated above in the "Background" section (page 1) are organized under the following sections to be implemented by individual strategies. Each strategy has a program description, action steps, an implementer, partners, tools/investments, timeline for implementation, and resource allocation. Strategies may be accomplished through existing staff time and resources, while other strategies will require new resources and expenditures. It is important to note, however, that approval of the EDSP does not commit or mandate any additional expenditures. Any additional expenditure will be subject to council approval through either budget amendments or allocations in future fiscal years.

Industry Targeting: Business Development/Job Creation

This section offers recommended industries as high-priority targets and includes: Information Technology and Analytical Instruments;

- Medical Devices;
- Biopharmaceuticals;
- Real estate, construction and development;
- Aerospace vehicles and defense; and
- Health services.

Associated implementing strategies to attract and build businesses are:

- Focus City's business retention/expansion/attraction efforts around high-priority industry clusters;
- Collaborate with regional partners to expand the availability of entrepreneurial development resources in El Cajon; and
- Implement a targeted economic development marketing program.

Umbrella Programs: Creating an Environment for Economic Progress

Ultimately, in this section, the implementing strategies establish a business culture that is conducive and inviting to business development within the City. A large part of this will be marketing efforts that seek to capitalize on the benefits of the City and to reposition the City's image, from a business perspective, beyond its current identity.

- Leverage the City's in-house resources for economic development through strategic partnerships, interdepartmental collaboration, and community involvement; and
- Enhance the City's interface with education/workforce development partners.

Land Use/Place Making Programs: Physical Changes to Accommodate Quality Growth

The following strategies focus on place making and capital investments to make new development and investment easier to implement in response to changing markets. Furthermore, by leveraging existing downtown assets by furthering activation could make downtown El Cajon an entertainment center. The identified strategies are:

- Position Downtown El Cajon as a regional arts/entertainment center;
- Implement the "reposition retail" initiative to facilitate revitalization and/or re-purposing of high-vacancy shopping centers based on potential market demand for other land uses (including "tech flex" space, office, residential and mixed-use);
- Implement strategic initiatives to attract investment in new (speculative) business park/"tech flex" buildings to accommodate targeted business growth; and
- Implement an integrated effort to expand the City's land, zoning and infrastructure capacity to accommodate anticipated development demand.

Public Input and Next Steps

The draft EDSP was made available for public review and comment via the City's website, and sent directly to the East County Chamber of Commerce and the East County Economic Development Council. No comments were received. It is noteworthy to mention that the EDSP review committee provided substantial and informative feedback during the process of drafting the EDSP.

If adopted by the City Council, implementation will begin through a collaborative effort of the City and other partners. Initial strategies for implementation will be identified and then broken into individual work plans for implementation, and measures will be created to chart progress. In order to fully implement the EDSP long term, staff anticipates returning to the City Council periodically with various initiatives that require City Council action in some shape or form. Given this, the City Council will be an active participant in the policy direction and implementation of the EDSP over the next several years.

While this is a multi-year work plan, the strategy will need to be reviewed periodically and updated to track the ever-changing environment of economic development and ensure that the City is positioning itself in the best way for success. As some point, budget priorities will eventually be required for items necessitating additional funding and City Council action may be required on other implementation items. After the process commences, an examination of current resources being utilized may be necessary to determine if sufficient capacity currently exists to successfully implement the program or if additional resources are necessary.

FISCAL IMPACT:

Approval of the EDSP does not carry any direct costs. Several of the recommended strategies will have expenditures associated with them and would require budget amendments or funding under future year budgets. Many of the strategies, however, fall under items that are currently funded, such as Zoning Code updates. As implementation will require joint ventures with partners, other organizations will also provide resources toward the goals.

Prepared By: Anthony Shute, Director of Community Development

Reviewed By: Vince DiMaggio, Assistant City Manager

Approved By: Graham Mitchell, City Manager

Attachments

Resolution

Final Draft Economic Development Strategic Plan

RESOLUTION NO. ____-22

A RESOLUTION OF THE EL CAJON CITY COUNCIL
ADOPTING AN ECONOMIC DEVELOPMENT STRATEGIC PLAN

WHEREAS, on April 13, 2021, the City Council identified economic development as a priority and directed staff to engage an economic consultant to analyze the City of El Cajon (the "City") demographics, and determine what types of large-scale businesses could successfully be attracted the City and what type of financial participation would be needed to attract them; and

WHEREAS, City staff and the City's Economic Development consultant, in concert with an economic development steering committee made up of El Cajon business owners, a City councilmember, and business representatives, helped to shape the direction of the plan; and

WHEREAS, on March 22, 2022, the City Council was presented with a draft Economic Development Strategic Plan (the "EDSP"); and

WHEREAS, at the March 22, 2022 meeting, councilmembers provided feedback to the draft EDSP to Community Development staff.

NOW, THEREFORE, THE CITY COUNCIL OF EL CAJON RESOLVES AS FOLLOWS:

1. The above recitals are true and correct, and are the findings of the City Council.
2. The City Council hereby approves the adoption of the proposed final draft of the Economic Development Strategic Plan.

EL CAJON ECONOMIC DEVELOPMENT STRATEGIC PLAN



Prepared for:

City of El Cajon, California

June 2, 2022

PREPARED BY:



THE NATELSON DALE GROUP,
INC.

YORBA LINDA, CA • www.natelsondale.com

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1. Introduction

This document provides a strategic framework to guide the City of El Cajon’s economic development policies and programs over the next 5 years. The El Cajon Economic Development Strategic Plan (EDSP) is based on a comprehensive research and stakeholder input process, and reflects consensus views on the most promising opportunities and the most pressing challenges facing El Cajon’s economy. While the EDSP places primary emphasis on actions and initiatives to be pursued by the City, it recognizes that a wide array of public- and private-sector entities have roles in influencing the economic vitality of El Cajon. In this regard, some of the recommended actions will be carried out through partnerships with other entities. Even for those action items in which the City’s role is essentially coordination, this function can take many forms and is often critical to solving problems that may not otherwise have a clear constituency or single responsible entity assigned to resolving them.

Consistent with the typical scope of a municipal economic development program, the EDSP places primary emphasis on programs and actions that directly attract new businesses investment, create high-paying jobs, and improve the City’s fiscal position. Peripheral issues, including housing development and residential neighborhood revitalization, are recognized as foundational to a healthy local economy but are not the focus of the EDSP Action Plan since they are addressed in other City policies/documents (e.g., Housing Element and Consolidated Plan).

Overview of the Strategic Planning Process

The recommended policies and program activities are based on an extensive planning process that included the following components:

- An analysis of El Cajon’s existing and projected demographic profile, providing an understanding of underlying trends that may affect economic growth potentials.
- Direct input from a cross section of the City’s economic development stakeholders (the EDSP Committee listed below) via a series of workshop-style meetings.
- A review of the various public- and private-sector entities involved in different aspects of economic development (or related activities), along with an inventory of their existing program offerings.
- An industry “cluster” analysis to identify the industry groups (clusters) that are the most important “engines” of the existing local economy, as well as the industry groups that are likely to offer the most attractive growth potentials in the future.
- A real estate market analysis to identify potential future demand for commercial and light industrial¹ development in the City.
- A 30-day public review period for the draft EDSP.

For both the industry cluster analysis and the real estate demand projections, conclusions were screened through the lens of the ongoing pandemic to identify ways in which immediate and longer-term market opportunities may be altered due to current conditions.

¹ For purposes of the EDSP, “light industrial” is defined to include business park and “tech flex” space, representing facility types well suited for a range of technology-oriented industries.

Where relevant, key findings of the background and technical studies are referenced in the EDSP. The full studies are provided as separate reports.

EDSP Committee

The City of El Cajon gratefully acknowledges the participation of the following individuals in the preparation of the EDSP.

City of El Cajon

Councilmember Phil Ortiz
El Cajon City Council

Vince DiMaggio
Assistant City Manager

Tony Shute
Community Development Director

Business/Community Stakeholders

Cameron Czubernat, Broker/Principal
Commercial Properties Group

Greg Kaminski, President
Gary Kaminski, President
Toyota of El Cajon and Honda of El Cajon

Cathy Zeman, CFO and Board Member
Downtown El Cajon Business Partners
(Property Business Improvement District)

Daisy Melena, General Manager
Parkway Plaza

James Sly, President and CEO
East County Economic Development Council

2. Executive Summary

Action Plan Goals and Scope

The EDSP Action Plan is designed to achieve the following major goals:

- Expand economic opportunities for El Cajon’s resident workforce
- Revitalize El Cajon’s commercial and industrial areas
- Strengthen the City’s fiscal position

Whereas these goals largely revolve around attracting and retaining targeted business investment, the Action Plan recognizes that the strength of the local business/development environment will ultimately depend on El Cajon’s strategic attention to a range of “foundational” conditions such as:

- Education/workforce development systems
- Entrepreneurial development resources
- The City’s reputation for business/development friendliness
- Land, zoning and infrastructure capacity
- Placemaking activities that leverage El Cajon’s unique locational advantages and sense of community (including selected housing issues²)
- Overall image and quality of life

On a practical level, implementation of this framework will be carried out through the nine specific strategies outlined below.

² As noted in the Introduction, broader housing issues (e.g., affordability, residential neighborhood revitalization, etc.) are not the focus of the EDSP Action Plan. However, selected housing topics are discussed within the context of other EDSP objectives (e.g., placemaking and downtown initiatives).

Prioritization of City Resources

The EDSP is intended to provide a “roadmap” to guide the City’s economic development efforts over the next five years (starting in Fiscal Year 2022-2023). The Action Plan is intended to assist the City in aligning its program priorities to match the market opportunities identified during this planning effort. **Whereas many of the proposed strategies involve activities that the City is already undertaking to some extent, the Action Plan also recommends some programs that would be new activities for the City. As such, full implementation of the Plan would likely require additional City staff dedicated to economic development (as further discussed on page 6 below).** In addition, the Plan identifies opportunities for the City to leverage its in-house economic development resources through collaboration with various non-City partner organizations. Recognizing that the City’s priorities for economic development are likely to evolve during the course of the 5-year implementation period, the Plan includes guidelines for periodically monitoring the effectiveness of initial efforts and adjusting the recommended programs based on changes in circumstances, available resources, etc.

EDSP Strategies

The EDSP Action Plan is organized around nine major strategies, shown below organized under the headings of A) Industry Targeting, B) Umbrella Programs, and C) Land Use/Placemaking:

Industry Targeting: Business Development / Job Creation

1. Focus City’s ***business retention/expansion/attraction*** efforts around high-priority industry clusters
2. Collaborate with regional partners to expand availability of ***entrepreneurial development*** resources in El Cajon
3. Implement targeted ***economic development marketing program***

Umbrella Programs: Creating an Environment for Economic Progress

4. Leverage the City’s in-house resources for economic development through ***strategic partnerships, interdepartmental collaboration, and community involvement.***
5. Enhance City’s interface with ***education/workforce development*** partners

Land Use / Placemaking Programs: Physical Changes to Accommodate Quality Growth

6. Position Downtown El Cajon as a ***regional arts/entertainment center***
7. Implement ***“reposition retail” initiative*** to facilitate revitalization and/or repurposing of high-vacancy shopping centers based on potential market demand for other land uses (including “tech flex” space, office, residential and mixed-use)

8. Implement strategic initiative to **attract investment in new (speculative) business park / “tech flex” buildings** to accommodate targeted business growth
9. Implement integrated effort to **expand the City’s land, zoning and infrastructure capacity** to accommodate anticipated development demand

High-Impact Action Items for Priority City Investment

Within each of the nine major strategies, the EDSP outlines a series of specific Action Steps. Some of the action items are relatively modest in scope (but still essential as parts of a comprehensive program), whereas others are high-impact action items that can be regarded as economic development “game changers” for El Cajon. These high-impact actions are highlighted on the table below (and are potentially candidate uses of available ARPA funding).

Major Strategy	High-Impact Action Items/ Investments
Business retention/expansion/attraction	<ul style="list-style-type: none"> • Target industry identification and outreach (locally and regionally)
Entrepreneurial development	<ul style="list-style-type: none"> • Coordination of startup assistance programs offered by partners • Potential facilitation of (or direct investment in) development of business incubator
Economic development marketing program	<ul style="list-style-type: none"> • Professionally designed, ED-specific marketing campaign
Strategic partnerships	<ul style="list-style-type: none"> • Periodic special events to recognize and strengthen relationships with public and private partners (including development community)
Workforce development coordination	<ul style="list-style-type: none"> • Interface between El Cajon’s major employers and workforce development organizations
Positioning downtown as regional arts/entertainment center	<ul style="list-style-type: none"> • Facilitation of public-private Downtown Working Group (to identify specific needs and actions to elevate downtown’s market position) • Downtown component of overall marketing campaign
“Reposition retail” initiative	<ul style="list-style-type: none"> • Direct outreach to commercial/industrial property owners to identify opportunities for reinvestment in (or repurposing of) under utilized real estate • City-funded incentives to encourage reinvestment
Attract investment in new business park / “tech flex” space	
Expand land, zoning and infrastructure capacity	<ul style="list-style-type: none"> • Implementation of “floating zone” concept to expedite zone changes for targeted land use changes • Expedited CEQA processes (funded by City as an incentive for land use change) • Policies to incentivize reuse of underutilized sites

Potential Deployment of New City Resources / Staffing

The recommended Action Plan would require deployment of new City resources in order to be effectively implemented. The consultant recommends the following resource commitments for the City’s consideration/discussion:

Major Strategy	Additional ED Staff (FTE Allocations by Strategy)	Other Resource Commitments (Amounts TBD)
Business retention/expansion/attraction	0.25	
Entrepreneurial development	0.10	<ul style="list-style-type: none"> • Funding for contracted incubator operator • Funding for incubator development and marketing
Economic development marketing program	0.05	<ul style="list-style-type: none"> • Professional marketing agency (program design and implementation)
Strategic partnerships	0.10	
Workforce development coordination	0.05	
Positioning downtown as regional arts/entertainment center	0.10	<ul style="list-style-type: none"> • Special events • Marketing • Development incentives
“Reposition retail” initiative	0.25	<ul style="list-style-type: none"> • Development incentives • Design prototypes and financial analysis (part of marketing package to encourage reinvestment)
Attract investment in new business park / “tech flex” space		
Expand land, zoning and infrastructure capacity	0.10	<ul style="list-style-type: none"> • Profession planning and environmental services
Total	1.00	

Recommended Business Retention/Expansion/Attraction Targets

The EDSP target industry analysis identified a total of 13 industry clusters that are of potential interest to El Cajon. Among the 13 clusters, eleven are recommended as strategic targets, with six of these clusters recommended as priority targets for this Action Plan³. The priority and other clusters are organized below under the two categorical headings within which they were derived:

- **Core strengths.** Build on El Cajon’s existing core strengths in “traded” (dollar-importing) clusters (Local Health Services would be an example of a core strength)
- **Regional clusters.** Tap into dominant regional industry clusters that are not currently well represented in El Cajon (e.g., Biopharmaceuticals)

Priority Industry Cluster	Cluster recommendations reflecting:	
	Core strengths	Regional clusters
1. Information Technology and Analytical Instruments		X
2. Medical Devices		X
3. Biopharmaceuticals		X
4. Real Estate, Construction and Development	X	
5. Aerospace Vehicles and Defense	X	
6. Health Services	X	

Other Strategically Significant Clusters	Cluster recommendations reflecting:	
	Core strengths	Regional clusters
7. Business Services		X
8. Communications Equipment and Services		X
9. Recreational and Small Electric Goods	X	
10. Motor Vehicle Products and Services	X	
11. Environmental Services	X	

³ In order to efficiently concentrate available marketing resources on the most promising target industries, the EDSP will include an *initial* focus on the six priority clusters. The remaining five clusters would potentially be added as secondary priorities later in the implementation period (i.e., Year 3 or later).

3. SWOT Assessment

The technical studies and stakeholder input provided the basis for identification of important SWOT (strength-weakness-opportunity-threat) factors affecting El Cajon’s economic development potentials. The most significant SWOT issues are summarized below.

SWOT SUMMARY FOR EL CAJON EDSP	
<u>Strengths</u>	<u>Weakness</u>
<ul style="list-style-type: none"> Existing concentration of retail and entertainment facilities attracts patronage from regional trade area (i.e., outside city) Proximity to well-developed transportation infrastructure Relative affordability compared to other parts of the County City leadership focused on improving economic development opportunities through business/development friendly policies 	<ul style="list-style-type: none"> Some unfavorable demographic/economic characteristics (income levels, poverty rates, unemployment rates, etc.) relative to region Limited supply of upscale amenities that appeal to high-skilled workers: hotels, restaurants, etc. Concentration of local-serving industries relative to “export-oriented” industries, which tend to have higher wages and more economic spin-off opportunities
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> Additional regional arts/entertainment options in Downtown El Cajon; Magnolia Performing Arts Center as an anchor for these uses Existing opportunities for mid-market ownership homes (\$500-\$600K); limited supply in other parts of county Economic development opportunities based on location and tie-ins with existing airport Significant local labor force that currently commutes out of the region: potential opportunity for business attraction efforts 	<ul style="list-style-type: none"> Relatively high shares of transient and homeless populations Regional government policies that do not promote economic development priorities in the East County region Lack of high-quality, modern real estate buildings – office and business park – to accommodate more desirable industries that are currently relocating to other parts of the County

4. Highlights of Background/Technical Studies

Demographic Profile

The demographic background report⁴ prepared for the EDSP provides socioeconomic comparisons for the following geographies: El Cajon, the East Suburban Metropolitan Statistical Area (MSA, excluding El Cajon)⁵, San Diego County and California. Highlights of El Cajon’s demographic profile include the following:

General Demographic Characteristics

- For the 16 years and over population, the City has a lower share of residents in the labor force, compared to San Diego County. Compared to the other benchmark regions, the City’s share was only slightly lower. The unemployment rate was significantly higher in the City compared to the benchmark geographies, including for the 25 to 64 years population (more detailed unemployment data are summarized below).
- El Cajon residents are more likely to use public transportation, compared to residents in the East Suburban MSA and the County. However, a smaller share work at home compared to the benchmark geographies. Residents across the evaluated geographies have relatively similar commute times.
- In terms of occupational employment, a smaller share of El Cajon residents is employed in *Management, business, science, and arts* occupations compared to the benchmark geographies. In contrast, El Cajon residents hold a relatively higher share of jobs in *Service* occupations.
- In terms of industry sector employment, the largest share of El Cajon residents (20.5%) is employed in the *Educational services, health care and social assistance* sector (similar to the benchmark geographies). Compared to the benchmark geographies, El Cajon has a relatively larger share (14.9%) of residents employed in the *Arts, entertainment, & recreation, & accommodation & food services* sector. In contrast, the City has a relatively smaller share (11.6%) of its residents employed in the *Professional, scientific, and management, and administrative & waste management services* sector.
- For the income and benefits category, the largest share of El Cajon households (17.9%) is in the \$50,000 to \$74,999 household income range. The City’s households are relatively underrepresented (4.5%) in the highest household income range (\$200,000 or more). The City’s

⁴ This summary is excerpted from Analysis of Key Datasets for Economic Development Strategic Plan, The Natelson Dale Group, Inc., December 1, 2021.

⁵ The San Diego Association of Governments (SANDAG) divides the County into seven Major Statistical Areas (MSAs), partly for evaluating regional economic and demographic data. The East Suburban MSA is one of these seven MSAs, and it includes the City of El Cajon. The seven MSAs are aggregations of Subregional Areas (SRAs), which are aggregations of census tracts that identify large communities in the region. The East Suburban MSA includes the following SRAs: Jamul, Spring Valley, Lemon Grove, La Mesa, El Cajon, Santee, Lakeside, Harrison Crest, Alpine, and Ramona. For purposes of this analysis, data provided for the East Suburban MSA exclude the El Cajon SRA, given that the focus is to compare El Cajon to benchmark regions.

average household income level (\$73,911) is relatively lower than the level in the benchmark geographies. The City's per capita income level is about 66% to 74% of the benchmark geographies' level.

- The City's health insurance coverage rates are relatively similar to the benchmark geographies, save for a couple categories. However, a smaller share of El Cajon's residents (52.8%) has private health insurance compared to the benchmark geographies. They are much more likely to have public coverage (48.5%). This trend is consistent across all categories of the civilian noninstitutionalized population 19 to 64 years.
- Poverty rates – as measured by families and people whose income in the past 12 months was below the poverty level – for all categories of families are relatively higher in El Cajon compared to the County and the State.

Housing Characteristics

- The occupied housing rate (96.3%) in El Cajon is higher than in all the benchmark geographies.
- About 39.1% of El Cajon housing units are *1-unit, detached* structures, which is well below the shares in the benchmark regions. Compared to the benchmark geographies, El Cajon has significantly higher shares of housing units in the following unit count ranges: *10 to 19 units* (14.3%) and *20 or more units* (20.1%)
- Only about 6.5% of El Cajon housing units have been built since the year 2000, well below the shares in the benchmark geographies. About one-half (49.8%) of El Cajon's housing units were built between the 20-year period from 1960 to 1979, a higher share than all the benchmark geographies.
- As significantly higher share (58.9%) of El Cajon's housing units are renter-occupied compared to the benchmark geographies.
- Monthly housing costs – measured as percentage of household income – in El Cajon vary for ownership versus rental properties. For housing units with a mortgage, one-fourth (25.0%) of El Cajon households have monthly expenses that are 35.0% or more of household income. This share is below all the benchmark geographies. For rental dwelling units, about 51.4% of El Cajon households have gross rent costs that are 35.0% or more of household income. In contrast, this share is above the shares in the benchmark geographies.

Educational Attainment

- El Cajon underperforms in terms of educational attainment relative to the benchmark geographies. For the 18 to 24 years age category, El Cajon has the lowest share of the population (4.9%) with a *Bachelor's degree or higher*. The same finding applies to the 25 years and over age category as well: just over one-fifth (20.9%) of the City is in the *Bachelor's degree or higher category*, well below the shares in the benchmark geographies.
- For the population 25 years or over with a Bachelor's degree or higher, the City has the lowest share of residents – compared to the County and State – with a *Science and Engineering* (37.7%) a degree. The share is similar to the East Suburban MSA (37.0%).

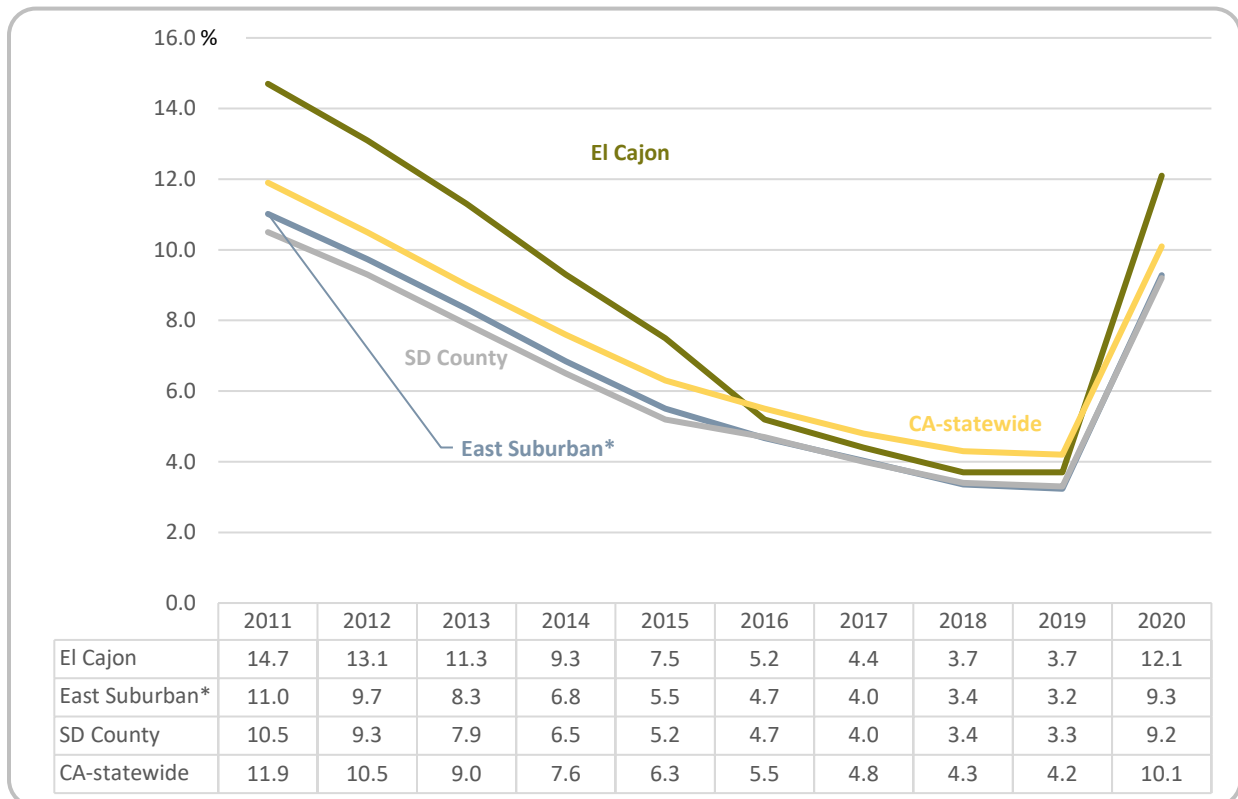
Household Composition

Average household and family sizes are slightly higher in El Cajon relative to the benchmark geographies. In addition, the data for selected age categories show that El Cajon has relatively younger population compared to the benchmark geographies. For example, about one-fourth (25.3%) of the City’s population is under 18 years, which is a higher share relative to benchmark geographies.

Resident Unemployment Rates

Figure 1, below, provides annual average unemployment rate estimates for El Cajon, East Suburban MSA (selected cities), San Diego County, and California for the 10-year period from 2011 to 2020. As shown in the figure, during the recovery from the Great Recession (between 2011 and 2015), El Cajon’s unemployment rates were the highest among all geographies. The City experienced a significant decrease in the unemployment rate from 2016 to 2019. As a consequence of the coronavirus pandemic, all evaluated geographies experienced a significant increase in unemployment rates, with El Cajon experiencing the most significant increase (8.4 percentage points between 2019 and 2020).

FIGURE 1. UNEMPLOYMENT RATE ESTIMATES: EL CAJON, EAST SUBURBAN MSA*, SAN DIEGO COUNTY, AND CA (2011-20)

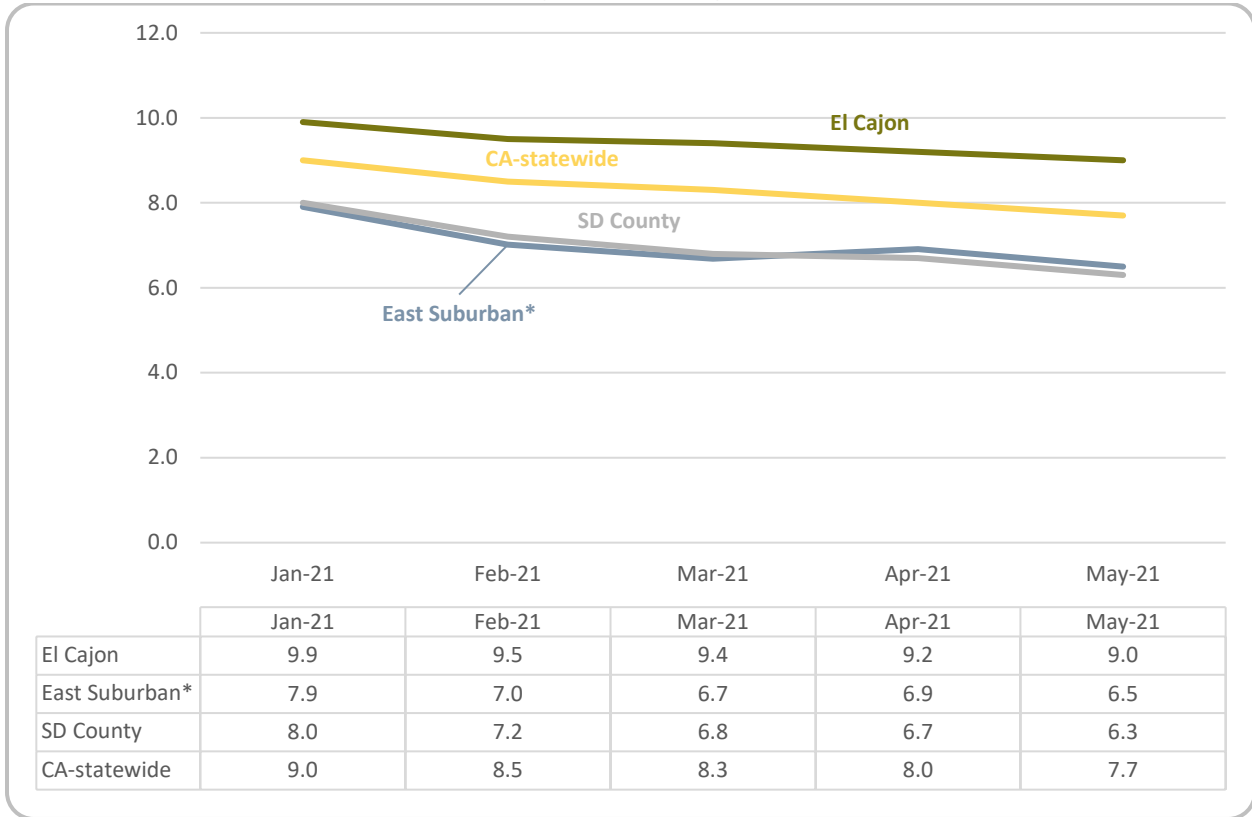


Source: Bureau of Labor Statistics (BLS), Local Area Unemployment Statistics (LAUS) program; TNDG.

*East Suburban MSA includes available labor force data for the cities of La Mesa, Lemon Grove, and Santee.

In Figure 2, the same unemployment rate data is provided for the first five months of 2021. As the economy recovers, unemployment rates have declined for all four evaluated geographies for the first five months of 2021. However, El Cajon has experienced the slowest decline in rates, with the unemployment rate decreasing by 0.9 percentage points from January to May.

FIGURE 2. UNEMPLOYMENT RATE ESTIMATES: EL CAJON, EAST SUBURBAN MSA*, SAN DIEGO COUNTY, AND CA (JAN-MAY 2021)



Source: Bureau of Labor Statistics (BLS), Local Area Unemployment Statistics (LAUS) program; TNDG.
 *East Suburban MSA includes available labor force data for the cities of La Mesa, Lemon Grove, and Santee.

Market Demand Projections for Commercial and Light Industrial Land Uses

As part of the EDSP process, The Natelson Dale Group, Inc. (TNDG) completed a real estate market analysis to provide 20-year forecasts of demand for new business park (light industrial), office and retail space in El Cajon. Tables 1 and 2 on the following pages provide an abbreviated summary of the market analysis (which is more fully documented in a separate report). Given the wide range of variables that can affect development opportunities over an extended timeframe, the demand projections for each land use are presented in terms of *ranges* (rather than single definitive forecasts) of potential building absorption. **The market projections represent unconstrained/theoretical demand based on expected regional growth. The indicated demand exceeds El Cajon’s existing land/zoning capacity. The EDSP therefore places significant emphasis on strategies to expand development capacity through redevelopment/repurposing of existing underutilized properties.**

**Table 1. Summary of Commercial/Light Industrial Market Analysis
(20-year Demand Projections)
City of El Cajon Economic Development**

Geographic Area	Light Industrial (1)	Office	Retail
<u>El Cajon</u> Existing space (square feet) Existing vacancy rate	9,746,143 2.2%	714,892 2.7%	Data not available at city level
<u>East County</u> Existing space (square feet) Existing vacancy rate	21,524,778 1.9%	2,456,758 4.0%	19,523,057 4.2%
<u>San Diego County total</u> Existing space (square feet) Existing vacancy rate	197,695,886 3.2%	80,691,801 13.9%	135,718,717 4.9%
<i>Projected 20-year demand for new space (square feet) in El Cajon:</i>	500,000 – 750,000	250,000 – 375,000 (includes medical office)	250,000 – 500,000 (includes services space in retail centers)

(1) Light industrial includes business park and “tech flex” space suitable for technology-oriented industries.

Sources: Kidder Matthews Industrial Market Trends (4Q 2021); JLL Office Insight (Q4 2021); Voit Real Estate Services San Diego Retail report (4Q 2021); The Natelson Dale Group, Inc. (TNDG).

**Table 2. Key Market Strengths, Opportunities and Challenges for
Commercial and Light Industrial Real Estate Development
City of El Cajon EDSP**

Market Factors	Light Industrial	Office	Retail
Market strengths/opportunities for El Cajon	<ul style="list-style-type: none"> • Potential demand generation from Gillespie Field airport • Global demand surge for industrial space due to e-commerce growth • Potential repatriation of out-commuting workers could generate demand for R&D/tech tenants • Potential nexus to entrepreneurial development initiatives 	<ul style="list-style-type: none"> • Potential repatriation of out-commuting workers could create office-using firms/tenants • Potential to position East County as a viable option for tech firms currently concentrated in North County • Potential to position East County as a location for shared office space attractive to “hybrid” remote workers • Potential nexus to entrepreneurial development initiatives 	<ul style="list-style-type: none"> • Established/prominent retail destination within East County • Population growth in East County will drive incremental growth in retail space demand • Potential to leverage downtown as arts district (and an attractor of regional demand for retail/restaurant spending) • Potential to leverage El Cajon’s concentration of automobile dealerships
Market challenges for El Cajon	<ul style="list-style-type: none"> • Lack of available/modern industrial space inhibits business attraction • Limited land/zoning capacity for additional business park development (need to focus on redevelopment/ repurposing of existing underutilized properties) 	<ul style="list-style-type: none"> • El Cajon is unproven as a Class A office market • Remote work trend may reduce overall demand for new office space • High vacancy rates regionally may delay development opportunities for new space in outlying areas 	<ul style="list-style-type: none"> • Global trends are reducing footprint of brick-and-mortar retail • El Cajon’s existing image issues (homelessness, etc.) undermine market position • Need to proactively plan for reuse/repositioning of older retail properties
Source: The Natelson Dale Group, Inc. (TNDG)			

Target Industry/Cluster Analysis

This section provides a summary of the target industry/cluster analysis completed for the EDSP process. The analysis (considers industry growth/retraction trends in the City of El Cajon, comparing the local economy's recent and longer-term performance to regional and national benchmarks.

The study evaluates the City's economy in terms of industry "clusters." Clusters are groups of inter-related industry sectors whose growth potentials within a region tend to be closely aligned. The tendency of individual industries to co-locate in clusters reflects linkages through supply-chain relationships, as well as commonalities in terms of workforce requirements and infrastructure needs. The concept of industry clusters is an effective framework for economic development programming since it reflects a holistic understanding of the regional economic conditions driving the growth or retraction of individual sectors. Nationally, the Cluster Mapping Project used in this analysis recognizes a total of 70 clusters, with 19 classified as "local" clusters and 51 classified as "traded" clusters.

Total current (2020) employment in the El Cajon area⁶ is estimated at 65,159 jobs⁷. Of this total, 64,274 jobs are in industries that are included in either a "local" or "traded" cluster (as further defined below); the remaining 885 jobs are in miscellaneous industries not associated with specific clusters. The local clusters currently represent a total of 50,914 jobs in the El Cajon area, while the traded clusters account for 13,359 jobs.

Whereas local and traded clusters are both critically important components of a balanced economy, they have distinct roles and characteristics, and these distinctions can be helpful in terms of planning economic development programs. Some of these distinctions are summarized as follows:

- **Local clusters** typically form the core of a region's economy; they primarily provide goods and services for the local (resident) population. They tend to account for the majority of jobs in a region (in the case of the El Cajon area, local clusters represent 78% of total jobs), and support a high quality of life by ensuring the availability of a diverse range of goods and services.
- **Traded clusters** are "export-oriented" in the sense that they include industries that are engaged in producing goods and services for end customers outside the region. Traded clusters represent close to 21% of the jobs in the El Cajon area, and are especially important from an economic development perspective given that they tend to have higher wages and higher "multiplier impacts" compared to local clusters. That is, they have a strong potential to inject new dollars into the local economy and thereby serve as "drivers" for broader economic growth.

⁶ Based on the data source used for this analysis, the El Cajon area is defined to include the following zip codes: 92019, 92020, and 92021. The geographic area covered by these zip codes includes some employment centers outside the City's boundaries. Thus, total El Cajon employment indicated in this report exceeds the number of jobs located within the City limits.

⁷ All employment data used in this analysis are from EMSI – a private data/modeling firm nationally regarded for its ability to provide detailed (6-digit NAICS code) industry employment estimates for small areas of geography (cities and zip codes).

Existing Important Clusters in El Cajon Area

Table 3 on the next page lists all traded clusters that had 50 or more jobs in the El Cajon area in 2020, and provides the following information about each listed cluster:

- Total number of jobs in the El Cajon area in 2020 (the latest full year for which data are available)
- Location quotient (compared to U.S. benchmark) in 2020. The location quotient (LQ) measures how concentrated/important an industry cluster is in a region compared to national benchmarks. An LQ value greater than 1.0 indicates that a cluster is more concentrated in the region than it is nationally. This is generally regarded as an indication that the region has a comparative advantage relative to a particular cluster, although (especially for local clusters) an LQ below 1.0 can indicate a potential growth opportunity.
- Average annual wage for jobs in the El Cajon area⁸
- Change in the number of jobs for the most recent 10-year period, 2010-2020

Table 4 provides the same data for local clusters that had more than 500 jobs in the El Cajon area in 2020.

Tables 5 and 6 summarize cluster job growth/retraction performance in the El Cajon area, the East County region (excluding El Cajon), and San Diego County compared to national trends. This part of the study is based on a “shift-share” analysis for each cluster that estimates an “expected” job change based on national trends. If the El Cajon area (or East County or County) has higher job growth (or experiences less severe job losses) compared to the expected change, it indicates that the local area (or East County or County) has performed better than national trends. Conversely, if El Cajon area/East County/County has less job growth (or experiences more severe job losses) compared to the expected change, it indicates that the local area/East County/County has performed worse than national trends.

⁸ Wage data are for jobs (not residents) based in El Cajon.

**TABLE 3. SUMMARY CHARACTERISTICS AND TRENDS, EL CAJON AREA LARGEST TRADED CLUSTERS
(LIST INCLUDES ALL CLUSTERS WITH MORE THAN 50 JOBS IN 2020)**

TRADED CLUSTER	JOBS	LQ	COUNTY LQ*	AVG ANN WAGE	10-YR JOB CHANGE
Education and Knowledge Creation	4,675	1.69	1.45	\$60,187	(213)
Business Services	1,518	0.37	1.10	94,658	380
Distribution and Electronic Commerce	964	0.38	0.64	99,407	(63)
Aerospace Vehicles and Defense	926	3.49	2.90	115,091	(491)
Recreational and Small Electric Goods	595	7.79	1.64	82,665	(22)
Hospitality and Tourism	515	0.51	1.33	47,095	(288)
Furniture	361	2.34	0.40	66,327	(14)
Information Technology and Analytical Instruments	358	0.63	1.69	98,170	(105)
Environmental Services	286	5.40	0.81	79,867	61
Wood Products	265	1.65	0.20	81,379	37
Plastics	256	0.97	0.42	71,341	22
Financial Services	249	0.29	0.90	136,688	(70)
Transportation and Logistics	240	0.28	0.51	65,205	20
Paper and Packaging	232	1.59	0.27	51,444	77
Metalworking Technology	232	1.26	0.56	64,124	19
Production Technology and Heavy Machinery	190	0.50	0.72	89,302	57
Downstream Metal Products	177	0.96	0.41	75,095	37
Upstream Metal Manufacturing	177	1.15	0.27	76,762	118
Performing Arts	151	0.67	1.08	41,022	(43)
Marketing, Design, and Publishing	141	0.20	0.97	77,021	5
Lighting and Electrical Equipment	116	0.92	0.61	73,394	42
Printing Services	105	0.63	0.64	65,531	(36)
Medical Devices	85	0.69	2.18	136,972	(26)
Automotive	80	0.21	0.13	72,806	(71)
Food Processing and Manufacturing	56	0.12	0.59	54,747	15
Nonmetal Mining	56	1.35	0.30	112,098	(27)
Communications Equipment and Services	54	0.44	2.74	194,312	(28)
Insurance Services	52	0.08	0.68	89,718	(13)
GROUP TOTAL / AVG	13,007	0.73	1.00	\$77,064	(581)
CITY TOTAL	65,159	N/A	N/A	\$68,612	5,381

Note: LQ = Location Quotient; 10-year job change is from 2010 to 2020. *County LQ provided for comparison purposes.

Source: U.S. Cluster Mapping Project; EMSI; The Natelson Dale Group, Inc. (TNDG).

**TABLE 4. SUMMARY CHARACTERISTICS AND TRENDS, EL CAJON AREA LARGEST LOCAL CLUSTERS
(LIST INCLUDES ALL CLUSTERS WITH MORE THAN 500 JOBS IN 2020)**

LOCAL CLUSTER	JOBS	LQ	COUNTY LQ*	AVG ANN WAGE	10-YR JOB CHANGE
Local Real Estate, Construction, & Development	11,347	2.19	1.08	\$74,589	2,748
Local Health Services	5,835	0.78	0.84	63,927	1,001
Local Hospitality Establishments	4,309	0.94	1.04	27,808	343
Local Federal Government	3,436	1.68	2.81	106,743	(69)
Local Government	3,407	1.49	0.98	114,508	199
Local Community and Civic Organizations	3,319	1.42	1.10	29,826	1,474
Local Education and Training	3,236	0.91	0.88	83,137	(5)
Local Motor Vehicle Products and Services	3,158	1.67	0.80	61,622	80
Local Retailing of Clothing and Gen. Merchandise	2,337	1.34	0.91	36,811	(470)
Local Commercial Services	2,155	0.57	1.00	59,324	118
Local Personal Services (Non-Medical)	1,921	1.22	1.01	41,325	216
Local Food and Beverage Processing and Distribution	1,902	1.05	0.91	39,803	280
Local Household Goods and Services	1,116	1.18	1.09	47,609	13
Local Logistical Services	979	0.83	0.70	68,101	(73)
Local Financial Services	734	0.54	0.74	102,009	134
Local Utilities	630	1.40	0.94	179,508	52
GROUP TOTAL / AVG	49,822	1.18	1.04	\$66,950	6,041
CITY TOTAL	65,159	N/A	N/A	\$68,612	5,381

Note: LQ = Location Quotient; 10-year job change is from 2010 to 2020. *County LQ provided for comparison purposes.

Source: U.S. Cluster Mapping Project; EMSI; The Natelson Dale Group, Inc. (TNDG).

TABLE 5. JOB GROWTH/RETRACTION PERFORMANCE COMPARED TO NATIONAL TRENDS FOR LARGEST TRADED CLUSTERS, EL CAJON AREA, EAST SAN DIEGO, AND SAN DIEGO COUNTY

TRADED CLUSTER	2010-20 GROWTH PERFORMANCE BASED ON SHIFT SHARE ANALYSIS		
	EL CAJON	E. SAN DIEGO	S.D. COUNTY
Aerospace Vehicles and Defense	-	N/A	+
Agricultural Inputs and Services	+	-	-
Apparel	+	+	+
Automotive	-	-	-
Biopharmaceuticals	+	+	+
Business Services	+	+	+
Communications Equipment and Services	-	-	+
Construction Products and Services	-	+	+
Distribution and Electronic Commerce	-	-	-
Downstream Chemical Products	+	+	+
Downstream Metal Products	+	-	+
Education and Knowledge Creation	-	-	+
Environmental Services	+	+	+
Financial Services	-	-	-
Food Processing and Manufacturing	+	+	+
Furniture	-	-	-
Hospitality and Tourism	-	-	-
Information Technology and Analytical Instruments	-	-	-
Insurance Services	-	-	-
Lighting and Electrical Equipment	+	-	-
Marketing, Design, and Publishing	-	-	-
Medical Devices	-	+	+
Metalworking Technology	+	-	+
Nonmetal Mining	-	+	-
Paper and Packaging	+	+	+
Performing Arts	-	+	-
Plastics	-	-	-
Printing Services	-	-	-
Production Technology and Heavy Machinery	+	+	+
Recreational and Small Electric Goods	-	-	-
Transportation and Logistics	-	-	+
Upstream Metal Manufacturing	+	+	+
Video Production and Distribution	+	-	-
Water Transportation	-	+	+
Wood Products	+	+	-

Note: " + " = growth performance better than expected; " - " worse than expected.
Source: U.S. Cluster Mapping Project; EMSI; The Natelson Dale Group, Inc. (TNDG).

TABLE 6. JOB GROWTH/RETRACTION PERFORMANCE COMPARED TO NATIONAL TRENDS FOR LARGEST LOCAL CLUSTERS, EL CAJON, EAST SAN DIEGO, AND SAN DIEGO COUNTY

TRADED CLUSTER	2010-20 GROWTH PERFORMANCE BASED ON SHIFT SHARE ANALYSIS		
	EL CAJON	E. SAN DIEGO	S.D. COUNTY
Local Commercial Services	-	-	-
Local Community and Civic Organizations	+	+	+
Local Education and Training	+	+	+
Local Federal Government	+	+	-
Local Financial Services	+	+	+
Local Food and Beverage Processing and Distribution	+	+	+
Local Government	+	+	+
Local Health Services	+	+	+
Local Hospitality Establishments	+	+	+
Local Household Goods and Services	-	-	-
Local Logistical Services	-	+	+
Local Motor Vehicle Products and Services	-	-	-
Local Personal Services (Non-Medical)	+	+	+
Local Real Estate, Construction, and Development	+	+	+
Local Retailing of Clothing and General Merchandise	-	+	-
Local State Government	+	+	+
Local Utilities	+	+	+

Note: " + " = growth performance better than expected; " - " worse than expected.

Source: U.S. Cluster Mapping Project; EMSI; The Natelson Dale Group, Inc. (TNDG).

“Candidate” Clusters for El Cajon’s Target Industry Program

Table 7, on the following page, provides a list of candidate clusters for the City of El Cajon’s industry targeting program (i.e., business retention, expansion and attraction). The candidate clusters are based on two strategic approaches to industry targeting:

1. **Build on El Cajon’s existing core strengths.** In some cases (e.g., Local Health Services), the core clusters represent strong continuing growth opportunities that could be the focus of business expansion/attraction efforts. In other cases (e.g., Recreational and Small Electric Goods), the existing core clusters are currently recognized nationally as non-growth or declining industries (in these cases, the City’s industry targeting efforts would appropriately focus on retention/repositioning).

2. **Tap into dominant regional clusters that are not currently well represented in El Cajon.** This strategic approach would seek to leverage El Cajon’s competitive strengths to capture increasing shares of projected County employment growth. This component of the City’s business attraction/marketing program would focus on the El Cajon’s unique “selling points” relative to the larger regional economy (including the city’s strategic location near several San Diego County area submarkets, a resident workforce that includes large numbers of commuters potentially eager to work closer to home, and the established presence of various manufacturing-related industries). In developing the preliminary list of candidates for the “tap into dominant County clusters” strategy, the consultant has focused on clusters meeting the following criteria:
 - a. Traded clusters (local clusters are addressed in the other strategic approach)
 - b. Clusters with a high specialization of employment in the San Diego metropolitan area (identified as a “strong” cluster by the U.S. Cluster Mapping project)⁹
 - c. Clusters primarily oriented towards private business investment (in contrast to clusters that are substantially composed of government/nonprofit employment – which are generally considered to have lower economic “spin-off” opportunities)

Table 8 summarizes key characteristics for the candidate clusters identified in Table 7. The characteristics include annual average wages, projected 10-year job growth (for San Diego County and the State of California regions), and additional qualitative criteria.

⁹ The U.S. Cluster Mapping project defines a metro area’s “strong” clusters as those with a high specialization in the region (metropolitan statistical area [MSA]). *High Specialization* indicates the LQ of Cluster Employment is greater than the 75th percentile when measured across all MSAs. There are 917 total MSAs in the U.S. Thus, for a cluster to be classified as “strong” in the San Diego MSA, its LQ must be greater than the LQ of that specific cluster in at least 687 of the MSAs in the U.S.

TABLE 7. PRELIMINARY LIST OF CANDIDATE CLUSTERS FOR EL CAJON’S INDUSTRY PROGRAM

STRATEGIC APPROACH	LOCAL-SERVING CLUSTERS	"TRADED" CLUSTERS
Build on El Cajon existing core strengths	<ul style="list-style-type: none"> • Local Real Estate, Construction, and Development • Local Motor Vehicle Products and Services • Local Education and Training • Local Health Services 	<ul style="list-style-type: none"> • Education and Knowledge Creation • Aerospace Vehicles and Defense • Recreational and Small Electric Goods • Environmental Services
Tap into dominant County industry clusters that are not currently well represented in the local El Cajon area		<ul style="list-style-type: none"> • Communications Equipment and Services • Business Services • Biopharmaceuticals • Medical Devices • IT and Analytical Instruments

Source: The Natelson Dale Group, Inc. (TNDG).

TABLE 8. CHARACTERISTICS OF CANDIDATE CLUSTERS

CANDIDATE CLUSTER	AVG ANN WAGE ¹	PROJECTED 10-YR JOB GROWTH ²		DOES THE CLUSTER LEVERAGE POTENTIAL STRATEGIC ADVANTAGES AND PRIORITIES?		
		SAN DIEGO COUNTY	CA	MFG./R&D FOCUS	SUPPORTED BY REGIONAL INITIATIVES	"STRONG" REGIONAL CLUSTER
El Cajon Existing Clusters						
Education and Knowledge Creation	\$139,123	5,025	71,238			✓
Aerospace Vehicles and Defense	129,218	3,070	Job Losses	✓	✓	✓
Recreational and Small Electric Goods	93,411	Job Losses	Job Losses	✓	✓	
Environmental Services	72,307	90	576	✓	✓	
<i>Local</i> Real Estate, Construction, and Development	76,226	5,165	95,702			
<i>Local</i> Motor Vehicle Products and Services	58,364	Job Losses	Job Losses			
<i>Local</i> Education and Training	80,747	2,544	31,162			
<i>Local</i> Health Services	87,255	32,293	336,391			
Regional Clusters						
Communications Equipment and Services	\$153,124	Job Losses	Job Losses	✓	✓	✓
Business Services	116,927	21,484	216,576		✓	
Biopharmaceuticals	164,720	841	1,179	✓	✓	✓
Medical Devices	133,868	91	2,475	✓	✓	✓
IT and Analytical Instruments	170,297	3,617	51,371	✓	✓	✓

Note: 1. Average compensation based on averages for San Diego County. 2. Net number of new jobs.

Source: The Natelson Dale Group, Inc. (TNDG); Employment Clusters Analysis, SANDAG.

5. EDSP Action Plan

Overview of Action Plan

The EDSP Action Plan is designed to achieve the following major goals:

- Expand economic opportunities for El Cajon’s resident workforce by fostering creation of a diverse range of quality jobs accessible to residents across the spectrum of education/skill levels
- Revitalize El Cajon’s commercial and industrial areas by encouraging private investment that responds to anticipated real estate market demand
- Strengthen the City’s fiscal position by attracting land uses and business types that have the potential to generate General Fund revenue

Whereas these goals largely revolve around attracting and retaining targeted business investment, the Action Plan recognizes that the strength of the local business/development environment will ultimately depend on El Cajon’s strategic attention to a range of “foundational” conditions such as:

- Education/workforce development systems
- Entrepreneurial development resources
- The City’s reputation for business/development friendliness
- Land, zoning and infrastructure capacity
- Placemaking activities that leverage El Cajon’s unique locational advantages and sense of community
- Overall image and quality of life

Prioritization of City Resources

The EDSP is intended to provide a “roadmap” to guide the City’s economic development efforts over the next five years (FY 2022-2023 through FY 2026-2027). The Action Plan is intended to assist the City in aligning its program priorities to match the market opportunities identified during this planning effort. Whereas many of the proposed strategies involve activities that the City is already undertaking to some extent, the Action Plan also recommends some programs that would be new activities for the City. As such, full implementation of the Plan would likely require additional City staff dedicated to economic development. In addition, the Plan identifies opportunities for the City to leverage its in-house economic development resources through collaboration with various non-City partner organizations.

Recognizing that the City’s priorities for economic development are likely to evolve during the course of the 5-year implementation period, the Plan includes guidelines for periodically monitoring the effectiveness of initial efforts and adjusting the recommended programs based on changes in circumstances, available resources, etc.

Recommended Business Retention/Expansion/Attraction Targets

Implementation of the EDSP Action Plan will position the City to be competitive for a targeted business development program including the following elements:

- **Retention** of existing firms/industries that are in a “repositioning”¹⁰ mode due to national/statewide market and regulatory conditions;
- **Expansion** of existing firms in strong growth sectors;
- **Attraction** of new firms based on El Cajon’s competitive advantages within the San Diego/southern California regions; and
- **Entrepreneurial development**, with a focus on technology-oriented firms aligned with the region’s core industries.

As described in Chapter 4, the EDSP target industry analysis identified a total of eleven industry clusters¹¹ that are of potential strategic targets for El Cajon. Among the eleven clusters, six are recommended as priority targets for this Action Plan:

1. Information technology and analytical instruments
2. Medical devices
3. Biopharmaceuticals
4. Real estate, construction and development
5. Aerospace vehicles and defense
6. Health services

In order to efficiently concentrate available marketing resources on the most promising target industries, the EDSP will include an **initial** focus on the six priority clusters. The remaining seven clusters would potentially be added as secondary priorities later in the implementation period (i.e., Year 3 or later).

The table on the following page lists El Cajon’s potential target industries (with high-priority targets highlighted in yellow). The table also identifies the likely areas of programmatic focus (i.e., retention, expansion, attraction, and/or entrepreneurial development) most relevant to each industry cluster.

¹⁰ In addition to business retention, “repositioning” could also potentially be relevant to a focus on reshoring U.S. manufacturing – a strategy that is currently receiving significant discussion in the economic development profession in light of the pandemic.

¹¹ Industry “clusters” are closely aligned groups of industry sectors representing supply-chain relationships. The “Medical Devices” cluster, for example, includes not only the actual manufacturing of medical devices but also related industries that provide inputs to the manufacturing process and support the sales and distribution of finished products.

RECOMMENDED TARGET INDUSTRIES
(INITIAL PRIORITIES INDICATED IN YELLOW)

Potential Industry/Cluster Targets	Focus of economic development activity				
	Retention/ Repositioning	Expansion	Attraction	Entrepreneurial development	Community Amenity
Core strengths. Build on El Cajon’s existing core strengths:					
● Real estate, Construction and Development					
● Aerospace Vehicles and Defense					
● Health Services					
● Recreational and Small Electric Goods					
● Motor Vehicle Products and Services					
● Environmental Services					
Regional clusters. Tap into dominant regional industry clusters that are not currently well represented in El Cajon, such as:					
● Information Technology and Analytical Instruments					
● Medical Devices					
● Biopharmaceuticals					
● Business Services					
● Communications Equipment and Services					

EDSP Strategies

The EDSP Action Plan is organized around nine major strategies which are outlined below and detailed on the following pages.

Industry Targeting: Business Development / Job Creation

1. Focus City's ***business retention/expansion/attraction*** efforts around high-priority industry clusters
2. Collaborate with regional partners to expand availability of ***entrepreneurial development*** resources in El Cajon
3. Implement targeted ***economic development marketing program***

Umbrella Programs: Creating an Environment for Economic Progress

4. Leverage the City's in-house resources for economic development through ***strategic partnerships, interdepartmental collaboration, and community involvement***.
5. Enhance City's interface with ***education/workforce development*** partners

Land Use / Placemaking Programs: Physical Changes to Accommodate Quality Growth

6. Position Downtown El Cajon as a ***regional arts/entertainment center***
7. Implement ***"reposition retail" initiative*** to facilitate revitalization and/or repurposing of high-vacancy shopping centers based on potential market demand for other land uses (including "tech flex" space, office, residential and mixed-use)
8. Implement strategic initiative to ***attract investment in new (speculative) business park / "tech flex" buildings*** to accommodate targeted business growth
9. Implement integrated effort to ***expand the City's land, zoning and infrastructure capacity*** to accommodate anticipated development demand

Implementation Timeframes

Each EDSP Strategy includes a list of specific Action Steps, which are intended to be implemented over the next 5 years (starting July 1, 2022). The recommended implementation timeframe for each action item is provided on the tables below, based on the following color coding:

- Red = Year 1 (FY 2022-2023)**
- Green = Year 2 (FY 2023-2024)**
- Purple = Year 3 or later (FY 2024-2025 through FY 2026-2027)**

STRATEGY 1: Focus City’s business retention/expansion/attraction efforts around high-priority industry clusters	
<p>Brief Description of Program</p> <p>Within El Cajon’s limiting remaining land/development capacity (and opportunities for re-tenanting/repurposing existing underutilized buildings), City will focus its business development efforts on market-feasible industries/clusters (see recommended list in preceding section of the EDSP) with the highest potential to:</p> <ul style="list-style-type: none"> ● Create/retain high-paying jobs ● Increase tax base ● Contribute to sense of place 	<p>City’s Positioning/Roles in Implementation</p> <p>The City will take a <u>lead, in-house role</u> in implementing a El Cajon-specific target industry program. The program will also involve some coordination with (and support from) regional partners.</p>
<p>Action Steps <i>(Red = Year 1; Green = Year 2; Purple = Year 3 or later)</i></p> <ul style="list-style-type: none"> A. Identify a “short list” of 6-8 industry clusters for the City’s initial targeting efforts (the consultant’s recommendations – based on the industry cluster analysis and the priority levels suggested by the EDSP Committee – are listed on pages 25 and 26 of the EDSP) B. Compile database of existing El Cajon/East County firms relevant to each targeted cluster C. Define outreach strategy for maintaining ongoing communication with key existing firms in retention/expansion clusters; outreach tactics could include a mix of industry meetings/mixers, online surveys, site visits, and direct mail D. Conduct needs assessment (via outreach in Step C) of firms receptive to business retention/expansion assistance and develop customized responses (packaging of City and non-City resources) to address specific needs of assisted firms E. Implement marketing effort (see Strategy 3 below) for identified business attraction targets F. Customize entrepreneurial development resources (see Strategy 2 below) to maximize startup potentials in targeted industry clusters G. Customize workforce development resources (see Strategy 5 below) to ensure competitive pipeline of workers to meeting staffing needs of targeted industry clusters 	
<p>Partnership Resources</p> <ul style="list-style-type: none"> ● Commercial/industrial real estate brokers ● San Diego E. County Chamber of Commerce 	

STRATEGY 1: Focus City’s business retention/expansion/attraction efforts around high-priority industry clusters	
<ul style="list-style-type: none"> ● East County Economic Development Council (ECEDC) 	<ul style="list-style-type: none"> ● San Diego Regional Economic Development Corporation (EDC) ● San Diego Workforce Partnership
Other Potential Implementation Tools/Investments	
<ul style="list-style-type: none"> ● Business retention/expansion software (e.g., Synchronist) ● Business screening/lead identification database (e.g., Gazelle.AI) 	
Year 1 Milestones/Checklist	
<ul style="list-style-type: none"> ● BRE outreach program designed ● Target industry prioritization 	<ul style="list-style-type: none"> ● Outreach to 50 existing El Cajon firms

STRATEGY 2: Collaborate with regional partners to expand availability of entrepreneurial development resources in El Cajon	
Brief Description of Program	City’s Positioning/Roles in Implementation
<p>City will launch an across-the-board effort (via multiple EDSP strategies) to attract and foster startups (with a particular focus on entrepreneurial opportunities in the EDSP target industry clusters).</p> <p>This strategy includes a possible City role in planning (and potentially directly investing in) a business incubator facility to foster high-value business startups in El Cajon.</p>	<p>The City will mostly serve in a <u>coordination/clearinghouse capacity</u>, drawing on the established programs of regional partners. More directly (through other EDSP strategies), the City will focus on creating an innovative business environment attractive to prospective entrepreneurs. To the extent the City determines that direct investment in an incubator facility is warranted, this could potentially be funded through available ARPA resources.</p>
Action Steps	
<i>(Red = Year 1; Green = Year 2; Purple = Year 3 or later)</i>	
<ul style="list-style-type: none"> A. Conduct meetings with regional partners listed below to unveil EDSP target industry cluster program and identify targeted industries likely to offer significant entrepreneurial development opportunities B. Update webpage summarizing City’s entrepreneurial development opportunities/resources C. Convene East County working group to assess demand for (and potential resources to support) business incubation facilities in El Cajon D. In conjunction with regional partners, conduct a “gap analysis” to identify needs for new programs and to assess partner capacity to supply needed training and other entrepreneurial development resources E. If needed organize a local annual “startup network” workshop featuring presentations from partner organizations and providing networking opportunities for prospective startups F. Implement other EDSP strategies supportive of a culture of innovation and entrepreneurship, especially: <ul style="list-style-type: none"> ○ Economic development marketing program (Strategy 3) ○ Workforce development interface (Strategy 5) 	

STRATEGY 2: Collaborate with regional partners to expand availability of entrepreneurial development resources in El Cajon	
<ul style="list-style-type: none"> ○ Business park / “tech-flex” space development (Strategy 8) <p>G. Pursue options for establishing incubator facilities/programs accessible to startups in El Cajon (based on initial investigations in Step C above)</p> <p>H. Investigate options for key partner organizations establishing field offices in El Cajon to support expanded focus on entrepreneurial development and startup assistance</p>	
Partnership Resources	
<ul style="list-style-type: none"> ● San Diego E. County Chamber of Commerce ● East County Economic Development Council ● Local banks ● San Diego Regional EDC 	<ul style="list-style-type: none"> ● Small Business Development Center (SBDC) ● San Diego Startup Month ● Tech Coast Angels (San Diego)
Year 1 Milestones/Checklist	
<ul style="list-style-type: none"> ● Initial meetings with all key partners ● Initial assessment of incubator needs/ development options 	<ul style="list-style-type: none"> ● Webpage update

STRATEGY 3: Implement targeted economic development marketing program, consistent with City’s broader branding initiatives	
<p>Brief Description of Program</p> <p>The City will launch an economic development-specific marketing program with the following objectives:</p> <ul style="list-style-type: none"> ● Exposure to targeted industry clusters within region (to improve El Cajon’s competitive positioning) ● Lead generation for business attraction ● Raising public awareness of City’s business assistance resources ● Promoting wider awareness of the City’s established “business friendly” status ● Promoting El Cajon’s downtown as a regional destination ● Positioning El Cajon as an attractive place for tech/professional workers to live <p>(The above elements could be phased-in over several years)</p> <p>As part of its overall marketing program, the City will pursue specific messaging that highlights the City’s successful efforts to expedite and clarify development approval processes, business permitting, and the like and initiatives that</p>	<p>City’s Positioning/Roles in Implementation</p> <p>The City will take a <u>lead, in-house role</u> in implementing the economic development-specific marketing program. Initial program design would likely require support from a professional marketing agency. El Cajon will also leverage its City-level marketing investment through participation in regional marketing initiatives.</p>

STRATEGY 3: Implement targeted economic development marketing program, consistent with City's broader branding initiatives	
demonstrate the City's commitment to taking proactive measures to support businesses.	
<p><i>Action Steps</i> <i>(Red = Year 1; Green = Year 2; Purple = Year 3 or later)</i></p> <p>A. Facilitate an ad hoc committee process to define themes, objectives, targets and community "selling points" for marketing initiative</p> <p>B. Update City's economic development webpages to reflect new marketing targets identified in EDSP</p> <p>C. Coordinate with partners to ensure that EDSP marketing targets (and associated "selling points") are optimally positioned within regional marketing initiatives (including partner websites, etc.)</p> <p>D. Coordinate with partners to ensure that the message of El Cajon's business friendliness ties into whatever similar messaging is applicable to the region, through their various marketing platforms appropriate</p> <p>E. Investigate options for professional marketing services to support design/implementation of new marketing program</p>	
<p>Partnership Resources</p> <ul style="list-style-type: none"> ● San Diego E. County Chamber of Commerce ● East County EDC ● San Diego Regional EDC ● Downtown El Cajon Business Partners ● Commercial/industrial real estate brokers ● Building Industry Association 	
<p>Other Potential Implementation Tools/Investments</p> <ul style="list-style-type: none"> ● Professional marketing agency (with economic development expertise) 	
<p>Year 1 Milestones/Checklist</p> <ul style="list-style-type: none"> ● Ad Hoc committee meetings as needed ● Start communication of message ● Webpage updates ● Partner interface 	

STRATEGY 4: Leverage the City's in-house resources for economic development through strategic partnerships, interdepartmental collaboration, and community involvement.	
<p>Brief Description of Program</p> <p>The City's Community Development Department will systematically expand its economic development program capacity by engaging a range of internal and external partners, and key community advocates.</p>	<p>City's Positioning/Roles in Implementation</p> <p>This is an "umbrella" strategy to support the City's <u>coordination</u> of other strategies and to address broader community/regional issues which directly or indirectly affect El Cajon's competitiveness for economic development.</p>
<p><i>Action Steps</i> <i>(Red = Year 1; Green = Year 2; Purple = Year 3 or later)</i></p> <p>A. As appropriate, convene ad hoc committees to support progress on specific topics/strategies</p> <p>B. Coordinate with other City departments to launch special initiatives to address communitywide issues that affect El Cajon's competitiveness for economic development (e.g., homelessness) and to institutionalize an integrated/holistic approach to economic development</p> <p>C. Systematically engage City's external partners in EDSP implementation</p>	

STRATEGY 4: Leverage the City’s in-house resources for economic development through strategic partnerships, interdepartmental collaboration, and community involvement.
<p>D. Coordinate with external partners to collaboratively address regional issues impacting East County’s economic competitiveness (e.g., regional infrastructure investments/funding, County regulatory policy, etc.)</p> <p>F. Host annual partner appreciation luncheon (inviting all EDSP collaborating partners, City department heads, and representatives of key target industries) to report on City’s economic development progress</p> <p>E. Separate from the partner event, host annual <i>broker/developer appreciation luncheon</i> (or other appropriate event) focused on strengthening the City’s connections to the East County commercial/industrial real estate development community</p>
<p>Partnership Resources</p> <p>All partner organizations listed for other strategies</p>
<p>Year 1 Milestones/Checklist</p> <ul style="list-style-type: none"> ● Designation of ad hoc committees as appropriate

STRATEGY 5: Enhance City’s interface with education/workforce development partners	
<p>Brief Description of Program</p> <p>The City will systematically interface with education and workforce development partners to support the following outcomes:</p> <ul style="list-style-type: none"> ● Improve information flow between employers and educators/trainers regarding needed skills for targeted industry clusters ● Improve El Cajon’s positioning in regional “talent attraction” initiatives ● Increase awareness of El Cajon residents about available training/job placement services 	<p>City’s Positioning/Roles in Implementation</p> <p>Whereas core educational/workforce development services will continue to be delivered primarily by partner organizations, the intent of this strategy is to more strongly support these partners in a <u>coordination/clearinghouse capacity</u>. This coordination role would involve streamlining and clarifying regional/partner resources to maximize their value to El Cajon’s business community.</p>
<p>Action Steps <i>(Red = Year 1; Green = Year 2; Purple = Year 3 or later)</i></p> <p>A. Actively engage with San Diego Workforce Partnership to ensure that:</p> <ul style="list-style-type: none"> ○ City has complete/most recent information about Partnership programs; this will maximize likelihood of El Cajon businesses accessing resources; it also provides a lead generation opportunity for the Partnership ○ City is fully linked to Partnership’s initiatives <p>B. Actively engage El Cajon school districts in the City’s economic development process and constructively support the districts’ progress through the following types of activities:</p> <ul style="list-style-type: none"> ○ Coordination with local employers to establish high school internship opportunities ○ Promoting student/intern “success stories” as part of City’s marketing efforts 	

STRATEGY 5: Enhance City’s interface with education/workforce development partners

- Investigate potential for mentorship programs focused on highlighting career pathways for high school students
- C. Establish and facilitate periodic meetings of a “El Cajon Workforce Excellence” taskforce (including representatives of the partner organizations listed below); this action item would serve the following major purposes:
 - Coordination of the various service providers related to workforce training to ensure consistent dissemination of information about available programs/resources
 - Facilitating useful connections between employers and training organizations
 - Ensuring equal access to workforce development programs by all El Cajon residents and identifying needs for expanded outreach to underserved communities/neighborhoods
- D. Conduct employer survey (potentially as part of business retention/expansion outreach in Strategy 1) to get direct input from employers regarding high-demand occupations and skill sets
- E. Convene periodic focus group meetings with human resources managers representing key employers in El Cajon
- F. In tandem with partners, establish other ongoing mechanisms to improve connection between employers and education/training resources

Partnership Resources

- San Diego Workforce Partnership
- Cajon Valley Union School District
- La Mesa-Spring Valley School District
- Grossmont Union High School District
- Grossmont College
- Kumeyaay Community College
- Cuyamaca College
- ATA College
- Summit College – El Cajon campus
- California Southern College
- East County EDC
- San Diego E. County Chamber
- Trade schools / labor unions

Year 1 Milestones/Checklist

- Coordination meeting with San Diego Workforce Partnership and school districts

STRATEGY 6: Position Downtown El Cajon as a regional arts/entertainment center

<p>Brief Description of Program This strategy will build on existing assets (e.g., Magnolia Performing Arts Center, Prescott Promenade, etc.) to leverage and expand downtown’s attractiveness as an entertainment destination.</p>	<p>City’s Positioning/Roles in Implementation City will begin by <u>leading</u> the investigation into how this strategy can relate to and best be coordinated with other downtown strategies, including the potential role of festivals, special events, housing development, etc., and as appropriate support further research into this issue.</p>
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Action Steps
(Red = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Convene “downtown working group” comprised (at a minimum) of the partners listed below, to identify critical connections between the EDSP and downtown-specific business/development opportunities (including the potential for expanding market-rate housing)
- B. Incorporate downtown positioning strategy in City’s economic development marketing initiative (Strategy 3)
- C. Evaluate potential options for providing density bonuses (in addition to the existing mixed-use overlay) to incentivize development of higher-end/higher-density housing
- D. Pursue additional strategies (based on needs identified by working group) to focus City policies and resources on the downtown

(See Strategy 9, Action Step D for action item related to the Low property – a significant redevelopment opportunity in the downtown)

Partnership Resources

- Downtown El Cajon Business Partners
- San Diego E. County Chamber of Commerce
- East County EDC
- Live Nation
- Local/regional arts organization
- Housing / mixed-use developers

Year 1 Milestones/Checklist

- Convene downtown working group and facilitate 2-4 scoping meetings
- Completion of density bonus study and related policy recommendations

STRATEGY 7: Implement “reinvent retail” initiative to facilitate revitalization and/or repurposing of high-vacancy shopping centers based on potential market demand for other land uses (including “tech flex” space, office, residential and mixed-use)

<p>Brief Description of Program Although the real estate market analysis completed for the EDSP process indicates some potential demand for new retail/restaurant tenancies in El Cajon (which could potentially be focused in specialty shopping areas such as the downtown), global trends for the retail industry</p>	<p>City’s Positioning/Roles in Implementation The City will take a <u>lead, in-house role</u> in implementing this strategy. The program will also involve direct coordination with property owners and the development community.</p>
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STRATEGY 7: Implement “reinvent retail” initiative to facilitate revitalization and/or repurposing of high-vacancy shopping centers based on potential market demand for other land uses (including “tech flex” space, office, residential and mixed-use)

suggest that older shopping centers will increasingly struggle to maintain acceptable occupancy levels and vibrant tenant mixes. The City will work proactively with shopping center owners to define mutually beneficial solutions to these challenges.

Action Steps

(Red = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Initiate contact with ownership/management of key shopping centers to assess interest in redeveloping properties and to determine means by which City could facilitate/incentivize action on redevelopment
- B. Investigate potential applicability of Federal and State authorized “tools” to increase the feasibility of redevelopment/reinvestment actions (see list of potential tools below); for example, available ARPA funds could potentially be utilized to incentivize/leverage private investment in shopping center revitalization
- C. Conduct focus group meeting with development community (developers and brokers familiar with the East County market) to identify market demand prospects for various reuse approaches/concepts:
 - Mixed-use development in which a portion of existing retail use is retained, and surplus land is devoted to other uses (mostly likely housing and/or office)
 - Opportunities to fulfill City’s RHNA affordable housing obligations by allowing residential development on shopping center sites
 - Opportunities for market-rate housing development (appropriate for a full range of income levels, including “workforce” housing) on shopping center sites
 - Opportunities to pursue development of Class A office space
 - Opportunities to pursue development of light industrial / “tech flex” space
- D. Prepare development prototypes (i.e., drawings/renderings) and pro forma financial analyses to document the potential financial attractiveness (to property owners) of site redevelopment
- E. Develop information packages to demonstrate the economic/financial advantages (to property owners) of site redevelopment

(See Strategy 9, Action Step D for action item related to a collaborative “reimagining” process for Parkway Plaza)

Partnership Resources

- Commercial/industrial real estate brokers
- Shopping center owners
- Development community

Other Potential Implementation Tools

- Community Revitalization and Investment Authorities (State legislation)
- Enhanced Infrastructure Financing Districts (State legislation)
- Federal Opportunity Zones
- CERF (state) and ARPA/BBB (federal) funding resources

STRATEGY 7: Implement “reinvent retail” initiative to facilitate revitalization and/or repurposing of high-vacancy shopping centers based on potential market demand for other land uses (including “tech flex” space, office, residential and mixed-use)

Year 1 Milestones/Checklist

- Coordination with commercial brokers
- Analysis of funding options for incentives
- Meetings with shopping center owners

STRATEGY 8: Attract investment in new (speculative) business park / “tech flex” buildings to accommodate targeted business growth

Brief Description of Program

The lack of available/modern industrial space in El Cajon is recognized as a key constraint to business attraction. The challenge of developing additional industrial building space is complicated by the very limited supply of vacant land zoned for industrial development. This strategy will focus on creating capacity for new development by identifying opportunities for redevelopment of existing properties, implementing innovative zoning policies, and marketing investment opportunities to the development community.

City’s Positioning/Roles in Implementation

The City will take a lead, in-house role in implementing City policies to expand industrial development/redevelopment capacity. The program will also involve coordination with the private development community.

Action Steps

(Red = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Initiate outreach to existing industrial property owners (targeting older/underutilized facilities) to assess interest in reinvesting in properties (to create space suitable for technology-oriented tenants) and to determine means by which City could facilitate/incentivize action on reinvestment or redevelopment
- B. Identify “industrial reinvestment” target areas in which to focus other relevant EDSP strategies
 - Business retention/expansion attraction (Strategy 1)
 - Entrepreneurial development (Strategy 2)
 - Economic development marketing (Strategy 3)
 - “Reposition retail” initiative (Strategy 7)
 - Expanded land, zoning and infrastructure capacity (Strategy 9)
- C. Investigate potential applicability of Federal and State authorized “tools” to increase the feasibility of redevelopment/reinvestment actions (see list of potential tools below); for example, available ARPA funds could potentially be utilized to incentivize/leverage private investment in industrial property revitalization (this Action Step is also included in Strategy 7)
- D. Design and implement specific incentive program focused on catalyzing investment in business park / “tech flex” development

(See Strategy 9, Action Step D for action item related to the surplus Kaiser property – El Cajon’s most significant development opportunity)

Partnership Resources

STRATEGY 8: Attract investment in new (speculative) business park / “tech flex” buildings to accommodate targeted business growth	
<ul style="list-style-type: none"> ● Commercial/industrial property owners ● East County EDC 	<ul style="list-style-type: none"> ● Development community
Other Potential Implementation Tools	
<ul style="list-style-type: none"> ● Community Revitalization and Investment Authorities (State legislation) ● Enhanced Infrastructure Financing Districts (State legislation) ● Federal Opportunity Zones 	
Year 1 Milestones/Checklist	
<ul style="list-style-type: none"> ● Outreach to industrial property owners ● Designation of industrial reinvestment zones 	<ul style="list-style-type: none"> ● Funding source analysis (to support implementation of incentive program)

STRATEGY 9: Implement integrated effort to expand City’s land, zoning and infrastructure capacity to accommodate anticipated development demand	
<p>Brief Description of Program</p> <p>This strategy will have a dual, integrated focus: a) comprehensive evaluation of the City’s zoning and related land use policies, to expand capacity for anticipated commercial and light industrial development demand; and b) alignment of the City’s Capital Improvement Plan (CIP) with EDSP based on a comprehensive assessment of infrastructure needs in high-priority development areas.</p> <p>The city’s review of policies will include investigation into the potential for creative zoning revisions that could expedite the conversion of some older areas into more productive uses. Potential strategies can include proactive steps to both change zoning and zoning language and expedite change requests, and also consider “floating zones” to facilitate repurpose of obsolete commercial/industrial facilities.</p> <p>The effectiveness and feasibility of some of the recommended EDSP strategies will be highly dependent on strategic infrastructure investments to expand El Cajon’s capacity for targeted development. The City’s Economic Development staff will coordinate closely with other City departments to ensure that capital improvement projects critical to economic</p>	<p>City’s Positioning/Roles in Implementation</p> <p>The City’s economic development staff will have a lead role in coordinating relevant research etc. and eventually proposing new City zoning policies and infrastructure investments in response to emerging market opportunities.</p>

STRATEGY 9: Implement integrated effort to expand City’s land, zoning and infrastructure capacity to accommodate anticipated development demand	
development are prioritized in the City’s CIP. The City will also closely track regional infrastructure investments impacting El Cajon’s economic development potentials.	
<p>Action Steps <i>(Red = Year 1; Green = Year 2; Purple = Year 3 or later)</i></p> <p>A. Conduct comprehensive review of existing business-related zoning districts and specific provisions, to assess: 1) current functionality in relation to existing development demands; 2) extent to which current zoning can facilitate upgrading of existing properties, for example to increase the supply of office and business park space; and 3) the potential to design and apply special overlay districts (or the concept of a citywide “floating zone”) for areas in particular need of revitalization/redevelopment</p> <p>B. Conduct review of City’s existing development processing/entitlement/permitting procedures to identify opportunities for streamlining</p> <p>C. Investigate options for streamlining the CEQA process for individual development projects (e.g., through the use of program-level environmental documents covering overall planning areas)</p> <p>D. Initiate site-specific studies and discussions with property owners to encourage/incentivize more productive use of major underutilized sites; initial focus areas should include: “reimagining” process for Parkway Plaza, policies to facilitate optimal development of surplus Kaiser property, and redevelopment of the Low property in the downtown area</p> <p>E. In conjunction with partner organizations involved in Strategies 1 through 8, develop lists of infrastructure improvements needed to support implementation of EDSP</p> <p>F. Segment EDSP infrastructure list in terms of responsible party (i.e., City infrastructure versus improvements that fall under jurisdiction of other entities) and priority level</p> <p>G. Coordinate with City’s CIP preparation process to position EDSP-related capital projects in CIP</p> <p>H. Coordinate with regional partners to prioritize EDSP-related improvements in regional infrastructure plans</p> <p>I. Work with County and Local Agency Formation Commission (LAFCO) to revise tax-sharing formula for future annexation areas (current tax structure is unfavorable to the City and therefore discourages annexations)</p> <p>J. Consider the use of professional planning/environmental services to address the preceding steps</p>	
<p>Partnership Resources</p> <ul style="list-style-type: none"> ● San Diego E. County Chamber of Commerce ● East County EDC ● Development community ● SANDAG 	
<p>Other Potential Implementation Tools/Investments</p> <ul style="list-style-type: none"> ● Professional planning/CEQA services ● Community Revitalization and Investment Authorities (State legislation) ● Enhanced Infrastructure Financing Districts (State legislation) 	
<p>Year 1 Milestones/Checklist</p> <ul style="list-style-type: none"> ● Review of zoning districts ● Identification CEQA streamlining options ● Concept development for “floating zone” 	

STRATEGY 9: Implement integrated effort to expand City’s land, zoning and infrastructure capacity to accommodate anticipated development demand

- | | |
|---|--|
| <ul style="list-style-type: none">• Scoping of studies and discussions with property owners for underutilized sites (Action Step D) | <ul style="list-style-type: none">• Identification of funding sources for planning/CEQA services |
|---|--|

Monitoring Progress and Adjusting Action Plan Priorities

The Action Plan is intended to provide a general framework for the City’s economic development program over the next five years; it is not meant to be restrictive or to preclude the City from pursuing specific (unforeseen) opportunities that may emerge before the end of the 5-year implementation period. Indeed, rapidly evolving national and global economic conditions make it virtually certain that the City will find it advantageous to refine year-to-year priorities as the implementation process unfolds.

The **Year 1 Milestones/Checklists** provided for each major strategy are intended to provide a point of reference for an annual monitoring process. Specifically, by April 1 of each year (i.e., three months in advance of the fiscal year anniversary of the Plan implementation), City staff will conduct the following review process (with resulting recommendations to be reported to the City Council):

- Review prior year milestones/checklist to determine status of each action item
- List accomplishments/outcomes related to each action item
- For action items not completed as planned, determine reasons (e.g., lack of staffing resources, pre-empted by other priorities, determined to be a lower priority than originally anticipated, etc.)
- Review larger list of Action Steps for each strategy (including action steps slated for implementation in later years) to identify highest-priority actions for the subsequent fiscal year
- As appropriate, identify new Action Steps (not included in the original EDSP) that should be added based changes in circumstances, new market opportunities, etc.
- Prepare Milestone/Checklist for the subsequent year for each strategy
- Identify new staffing and/or other resources required to fully implement actions planned for the subsequent year

Appendix A: Existing Programs/Resources Relevant to the EDSP

Local Business Incentives

1. **San Diego Science and Technology Grant Program (The San Diego Foundation)**
Science & Technology grant program supports efforts to create and expand a pipeline connecting young adults to college and career opportunities.

State Business Incentives

2. **Employment Training Panel (ETP)**
Through a competitive application process ETP will issue contracts for specific training, typically geared towards higher skills or specialized positions.
3. **America's Job Center of California**
Works with local businesses offering a variety of services from pre-screening candidates for open positions, to offering interview facilities and support services for job seekers, free of charge.
4. **College Access Tax Credit (CATC)**
Provides a tax credit to taxpayers and businesses who contribute to Cal Grants, the State of California's largest source of educational financial aid.
5. **California Competes Tax Credit**
Helps companies stay and grow in California by reducing their state income tax.
6. **California Research and Development Credit**
Reduces income or franchise tax.
7. **California Capital Access Program (CalCAP)**
The program encourages banks and other financial institutions to make loans to small businesses that have difficulty obtaining financing.
8. **California Partial Sales Tax Exemption for Construction and Tenant Improvements**
Qualified purchases made under construction contracts for tenant or infrastructure improvements are also eligible for the same partial sales tax exemption of 3.9375%
9. **California Alternative Energy and Advanced Transportation Financing Authority (CAEATFA)**
Provides a sales and use tax exclusion (full rate, including local and district taxes) on qualifying property that is used in the design, manufacture, production, or assembly of "advanced transportation technologies or alternative energy source products, components, or systems," or "clean technology."
10. **California Employment Hiring Credit**
Eligible businesses could generate up to \$112,000 in tax credits per year from this program by hiring 10 new qualified employees.
11. **Recycling Market Development Zone**

Businesses within the South San Diego / Imperial County Recycling Market Development Zone that can demonstrate that they are recycling paper, plastic, glass and/or organic material are eligible for low-interest loans and technical assistance.

12. Economic Development Rate Program

This program gives special utility discounts for businesses that require high-energy loads to operate, or continue operating, in California.

13. Manufacturing and Research & Development Partial Sales and Tax Exemption

Manufacturers and certain research and developers may qualify for a partial exemption of sales and use tax on certain manufacturing and research and development equipment purchases and leases.

14. Industrial Development Bonds

Industrial development bonds provide financing for the acquisition, construction, rehabilitation and equipping of manufacturing and processing facilities for private companies.

Federal Business Incentives

15. Business Energy Investment Tax Credit (ITC)

A Department of Energy tax incentive that provides rebates to businesses when they use alternative energy, including solar.

16. New Markets Tax Credit Program

Incentivizes community development and economic growth through the use of tax credits that attract private investment to distressed communities.

17. Opportunity Zones

Provide investors tax incentives to invest in low-income census tracts by allowing them to defer tax on capital gains and decrease taxes on potential future gains.

18. Work Opportunity Tax Credit

A federal income tax credit incentive provided to private sector employers. An employer may be eligible for WOTC when they hire from certain target groups of job seekers who face employment barriers.

19. Historically Underutilized Business Zone (HUBZone) Program

The Historically Underutilized Business Zone (HUBZone) was created to stimulate economic development and employment growth in economically distressed communities by providing Federal contracting preferences to small businesses. Administered by the U.S. Small Business Administration (SBA), these preferences go to HUBZone certified small businesses that employ residents who live in a designated HUBZone as well as maintain its "principal office" in one of the specially designated areas.



City Council
Agenda Report

DATE: June 28, 2022
TO: Honorable Mayor and City Councilmembers
FROM: Mayor Wells
SUBJECT: Council Activity Report

RECOMMENDATION:

That the City Council accepts and files the following report of Council/Mayor activities attended during the current agenda period.

BACKGROUND:

Government Code Section 53232.3(d) requires members of a legislative body to provide brief reports on meetings attended at the expense of the local agency at the next regular meeting of the legislative body.

REPORT:

Since the last City Council meeting, I have attended the following events on behalf of the City of El Cajon:

June 9, 2022 – KUSI Interview
June 10, 2022 – KCBQ Radio Interview
June 10, 2022 – Read to Students at Flying Hills Elementary
June 24, 2022 – SANDAG Board of Directors Meeting
June 28, 2022 – City Council Meeting(s)

I am available to answer questions.

Submitted By: Bill Wells, Mayor



City Council Agenda Report

Agenda Item 10.

DATE: June 28, 2022

TO: Honorable Mayor and City Councilmembers

FROM: Councilmember Goble

SUBJECT: COUNCILMEMBER STEVE GOBLE

MTS (Metropolitan Transit System Board); East County Advanced Water Purification Joint Powers Authority Board; Chamber of Commerce – Government Affairs Committee; SANDAG – Board of Directors – Alternate; SANDAG Public Safety Committee – Alternate; METRO Commission/Wastewater JPA – Alternate.

RECOMMENDATION:

That the City Council accepts and files the following report of Council/Mayor activities attended during the current agenda period.

BACKGROUND:

Government Code Section 53232.3(d) requires members of a legislative body to provide brief reports on meetings attended at the expense of the local agency at the next regular meeting of the legislative body.

REPORT:

Since the last City Council meeting, I have attended the following events on behalf of the City of El Cajon:

- June 10, 2022 - Tour Oak Tree Academy - Jeannette Bradley
- June 10, 2022 - Meeting w/Tobias H re: general city status
- June 13, 2022 - Speak at GUHSD Board Meeting - Kemper retirement
- June 14, 2022 - Emails with Shadow Mountain re: July 3 event
- June 15, 2022 - Emails with Karen L @ MTS re: Regional Bldg Authority
- June 16, 2022 - Attend MTS Board Meeting
- June 16, 2022 - Attend AWP Board Meeting
- June 16, 2022 - Emails with Dich C re: speed bumps in alley
- June 17, 2022 - Attend MTS Press Conference re: foster youth passes
- June 17, 2022 - Emails with City Manager re: ARPA eligibility for MTS passes
- June 17, 2022 - Emails with Jesus Torres at California PUC
- June 20, 2022 - Attend AWP staff meeting
- June 21, 2022 - Emails with Stephen L re: graffiti at Van Zanten Park
- June 22, 2022 - Meeting with City Manager re: AWP
- June 25, 2022 - Participate in Amikas Cabin Build Day
- June 27, 2022 - Meeting with City Manager

June 28, 2022 - Attend AWP staff meeting
June 28, 2022 - City Council Meeting(s)

I am available to answer questions.

Submitted By: Steve Goble, Councilmember



City Council
Agenda Report

Agenda Item 11.

DATE: June 28, 2022
TO: Honorable Mayor and City Councilmembers
FROM: Councilmember Kendrick
SUBJECT: COUNCILMEMBER GARY KENDRICK
METRO Commission/Wastewater JPA; Heartland Communications;
Heartland Fire Training JPA.

RECOMMENDATION:

That the City Council accepts and files the following report of Council/Mayor activities attended during the current agenda period.

BACKGROUND:

Government Code Section 53232.3(d) requires members of a legislative body to provide brief reports on meetings attended at the expense of the local agency at the next regular meeting of the legislative body.

REPORT:

Since the last City Council meeting, I have attended the following events on behalf of the City of El Cajon:

June 28, 2022 – City Council Meeting(s)

I am available to answer questions.

Submitted By: Gary Kendrick, Mayor Pro Tem



City Council
Agenda Report

Agenda Item 12.

DATE: June 28, 2022

TO: Honorable Mayor and City Councilmembers

FROM: Deputy Mayor Metschel

SUBJECT: DEPUTY MAYOR MICHELLE METSCHEL

Harry Griffen Park Joint Steering Committee; Heartland Communications – Alternate; Heartland Fire Training JPA – Alternate.

RECOMMENDATION:

That the City Council accepts and files the following report of Council/Mayor activities attended during the current agenda period.

BACKGROUND:

Government Code Section 53232.3(d) requires members of a legislative body to provide brief reports on meetings attended at the expense of the local agency at the next regular meeting of the legislative body.

REPORT:

Since the last City Council meeting, I have attended the following events on behalf of the City of El Cajon:

June 16, 2021 – San Diego Housing Federation Ruby Awards

June 18, 2022 – Rotary Fundraiser for ECTLC

June 28, 2022 – City Council Meeting(s)

I am available to answer questions.

Submitted By: Michelle Metschel, Councilmember



City Council
Agenda Report

Agenda Item 13.

DATE: June 28, 2022

TO: Honorable Mayor and City Councilmembers

FROM: Councilmember Ortiz

SUBJECT: COUNCILMEMBER PHIL ORTIZ

League of California Cities, San Diego Division; East County Economic Development Council; MTS (Metropolitan Transit System Board) – Alternate; East County Advanced Water Purification Joint Powers Authority Board – Alternate; Chamber of Commerce – Government Affairs Committee – Alternate.

RECOMMENDATION:

That the City Council accepts and files the following report of Council/Mayor activities attended during the current agenda period.

BACKGROUND:

Government Code Section 53232.3(d) requires members of a legislative body to provide brief reports on meetings attended at the expense of the local agency at the next regular meeting of the legislative body.

REPORT:

Since the last City Council meeting, I have attended the following events on behalf of the City of El Cajon:

June 15, 2022 – East County Economic Development Council

June 16, 2022 – Speak at El Cajon Police Teen Academy

June 18, 2022 – Villa Novia Town Hall

June 28, 2022 – City Council Meeting(s)

I am available to answer questions.

Submitted By: Phil Ortiz, Councilmember



City Council
Agenda Report

Agenda Item 14.

DATE: June 28, 2022

TO: City Clerk

FROM: City Attorney/General Legal Counsel

SUBJECT: Closed Session - Conference with Legal Counsel - Existing Litigation - pursuant to paragraph (1) of subdivision (d) of Government Code section 54956.9: Eric Bidwell, et al. v. City of El Cajon, et al.
United States District Court, Southern District of California
Case No. 16-cv-2575-LL-MSB

RECOMMENDATION:

That the following Closed Session be scheduled for the Joint City Council / Housing Authority / Successor Agency to the El Cajon Redevelopment Agency meeting on Tuesday, June 28, 2022, at 3:00 p.m.

CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION – pursuant to paragraph (1) of subdivision (d) of Government Code section 54956.9:

NAME OF CASE:

Eric Bidwell, et al. v. City of El Cajon, et al.
United States District Court, Southern District of California
Case No. 16-cv-2575-LL-MSB

MORGAN L. FOLEY
City Attorney/General Legal Counsel

MLF/bcl
