



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

El Cajon Police
Department
100 Civic Center Way
El Cajon, CA 92020

City Council Priorities & Goal Setting Workshop

JANUARY 31, 2023, 7:00 P.M.

Bill Wells, Mayor
Steve Goble, Deputy Mayor
Gary Kendrick, Councilmember
Michelle Metschel, 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 THE FLAG AND MOMENT OF SILENCE

ADMINISTRATIVE REPORT:

1. City Council Priorities & Goal Setting Workshop

RECOMMENDATION:

That the City Council conducts its annual Priority & Goal Setting Workshop.

ADJOURNMENT: The Joint Special Meeting of the El Cajon City Council/ El Cajon Housing Authority/Successor Agency to the El Cajon Redevelopment Agency held this 31st day of January 2023, is adjourned.



City Council Agenda Report

Agenda Item 1.

DATE: 01/31/2023
TO: Honorable Mayor and City Councilmembers
FROM: Graham Mitchell, City Manager
SUBJECT: City Council Priorities & Goal Setting Workshop

RECOMMENDATION:

That the City Council conducts its annual Priority & Goal Setting Workshop.

BACKGROUND:

The purpose of this memorandum is to prepare the City Council for next week's Priority/Goal Setting Workshop on Tuesday, January 31st at 7:00 P.M. at the Public Safety Facility Community Room. This memo:

1. Provides an explanation of the attached matrix of last year's priorities and goals,
2. Suggests a format for the workshop, and
3. Provides several recommendations from staff for goals in 2023.

Priority/Goal Matrix

Attached is a matrix that includes goals/outcomes, required milestones, and the status of each milestone. The matrix is color coded as follows:

- Green – completed
- Red – incomplete
- Blue – in process or ongoing

Workshop Format

Staff recommends that the City Council follow a similar format as it has in previous years. Staff recommends a very brief review of the 2022 priorities/goals with an opportunity to ask questions. Second, staff suggests that the City Council establish the principal priorities for 2023 (maintain the same priorities or add/subtract priorities). Once 2023 priorities are established, the City Council can share their ideas of specific goals for each priority. Depending on how many goals are established, there may be a need to narrow down or prioritize the list. Staff recommends that the City Council try to limit the number of goals to about twenty.

With priorities and goals established by the City Council through the workshop, staff will present the City Council Action Plan for 2023 at a regular city council meeting for consideration and adoption.

Staff Recommendations

Assuming the City Council determines to maintain existing priorities, staff recommends several 2023 goals for consideration.

Revitalization of Downtown – staff has made progress toward issuing a request for proposal for potential development of City-owned property and other properties. I suggest that the City work with the development community to market several development sites in the downtown area, including issuing formal requests for proposals for public/private partnerships.

Economic Development – staff recommends that in 2023, the City establish an Economic Development fund with the use of General Fund Reserves so that the City can proactively fund projects (one-time incentives, façade improvement program, business attraction, and other recommendations from the future Economic Development Strategic Plan’s implementation study).

City Beautification – there are several beautification and neighborhood improvement projects that have been approved, some of them relying on ARPA funding. Staff believes there is value in focusing City resources on completing these projects so that the funding is not lost. These projects include:

- Street Beautification/Safety Projects (Oakdale/Alameda, Fencing at Johnson, and West Washington Avenue Road Safety Improvement, Jamacha Road Safety Improvements, and Neighborhood Street Lights Project)
- Cool Zones
- Solar Project
- Expand Broadband
- Park Amenity Project
- Fire Station 7 Design
- Wildfire Hazard Mitigation Project

Homelessness – staff recommends that the City engage residents through a series of four town hall meetings (one in each City Council district), providing more education about what the City can and cannot do and the success of its programs.

Public Safety – as part of reducing the number of speeding incidents in the City, staff recommends that the City continue the pilot street camera program in high speed areas.

Prepared By: Graham Mitchell, City Manager

Reviewed By:

Approved By: N/A

Attachments

2022 City Council Action Plan

City Council Action Plan – 2022

UPDATE: January 25, 2023

Priority: Revitalization of Downtown El Cajon

| Goal/Outcome | Milestones/Tasks | Status |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Analyze how to best leverage Property Business Improvement District (PBID) revenue | Council to receive a report from a consultant with an analysis of the existing assessment district structure and identify issues to consider as the Downtown redevelops. | <i>In Progress</i> RFP was issued in October 2022 to prepare the analysis. |
| | Council to review an analysis of existing expenditure of PBID funds and provide direction on uses of those funds, such as social media marketing, façade/sign improvement program, capital projects, etc. | <i>In Progress</i> RFP was issued in October 2022 to prepare the analysis. |
| Maintain and improve Downtown’s public rights-of-way | Facilitate with the Downtown Business Partners routine cleaning of streets and sidewalks through power washing, litter removal, and landscape maintenance in accordance with the adopted PBID Engineer’s Report (March 2016). | <i>Ongoing</i> Improvements have been made with more work to be done. Staff is analyzing an option to modify agreement with the Downtown Business Partners for City to take over maintaining cleanliness of Downtown. |
| Work with the County of San Diego to explore joint development opportunities of public lands in the Downtown to serve as a catalyst development project | Secure an agreement with the County of San Diego to install a process in compliance with Surplus Land Act as part of a joint effort to solicit investment and development interest in developing various public and private uses in the Downtown. | <i>Incomplete</i> Staff has met with various County staff and departments. Not strong interest from County to pursue. Staff is working on a marketing plan of the City and County properties to help the process move forward. |
| | Issue a developer request for qualifications/proposal. | <i>Incomplete</i> |
| | Select a developer(s) to initiate the catalyst project. | <i>Incomplete</i> |

Priority: Economic Development

| Goal/Outcome | Milestones/Tasks | Status |
|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Implement strategies identified in the Comprehensive Economic Development Strategic Plan | Council to adopt the Comprehensive Economic Development Strategic Plan and provide direction on the first few projects to initiate. | <i>Complete</i> Economic Development Strategic Plan adopted by the City Council and an implementation plan is underway as next phase. |
| | Consider land purchases and/or partnership with large undeveloped and developed sites for development or redevelopment | <i>In Progress</i> Staff seeks and analyzes opportunities to purchase property with high return on investment or redevelopment opportunity. |
| Re-envision Parkway Plaza | Engage current mall owners (Pacific Retail Capital Partners, Seritage, Pacific Retail, JC Penney Properties, Wal-Mart Real Estate Business Trust, and Fletcher Parkway Group) with a focus on additional activation strategies and development along Johnson Avenue and Fletcher Parkway corridors. | <i>Incomplete</i> |
| | Secure assistance from San Diego State University to oversee a community re-envisioning project for Parkway Plaza to develop “big ideas” to consider. | <i>In Progress</i> SDSU students have adopted the Parkway Plaza Re-Envision Project with the study to be completed in May 2023. Also, USC professor (Dr. Hilda Blanco) is researching large mall redevelopment sites and has included Parkway Plaza in the analysis. |
| | Council to receive a comprehensive report on re-visioning of Parkway Plaza. | <i>In Progress</i> Presentation to occur in May 2023. |
| Connect City events with The Magnolia | Working with the Downtown Business Partners and Live Nation, create a program to connect events and Downtown businesses with The Magnolia. | <i>Incomplete</i> |
| Integrate Foodie Fest into American on Main Street event | Council to consider budget approval for a 2023 American on Main Street/Foodie Fest event | <i>Complete</i> |
| | Council to approve theme for 2023 America on Main Street and level of assistance to participating Foodie Fest restaurants | <i>In Progress</i> |
| | Host 2023 American on Main Street/Foodie Fest | <i>In Progress</i> |

| | | |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Initiate a catalyst project in the Transit District Specific Plan area | Working with MTS for development on MTS property, present a catalyst development project for Council consideration. This will require a MTS policy change toward a more pro-housing development policy for mixed-income projects. | <p style="text-align: center;"><i>Complete</i></p> <p>Staff worked with MTS staff to issue an RFP and select a developer (Chelsea Investment Corporation)</p> |
| | Identify and work with interested private parties to facilitate a catalyst mixed-use project. | <p style="text-align: center;"><i>In Progress</i></p> <p>Staff is working on two additional development opportunities in the TDSP.</p> |

Priority: City Beautification

| Goal/Outcome | Milestones/Tasks | Status |
|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Promote City renewal projects | Present to the Council the FY 2022/23 Budget with the inclusion of a marketing staff person to facilitate promotion of City project (upcoming and completely) and help each City department with public outreach efforts. | <i>Complete</i> |
| | For each significant project, City to prepare marketing materials (e.g. social media posts, door hangers, videos, etc.) to promote beautification and improvement efforts. | <i>Complete / Ongoing</i> |
| | Council to receive semi-annual reports on improvements made over the previous six months and a preview of upcoming projects. | <i>Complete / Ongoing</i> |
| Public improvements to create safer, well lit, and beautified streets | Install at least 60 new street lights in CDBG eligible census track areas in two phases. | <i>Complete – Phase I (26 lights) In Progress – Phase II underway (34 lights) In Progress – Phase III planning for 2023</i> |
| | Consider a program to identify and repair all sidewalks in the City. | <i>Ongoing</i> City is inspecting every sidewalk, secured funding allocation for sidewalk slicing project, and finalizing contract with vendor for slicing. |
| | Present to Council a freeway underpasses lighting & mural pilot program, in partnership with Caltrans. | <i>Ongoing</i> <i>A report was provided to the Council on Sep 13, 2022 with next steps. Using ARPA funds, entry projects are underway. Mural projects at the Oakdale/Alameda gateway project is envisioned, but not yet determined.</i> |
| | Add art to frequently graffiti targets (traffic signal cabinet wraps), revitalize median & island landscaping, and consider a one-year program to repair all sidewalk tripping hazards. | <i>Ongoing</i> Staff is securing wraps for controller boxes, continues to support City's graffiti removal contractor, and is working on trip hazards with a comprehensive City survey and slicing project. |
| Launch a neighborhood clean-up program that relies on resident leadership and participation | Present to Council possible programs and partnerships for encouraging neighborhood residents to initiate clean-up and beautifications projects. | <i>Complete</i> |

Priority: Homelessness

| Goal/Outcome | Milestones/Tasks | Status |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Promote success of the City's Compassionate/ Corrective Strategy on Homelessness</p> | <p>Promote the success of the City's Compassionate/Corrective Strategy regarding homelessness through a more user useful website, videos, and social media posts.</p> | <p><i>Complete / Ongoing</i></p> |
| | <p>Engage residents and business operators about issues & solutions for homelessness by way of a community survey and possible community focus groups.</p> | <p><i>In Progress</i> Town Hall series to be scheduled in March 2023</p> |
| <p>Coordinate homeless services and housing with cities in the East County region so that all jurisdictions in the region share the responsibility of providing housing and services to individuals experiencing homelessness</p> <p><i>2023: Let's let others do a project before we launch another</i></p> | <p>Council to consider a Memorandum of Understanding with regional government agencies to coordinate homeless shelters and programs.</p> | <p><i>Incomplete</i> City attempted to open an additional shelter in cooperation with other East County cities but City was not successful in securing County grant funding.</p> |
| | <p>Develop a regional plan to address homelessness with regional government agencies.</p> | <p><i>Incomplete</i> Staff recommends as a next step for this goal, scheduling an East County mayors/city managers meeting.</p> |
| <p>Address illegal lodging in the City's public rights-of-way and property</p> | <p>Illegal encampments to be addressed within 2 business days after being reported.</p> | <p><i>Completed / Ongoing</i></p> |
| | <p>In high propensity areas of illegal encampments, consider implementing environmental design tools (e.g. landscape, hardscape, fencing, lighting, music, etc.)</p> | <p><i>Ongoing</i> City is installing coated higher-gauge fencing in areas where homeless individuals cut fencing at City channels.</p> |
| | <p>Create widget on front page of app and improve messaging about how El Cajon is addressing homelessness in the city, including resources, how to report concerns, and statistics about work done to date.</p> | <p><i>Complete</i></p> |
| <p>Reduce pedestrian traffic violations related to panhandling</p> | <p>Targeted enforcement of state and local laws.</p> | <p><i>Complete / Ongoing</i></p> |
| | <p>Council to consider new "no panhandling" signage.</p> | <p><i>Complete</i></p> |
| | <p>Consider modifications to City medians to deter panhandling activity.</p> | <p><i>Ongoing</i> Locations for improvements identified at Johnson Ave and I-8, Johnson Ave south of Fletcher Parkway, Fletcher Parkway west of Cuyamaca, Navajo and Fletcher Parkway, and Johnson Ave and Fesler.</p> |

Priority: Public Safety

| Goal/Outcome | Milestones/Tasks | Status |
|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reduce the number of high speeding incidents in the City through the development and implementation of a comprehensive strategy | Council to receive a report on an education campaign developed with the aid of high school student focus groups. | <i>Complete</i> |
| | Implement education campaign. | <i>Complete / Ongoing</i> |
| | Administer a community-wide survey to identify problem areas, perceptions of, and possible solutions. | <i>Ongoing</i> Staff has identified high problem areas (based on complaints and observations) and uses this information to prioritize enforcement areas. |
| | Pairing with existing Capital Improvement Program projects, consider environmental design features that will naturally slow traffic in high speed areas without significant impact on traffic circulation (e.g. lane narrowing, landscape bulb outs, lighting, striping, traffic circles, enhanced crosswalks). | <i>Ongoing</i> Smart growth projects (Main Street & El Cajon Blvd), HSIP projects (Madison and Washington), and Traffic Safety Calming Project (installation of Rectangular Rapid Flashing Beacons) |
| | Pilot a street camera program in a high speed area(s). | <i>In Progress</i> Expected completion date in 2 nd Quarter 2023. This program has expanded to include a pilot license plate reader program in other areas in the City. |
| | Ongoing Enforcement including specific Traffic Division details targeting speeding violations. | <i>Complete / Ongoing</i> |
| Fill the ten lateral police vacancies | Fill all lateral vacancies. | <i>Ongoing</i> |

Priority: Miscellaneous

| Goal/Outcome | Milestones/Tasks | Status |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Increase public engagement, promotion of City projects, and celebration of accomplishments in the community</p> | <p>Present to the Council the FY 2022/23 Budget with the inclusion of a marketing staff person to facilitate promotion of City project (upcoming and completely) and accomplishments in the community.</p> | <p><i>Complete</i></p> |
| | <p>If position approved, increase public outreach and marketing through video production, social media posts, and community engagement.</p> | <p><i>Ongoing</i></p> |
| <p>Position the City to more effectively address regional issues impacting El Cajon residents and businesses</p> | <p>Issue a Request for Proposals for a public relations/lobbyist firm to assist the City.</p> | <p><i>Incomplete</i></p> |
| | <p>Council to select firm.</p> | <p><i>Incomplete</i></p> |
| <p>Develop a consensus for the design of a new City of El Cajon Veterans Memorial</p> | <p>Conclude outreach to City's veterans coalition and stakeholders</p> | <p><i>In Progress</i> Staff has conducted a total of 10 meetings (large group and small group discussions) with various stakeholder groups. Community input was also solicited at City events.</p> |
| | <p>Council to receive report on progress of outreach effort and finding and provide direction.</p> | <p><i>In Progress</i> Anticipated to occur in January 2023</p> |
| <p>Consider the use of up to \$10 million in General Fund reserves for projects that will have a significant impact on the community or will yield a fiscal return</p> | <p>Council to receive a report and provide direction on possible one-time uses of General Fund reserves for projects that are within the purview of the City and do not require future ongoing expenditures.</p> | <p><i>In Progress</i> Staff presented several options to the Council for the use of General Reserve Funds (overhire of police officers, sidewalk repair, Rec Center HVAC, portion of a fire engine, and digital marquee at recreation center)</p> |