



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

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

City Council Priorities & Goal Setting Workshop

JANUARY 23, 2024 - 6:30 p.m.

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

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. 2024 City Council Priorities/Goal-Setting Workshop

RECOMMENDATION:

That the City Council conduct its annual Priorities/Goal-Setting Workshop and provide direction to staff in preparation for the 2024 City Council Action Plan.

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 23rd day of January 2024, is adjourned.



City Council Agenda Report

Agenda Item 1.

DATE: 01/23/2024
TO: Honorable Mayor and City Councilmembers
FROM: Graham Mitchell, City Manager
SUBJECT: 2024 City Council Priorities/Goal-Setting Workshop

RECOMMENDATION:

That the City Council conduct its annual Priorities/Goal-Setting Workshop and provide direction to staff in preparation for the 2024 City Council Action Plan.

BACKGROUND:

This agenda report aims to prepare members of the City Council for the upcoming January 23, 2024 City Council Priorities/Goals-Setting Workshop to be held at the Ronald Reagan Community Center at 6:30 P.M. Specifically, this memo:

1. provides an update on the 2023 City Council Action Plan that was developed from the City Council Priorities/Goal-Setting Workshop,
2. recommends a format for this year's workshop, and
3. suggests several goals for City Council consideration.

As a reminder, the workshop facilitates the creation of the 2024 City Council Action Plan, which helps staff prepare the annual budget and prioritize resources. Because no organization (public or private sector) can focus on too many initiatives at one time, establishing key priorities and goals results in a higher rate of success in solving problems and making incremental improvements.

Ultimately, the intent of the workshop is for the City Council to agree on a unified vision for the upcoming year. Several specific benefits of identifying priorities and defined goals include:

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

Update of the 2023 City Council Action Plan

This report includes the 2023 City Council Action Plan matrix that was updated on December 21, 2023. The matrix identifies the six priority categories (City Beautification, Citizen Engagement, Economic Development, Homelessness, Public Safety, and Miscellaneous).

In addition, the matrix identifies 21 goals along with 65 specific milestones or tasks. For each of these milestones/tasks, staff determined if it was *complete*, *in progress*, *ongoing*, *on-hold*, or *incomplete*. The following is a breakdown of the status of milestones:

- Complete 22
- Incomplete/On-Hold 12
- In Progress/On-Going 31

Many of the *in progress* projects are larger capital improvement projects or multi-year undertakings.

Proposed Workshop Format & Process

During the January 23rd workshop, staff recommends that the City Council determines if the priorities identified in 2023 should remain the top priorities for the City or if other priorities should be considered in 2024. Once the priorities are established, staff recommends that the City Council proposes, discusses, and agrees upon two to four goals for each priority. Staff recommends that these goals be a combination of continued goals from 2023 and new goals. The City's executive team will be present to answer questions that the City Council may have.

Continuation Projects to Consider

The following are projects that are not yet complete that staff believes have value to continue to pursue. These possible goals are categorized by the City Council priorities.

City Beautification –

1. Continue the myriad of capital improvement projects underway. Although staff felt it important to include these in last year's CCAP, because the projects are underway, it may not be as critical to be included in the 2024 CCAP.
2. Mural project.

Citizen Engagement – many of the citizen engagement activities are now in the "ongoing" phase. Unless there are new goals, the City Council may want to remove Citizen Engagement as a priority category.

Economic Development –

1. Catalyst development projects, with a focus on a re-imagined civic center project, commenced in 2023. This project will continue to require staff time and resources. There is value in keeping this as a goal in 2024.
2. Parkway Plaza economic analysis and visioning.
3. Implement suggestions from PBID analysis.

Homelessness – no recommendation.

Public Safety – staff has seen progress in reducing calls from skilled nursing facilities. Staff recommends that this continues to be a goal in 2024.

Miscellaneous –

1. Veterans Memorial
2. Consider whether a lobbyist to assist the City has value.

Other Possible Projects for City Council Consideration

The following are ideas generated by staff that align with priorities from the past few years. These ideas or possible goals are broken down by City Council priorities.

City Beautification –

1. Establishing an annual landscaping beautification award program to promote private investment in property maintenance.
2. Creating a landscape grant program for properties near key intersections and freeway on/off ramps.

Citizen Engagement –

1. Establishing the East County Market Nights event.
2. Better understanding the needs of recent refugee populations and creating programs to assist in their assimilation into the community.
3. Establishing a customer service survey for all external contacts (passports, front counter, as well as the PAC) to obtain an understanding of how the City is providing services.
4. Implementing an “America on Your Street” program (neighborhood block parties).

If the Citizen Engagement category is dissolved, staff recommends that these possible goals be placed in other categories if they are of interest to the City Council.

Economic Development –

1. Creating an Economic Development Manager position.
2. Enhancing the customer service experience for those developing or requiring permits in the City. This can be done with the assistance of a SDSU Capstone study, developer roundtable meetings, and customer service surveying.
3. Adopting an Implementation Plan for the City’s Economic Development Strategic Plan.
4. Creating a business grant focused on exterior paint and sign improvements.
5. Developing a campaign to attract first-time home buyers leaving other areas of San Diego County.

Homelessness – no recommendations.

Public Safety –

1. As a follow-up to the completed “Fire Department Standard of Coverage/Community Risk Assessment,” next steps could include conducting a strategy meeting in which the City Council identifies possible goals to consider and then staff can work toward implementing those goals.

Miscellaneous –

1. Exploring Short-Term Rental regulation policies.
2. Analyzing the application of the M-U Overlay Zone on the commercial properties fronting E. Main Street between Madison Avenue and Walter Way.

CALIFORNIA ENVIRONMENTAL QUALITY ACT:

The Goal Setting Workshop is exempt from the California Environmental Quality Act (CEQA) under section 15061(b)(3) of the state CEQA Guidelines. The “general rule” exemption states that where it can be seen with certainty that there is no impact on the environment, the activity is exempt from CEQA.

FISCAL IMPACT:

Budget considerations will be considered during the budget adoption process.

Prepared By: Graham Mitchell, City Manager

Reviewed By:

Approved By: N/A

Attachments

City Council Action Plan Update



City Council Action Plan

STATUS REPORT

Updated: December 21, 2023

CITY BEAUTIFICATION

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
City Beautification & Improvement Projects <i>Focus on the completion of various funded City beautification and improvement projects</i>	PW	Neighborhood Street Lights Phase 2 Construction (34)	12/23	In Process: waiting on final electrical service connection from SDG&E.
	PW	Cool Zones Phase 1 (Rec Centers) installation	05/23	COMPLETE
	PW	Johnson Ave. Fencing Improvements	12/23	In Process: received quotes from contractors.
	PW	Solar Project Phase 1 (PSC)	6/24	In Process: updating plans and specifications to go out to bid.
	PW	El Cajon Blvd. Transit Center Community Improvements Completion (Roundabout)	02/24	In Process: under construction.
	PW	Jamacha Rd Safety Improvements Design and Construction	02/24	In Process: design plans complete. Preparing to go to bid.
	PW	Neighborhood Street Lights Phase 3 Design and Construction (45)	04/24	In Process: completing plans and specs. Project will go to bid in Dec 2023 and award in Feb 2024.
	PW	Main Street Green Street	05/24	In Process: under construction.
	PW	Oakdale Alameda Design and Construction	06/24	In Process: contract awarded. Waiting for approval of Caltrans Encroachment Permit.
	PW	Cool Zones Phase 2 (Gyms) Design and Installation	06/24	Incomplete
	IT/PW	Expand Broadband – Design and Installation	06/24	In Process: out to bid, projected to award Jan 2024.
	PW	W. Washington Ave. Safety Improvements Design and Construction	06/24	Incomplete
	FIRE/PW	Wildfire Hazard Mitigation Plan Implementation	09/24	In Process: evaluated RFP responses, in contract execution phase.

	P&R/PW	Park Amenity Project Design and Construction, including pickleball courts	12/24	In Process: preparing RFP to advertise to on-call consultants.
	FIRE/PW	Fire Station 7 Design and Construction	12/24	In Process: analyzing cost estimates prior to bidding project.
Mural Project <i>Identify location and muralist for a pilot mural program that includes resident involvement</i>	FIRE/PW	Identify a mural site and secure necessary approvals (i.e. encroachment permit)	4/23	In Process: identified two possible locations (Johnson Avenue and 2 nd Street underpasses). Working with Caltrans to secure permits.
		Release RFP to secure a muralist	1/24	In Process: once permits are secured, a RFP will be issued to identify muralists.
		Complete mural	7/24	Incomplete
Review Third Party Contractors <i>Complete a review of third party contractors that provide City beautification services to the City</i>	PW/CD	Review contracts of contractors that perform outsourced services for downtown clean-up, City-wide clean-up, graffiti removal, bus shelter maintenance, and emptying public trash receptacles, etc. and provide a report to the City Council	6/23	COMPLETE: Report presented to the City Council on 6/27/23
Explore Technology Solutions <i>Consider issuing a Request for Proposals for force multiplier technological solutions that can enhance the beautification of the City</i>	IT/CM	Release RFP to companies to present projects that will result in benefits to the City with a focus on enhancing neighborhoods and City beautification	7/23	COMPLETE: a RFP was released on 7/17/23 and due 9/5/23.
		Evaluate gathered ideas/proposals and present results to the City Council for opportunities to employ innovative solutions along with return on investment analysis	9/23	COMPLETE: no proposals were selected.

CITIZEN ENGAGEMENT

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
<p>Increase Communication & Engagement Efforts <i>Reach more citizens with more frequency for repetitive messaging. Develop two core audiences of El Cajon citizens, as well as neighboring communities to engage more of East County visiting El Cajon to spend dollars.</i></p>	CM	Release re-bid of billboard RFP and enter into an agreement with vendor	1/24	In Process: RFP was released and bids returned on 5/17/23. Staff has been preparing an agenda item for City Council consideration in Jan 2024.
		Redesign newsletter content with an approach to include citizens in upcoming opportunities and increase reach to residents via monthly electronic newsletter	3/23	COMPLETE: <i>My El Cajon</i> was released in the Spring with a Fall issue to be release on 8/29/23.
		Develop two email lists for City Services (residents) and City Events (residents and neighbors)	ongoing	In Process: Through the <i>My El Cajon</i> magazine, collecting data.
		Create more events and neighborly competitions for community engagement	9/23	COMPLETE: National Night Out completed.
		Engage more local businesses in City events to leverage their promotional efforts	ongoing	COMPLETE: events this year have included local business partners.
		Targeted paid ads with META to gain more followers and repeat messages	ongoing	In Process: since Jan 2023, City has been using target ads and has grown to 11,100 Facebook and Instagram followers with an average 150,000 monthly impressions and 30,000 engagements per month.
<p>City's Mobile Phone App <i>Using marketing efforts, increase mobile phone app subscribers by 30% by December 31, 2023—an increase of 2,300 subscribers.</i></p>	CM	Rebrand the app and develop marketing posts for social media throughout the year	3/23	COMPLETE: revisions to the app were made on 5/19 and 5/31/23 and there is an ongoing campaign to boost app downloads and usage. Since Jan 2023, downloads have increased and more than 10% of the El Cajon population has downloaded the app.

		Explore adding links to non-City utilities to make payments	1/24	In Process: staff has contacted AT&T to see if there is interest, which there is. Staff believes that this is a possibility and the “ball is in AT&T’s court” to consider next steps. Staff will follow-up in Jan 2024.
		Incorporate certain features of events (America on Main Street, Hauntfest, other downtown events) where the app is necessary to participate in or adds significant convenience	ongoing	COMPLETE: set push notifications is possible and The Magnolia ticket purchase for events were available.

ECONOMIC DEVELOPMENT

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
Downtown Project <i>Initiate a downtown catalyst development project</i>	CM	Develop a plan for the reimagining of the civic center space and adjoining properties.	9/24	In Process: City Council received a report on 7/25/23 about concepts being explored. City Council received a report regarding the State Surplus Land Act with work continuing on this through the next six months. Staff is now preparing an analysis with options for City Council consideration.
		Reach out to adjacent private property owners in the project area, solicit interest, and begin designing a “public-private partnership” for interested parties.	10/23	In Process: staff has met with several property owners about development opportunities. This will be an ongoing process.
		Retain designer/architect to prepare concept drawings.	9/24	In Process: the City Council received a report from Kosmont & Associates about the need to 1) identify the target properties, 2) address Surplus Land Act requirements, and then 3) consider plans/drawing. Some of this work is contingent on the future of City Hall. Although there is 8/23 deadline, staff proposes that this should be re-targeted to Fall 2024.
Parkway Plaza <i>With community input, develop a re-envisioned Parkway Plaza development plan and present it to current owners and development community</i>	CM/CD	Receive report from SDSU Capstone project students	5/23	COMPLETE: the City Council received a presentation on 6/27/23 along with additional visioning possibilities.
		Meet with primary property owners and offer incentives to redevelop properties	8/23	In Process: staff has had initial meetings with two of the primary mall property owners. These will be ongoing discussions.

		Release marketing package to development community about venture opportunities	10/23	In Process: RFP responses analyzed for Professional Financial Feasibility Analysis with proposal to award bid on 12/12/23. Realistically, work will be complete in 9/24.
Economic Development Fund <i>Create an Economic Development Fund to fund incentives to specific projects, business façade programs, purchase potential motel properties, and property assemblage efforts</i>	Fin	Create an Economic Development Fund as part of the City's budget	4/23	COMPLETE: \$4 million in ARPA funds identified for projects.
	CM	Develop possible programs for the City Council to consider to support with the Economic Development Fund	7/23	In Process: on 8/8/23, the City Council gave staff direction to explore three projects, which are now being worked on toward implementation.
	CM	Implement programs with marketing and engagement	8/23 ongoing	On Hold – awaiting completion of Economic Development Implementation Plan (due to be completed by Feb 2024).
Downtown Analysis <i>Complete and follow up on analysis of Property Based Improvement District (PBID)</i>	CM	Engage a consultant in a comprehensive analysis of the current PBID activities and operations. Use finished analysis to revise, refresh, and/or refocus PBID.	7/23	In Process: the report is near completion with an expectation to present to the City Council in Jan 2024.

HOMELESSNESS

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
Town Hall Meetings <i>Conduct four town hall meetings before May 1, 2023 designed to engage residents about challenges and solutions around the topic of homelessness</i>	CM/ PD/ CD	Design and schedule four town hall meetings, with the assistance of the East County Homeless Task Force that will seek input and foster engagement on the issue of homelessness and its challenges	3/23	COMPLETE: Staff developed and marketed four town hall meetings.
		Conduct four town hall meetings	4/23 – 5/23	COMPLETE: Town Hall meetings conducted in April and May 2023. Follow-up town halls have occurred with a PTA group and service club with others occurring in the Fall with business group, church groups, and at Hillsdale Middle School (back to school event).
		Develop a video and report for City Council review	7/23	In Process: a report to the City Council was presented on 6/27/23. Staff has not prepared a video about the results of the town hall.
Education on Efforts <i>Continue efforts through updating the City's website, social media posts, and video production about the efforts the City makes towards addressing homelessness</i>	CM	A quarterly e-newsletter dedicated to the topic of homelessness and housing developments	7/23	On Hold: staff recommends that the City not pursue a newsletter dedicated to homelessness.
		Social media posts promoting the positive numbers of success stories by the City	ongoing	Incomplete
Assist an East County City to Open a Shelter <i>Assist a neighboring East County city through the MOU to open a shelter</i>	CM	Continue to offer funding and technical assistance to neighboring cities through one-on-one meetings and the East County Homeless Task Force	ongoing	Ongoing: assistance and funding has been offered.
Policy/Strategy Consideration <i>Develop policies and/or strategies that assist homeless individuals that come to El Cajon for services return to their jurisdiction of origin</i>	CD	Ensure that permitted shelters and homeless services providers have as a conditional of approval or contractually a “discharge plan” to ensure individuals are transported and returned to their home community.	ongoing	COMPLETE/Ongoing: staff works to ensure that any licensed service provider includes a discharge plan provision. In addition, the City Council directed staff to prepare ordinances

			<p>related to the regulation of motels and a special operations license for service providers. The City Council adopted those additional ordinances and staff has implemented the new policy. Currently, there are six licensed service providers and four applications under review. Monthly reporting has begun for those with licenses.</p>
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PUBLIC SAFETY

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
<p>Street Camera/Fixed License Plate Reader Pilot Program <i>Launch pilot LPR programs</i></p>	PD	Sign contract with vendor	4/23	COMPLETE
		Install cameras, operational program in service	6/23	COMPLETE
<p>Fire/Medical Response Coverage <i>Understand coverage issues for fire and medical responses and develop strategy to reduce reliance on mutual aid and impact to Fire Department personnel</i></p>	Fire	Complete and present to the City Council a “Standard of Cover/Community Risk Assessment”	12/23	COMPLETE: City Council received a presentation, with more needed follow up in 2024.
	Fire/CD	Reduce calls run to convalescent homes, skilled nursing facilities, and other congregate care facilities by 10% by December 31, 2023 from the previous year through increased outreach efforts, applying nurse navigation program, and possible Municipal Code amendment strategies.	12/23	<p>In Process: in June 2023, staff reviewed medical triage procedures and under the medical director’s oversight were able to expand medical call triaging to SNFs.</p> <p>In July 2023, staff reached out to the highest users (SNFs), providing additional education on use of 9-1-1 and to inform the facilities about the upcoming change to medical triage procedure for 9-1-1 calls for service to SNFs.</p> <p>Medical triaging to SNFs went live mid-August 2023. Compared to the same timeframe in 2022 (08/24/22-11/24/22), the calls for services volume to SNF’s since the inception of the program on 08/24/23 to today has dropped by 12%.</p> <p>Further, pending completion of the Standard of Cover/Community Risk Assessment, staff will</p>

				investigate the applicability of existing Municipal Code regulations if new regulations will be supported by the assessment.
	Fire/ CM	Implement strategies to increase or modify staffing to provide more effective coverage for the community, depending on results of the “Standard of Cover/Community Risk Assessment”	1/23	On Hold: Assessment to be presented to the City Council on 12/12/2023.
Police Department Attraction Programs <i>Explore programs that will attract quality new and experienced officers to apply to join the City's Police Department</i>	PD/HR	Consider augmenting the City’s signing bonus program for new police officers, lateral transfer officers, and referring staff	2/23	COMPLETE: a revised incentive program was approved by the City Council on 2/14/23.
		Launch recruitment video	2/23	COMPLETE: released on 2/8/23.

MISCELLANEOUS

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
<p>Veterans Memorial <i>Working with the community and stakeholders, identify a location, design, and funding plan for the establishment of a new Veterans Memorial.</i></p>	RS	Finalize meetings with stakeholders	4/23	In Process: last meeting on 8/9/23
		Report to the City Council with final feedback and recommendations	5/23	COMPLETE: presentation occurred at 9/12/23 City Council meeting
		Release RFP for Memorial Artist/Consultant	2/24	Incomplete
		Seek Stakeholder Feedback regarding Memorial Artist	5/24	Incomplete
		Present proposed design to the City Council and seek direction on funding options	8/24	Incomplete
		Finalize contract with Memorial Artist	9/24	Incomplete
<p>Deferred Maintenance Analysis <i>Prepare an analysis of the City's deferred maintenance projects and Capital Improvement Plan</i></p>	Fin	Present a report to the City Council on the City's deferred maintenance program and Capital Improvement Plan and determine if additional funding is required	1/24	In Process: draft report has been prepared and staff report is being drafted to present to the City Council in Jan 2024.
<p>Trolley Station Restroom <i>Request that MTS provide a restroom at the El Cajon Transit Station.</i></p>	CM	Present an analysis about restrooms and public transit and explore options at El Cajon station	5/23	COMPLETE: presentation provided to City Council on 7/11/23.
		Formally make request of MTS	6/23	COMPLETE: request letter sent on Aug 11, 2023.
<p>Lobbyist Assistance <i>Consider contracting with a lobbyist to assist the City message its needs locally with other governmental agencies, community groups, and others.</i></p>	CM	Draft a Request for Proposals (RFP) for City Council consideration to solicit the services of a lobbyist	2/24	In Process: staff is reviewing sample RFPs and compiling a list of municipal lobbying firms. Additional feedback and direction is required from the City Council, which will be sought at an upcoming City Council meeting.
		City Council to consider RFP responses	4/24	Incomplete