



MEMORANDUM

August 12, 2023

TO: Mayor & City Councilmembers

FROM: Graham Mitchell, City Manager 

SUBJECT: City Council Action Plan Update

The attached document is the status report for the current City Council Action Plan. The attached matrix includes the goals/outcomes for each priority, along with the primary responsible department, the major milestone or tasks associate with each goal/outcome, the initial target dates set in March 2023, and a brief status report.

In the status report column, staff has either indicated whether the milestone/task is complete, in process, or on-going. If the matrix cell is left blank, this means the task has nothing of note to report. You will also notice color coding. The goals/outcomes identified in blue are projects overseen by Assistant City Manager DiMaggio; the items in red are assigned to me.

If you have any questions about the status report, please let me know.

cc: Vince DiMaggio, Assistant City Manager
Executive Staff



City Council Action Plan STATUS REPORT

Updated: August 11, 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)	04/23	In Process: waiting on poles and equipment to be delivered, expected installation is Fall 2023.
	PW	Cool Zones Phase 1 (Rec Centers) installation	05/23	COMPLETE
	PW	Johnson Ave. Fencing Improvements	09/23	
	PW	Solar Project Phase 1 (PSC)	12/23	
	PW	El Cajon Blvd. Transit Center Community Improvements Completion (Roundabout)	02/24	
	PW	Jamacha Rd Safety Improvements Design and Construction	02/24	
	PW	Neighborhood Street Lights Phase 3 Design and Construction (45)	04/24	
	PW	Main Street Green Street	05/24	
	PW	Oakdale Alameda Design and Construction	06/24	
	PW	Cool Zones Phase 2 (Gyms) Design and Installation	06/24	
	IT/PW	Expand Broadband – Design and Installation	06/24	
	PW	W. Washington Ave. Safety Improvements Design and Construction	06/24	
	FIRE/PW	Wildfire Hazard Mitigation Plan Implementation	09/24	
	P&R/PW	Park Amenity Project Design and Construction	12/24	
	FIRE/PW	Fire Station 7 Design and Construction	12/24	

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)	04/23	In Process: Staff has identified two possible locations (Johnson Avenue and 2 nd Street underpasses). Working with Caltrans to secure permits.
		Release RFP to secure a muralist	06/23	Once permits are secured, a RFP will be issued to identify muralists.
		Complete mural	12/23	
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 July 17, 2023 and due Sep 5, 2023.
		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	

CITIZEN ENGAGEMENT

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
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>	CM	Release re-bid of billboard RFP and enter into an agreement with vendor	6/23	In Process: RFP was released and bids returned on May 17, 2023. Staff is analyzing bids and will likely present an alternative option for City Council consideration on Sep 12, 2023.
		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 Aug 29, 2023.
		Develop two email lists for City Services (residents) and City Events (residents and neighbors)	5/23	In Process: Through the <i>My El Cajon</i> magazine, collecting data.
		Create more events and neighborly competitions for community engagement	9/23	On Going: National Night Out completed.
		Engage more local businesses in City events to leverage their promotional efforts	ongoing	
		Targeted paid ads with META to gain more followers and repeat messages	3/23	In Process: since January 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.
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>	CM	Rebrand the app and develop marketing posts for social media throughout the year	3/23 ongoing	COMPLETE: revisions to the app were made on May 19 and 31, 2023 and there is an ongoing campaign to boost app downloads and usage. Since January 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	5/23	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 September 2023.
		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
<p>Downtown Project <i>Initiate a downtown catalyst development project</i></p>	CM	Develop a plan for the reimagining of the civic center space and adjoining properties.	10/23	<p>In Process: City Council received a report on July 25, 2023 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.</p>
		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	<p>In Process: staff has met with several property owners about development opportunities. This will be an ongoing process.</p>
		Retain designer/architect to prepare concept drawings.	8/23	
<p>Parkway Plaza <i>With community input, develop a re-envisioned Parkway Plaza development plan and present it to current owners and development community</i></p>	CM/ CD	Receive report from SDSU Capstone project students	5/23	<p>COMPLETE: the City Council received a presentation on June 27, 2023 along with additional visioning possibilities.</p>
		Meet with primary property owners and offer incentives to redevelop properties	8/23	<p>In Process: staff has had initial meetings with two of the primary mall property owners. These will be ongoing discussions.</p>
		Release marketing package to development community about venture opportunities	10/23	<p>In Process: staff is preparing a RFP for Professional Financial Feasibility Analysis. Once firm is secured, regular meetings with property owners will occur first before a development package can be released. Realistically, this is more likely to occur in October 2024.</p>

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 Aug 8, 2023, 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	
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. Once finished, the consultant will receive final feedback from the Downtown Partners board of directors and will present to the City Council on Sep 26 or Oct 10, 2023.

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 June 27, 2023 and video has not been prepared.
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	
		Social media posts promoting the positive numbers of success stories by the City	ongoing	
Assist an East County City 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 to other services or location where they were brought from	ongoing	Complete/Ongoing: staff works to ensure that any conditional use includes a discharge plan provision. In addition, the City Council directed staff to prepare ordinances related to the regulation of motels and a special

				<p>operations license for service providers. The City Council adopted those additional ordinances and staff is in the process of implementing the new policy.</p>
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PUBLIC SAFETY

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
Street Camera/Fixed License Plate Reader Pilot Program <i>Launch pilot LPR programs</i>	PD	Sign contract with vendor	4/23	COMPLETE
		Install cameras, operational program in service	6/23	COMPLETE
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>	Fire	Complete and present to the City Council a "Standard of Cover/Community Risk Assessment"	7/23	In Process: the consulting firm selected has gathered all necessary data. Analysis of data is occurring and site visits are being scheduled in September 2023 for additional information gathering. Staff believes that a draft of the report will be available by October 2023 with a report to the City Council shortly after.
	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	
	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"	12/23	
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 Feb 14, 2023.
		Launch recruitment video	2/23	COMPLETE: released on Feb 8, 2023.

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 Aug 9, 2023
		Report to the City Council with final feedback and recommendations	5/23	In Process: presentation scheduled for Sep 12, 2023 City Council meeting
		Release RFP for Memorial Artist/Consultant	7/23	
		Seek Stakeholder Feedback regarding Memorial Artist	9/23	
		Present proposed design to the City Council and seek direction on funding options	10/23	
		Finalize contract with Memorial Artist	12/23	
<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	4/23	In Process: draft report was prepared in April 2023 and additional considerations are occurring before presentation to the City Council.
<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 July 11, 2023.
		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	8/23	
		City Council to consider RFP responses	10/23	