



# City Council Action Plan 2024

Adopted: March 12, 2024

Update: July 9, 2024

## CITY BEAUTIFICATION

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
<b>City Beautification &amp; Improvement Projects</b> <i>Complete thirteen City beautification and improvement projects.</i>	ENG	Neighborhood Street Lights Phase 2 Construction (34)	3/24	✓ All 34 lights are installed and energized.
	ENG	Solar Project Phase 1 (PSC)	12/24	✗ On hold
	ENG	El Cajon Blvd. Transit Center Community Improvements Completion (Roundabout)	10/24	➡ Contractor completed Phase 5 of 6 of the project, opening El Cajon Blvd. to two way traffic, with additional work to wrap up over the next four months.
	ENG	Jamacha Rd Safety Improvements Design and Construction	12/24	➡ Received construction bids on 6/19/24.
	EMG	Neighborhood Street Lights Phase 3 Design and Construction (45)	7/24	➡ Contractor has ordered parts with estimated arrival time by 12/24.
	ENG	Main Street Green Street	9/24	➡ Project is 70% completed. Contractor completed the bike path and pedestrian improvements on Main Street.
	EMG	Oakdale Alameda Design and Construction	12/24	➡ Project began construction on 6/24.
	ENG	Cool Zones Phase 2 (Gyms) Design and Installation	12/24	➡ Design/Build proposals due 7/15/2024.
	IT/ENG	Expand Broadband – Design and Installation	12/24	➡ Project began construction 6/24.
	ENG	W. Washington Ave. Safety Improvements Design and Construction	4/25	➡ Design agreement with Dokken Engineering approved by City Council on 6/25/24.
	FIRE/ENG	Wildfire Hazard Mitigation Plan Implementation	12/24	

	P&R/ENG	Park Amenity Project Design and Construction, including pickleball courts	6/25	➡ 60% design complete with construction bids to advertise by 9/24.
	FIRE/ENG	Fire Station 7 Design and Construction	12/25	➡ Design completion anticipated by 8/24 with construction bidding to occur by 10/24.
<b>“Tax Dollars at Work” Signage</b> <i>Include signage promoting the City’s investments in the community at construction projects.</i>	ENG	Include in all Public Works contractor specs the requirement for an 8 x 4 foot sign promoting capital improvement projects.	4/24	➡ Sign is designed and signs should be ready for deployment by 7/31/24.
<b>Landscape Awards</b> <i>Create and administer a program that awards residents and businesses for investing in their landscaping.</i>	CM	Present to the City Council the recommended awards and a proposed budget (\$16,000) for Landscape Award Program	2/24	✓
		Announce program to El Cajon residents and business owners	2/24	✓
		Announce winners at City Council meeting and at National Night Out	8/24	➡ To be presented at 7/23/24 City Council meeting
<b>Illegal Dumping from Apartment Complexes</b> <i>Develop a program that addresses illegal dumping of large items (mattresses, furniture, etc.).</i>	CM/PW	Hold meetings with the Southern California Rental Housing Association and EDCO to explore solutions and marketing information.	4/24	✗ Not yet started
		Collect data and create a heat map on illegal dumps that may be associated with apartment complexes to understand problem areas, frequency, and types of illegal dumping.	4-7/24	✗ PW & Code Enforcement staff are currently gathering data to prepare the heat map.
		Using heat map, focus a program or information campaign for the most challenging areas.	9/24	➡ Prior to map being produced, EDCO has contacted specific apartment complexes. Once the map is produced, a more robust effort will be made.
		Present to the City Council a report with findings and recommendations.	12/24	
<b>Mural Project</b>	ENG/P&R	Release RFP to secure a muralist	3/24	✗ Project is on hold, pending a funding source.
		Select muralist	5/24	

<p><i>Identify a location and muralist for a pilot mural program that includes resident involvement.</i></p>		<p>Complete mural</p>	<p>12/24</p>	
<p><b>Sign Regulations</b>  <i>Update the City's Municipal Code sections related to sign regulations.</i></p>	<p>CD/CM</p>	<p>Present to the City Council a review of the City's current sign ordinance and seek areas of concern from the City Council (i.e. complete overhaul, focus on issues such as rope lights, or consider policies related to temporary signage).</p>	<p>7/24</p>	<p>➡ Schedule to be on 7/23/24 Council agenda.</p>
		<p>Conduct a series of business forums regarding signs and seek input.</p>	<p>10/24</p>	
		<p>Conduct a City Council workshop with findings from direction provided by the City Council and from the business forums.</p>	<p>11/24</p>	
		<p>Present to the City Council recommended changes to the Municipal Code regarding signs.</p>	<p>12/24</p>	
<p><b>Vacant Lot Incentive Program</b>  <i>Present a program that incentivizes property owners of vacant lots to either develop or include community amenities that add value to neighborhoods.</i></p>	<p>CM (fellow)</p>	<p>Identify focus properties that meet criteria.</p>	<p>5/24</p>	<p>✘ Not yet started.</p>
		<p>Research best practices in other cities around the United States and present findings to the City Council.</p>	<p>8/24</p>	<p>✘ Not yet started.</p>
		<p>Analyze grant program to landscape vacant properties and vacant lot assessment and present findings to the City Council.</p>	<p>10/24</p>	

## CITY INFRASTRUCTURE

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
<p><b>Deferred Maintenance Analysis</b>  <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	3/24	➡ To be presented by 10/24
<p><b>Pavement Management Program</b>  <i>Prepare an analysis of the City's Pavement Management Program, including a history of pavement history and projected projects.</i></p>	ENG	After re-analyzing all City streets, present to the City Council a report on the City's Pavement Management Program including data on past and projected Pavement Condition Index (PCI).	11/24	➡ RFP completed, pending advertisement.
<p><b>Neighborhood Capital Improvement Projects</b>  <i>Identify additional infrastructure related capital improvement projects (up to \$2 million in costs) that have a significant and visible impact on neighborhood and implement.</i></p>	ENG	Allocate \$2 million from the General Fund Reserve for Neighborhood Capital Improvement Projects.	6/24	✘ On Hold, pending funding.
		Present to the City Council possible projects to fund with the General Fund Reserve monies.	9/24	✘ On Hold, pending funding.

## ECONOMIC DEVELOPMENT




Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
<b>Parkway Plaza</b> <i>With stakeholder input, develop a re-envisioned Parkway Plaza development plan and present it to current owners and development community.</i>	CM/CD	Present report to the City Council, including the economic analysis from Hunden Partners and possible City actions to effectuate a fiscally healthy regional mall property.	7/24	➡ Hunden to present initial finding to the Council on 7/9/2024.
		Implement possible development strategies.	8/24	
<b>Signs &amp; Façade Improvement Grant</b> <i>Administer the Sign &amp; Façade Improvement Grant program.</i>	CM	Launch and market the Sign & Façade Improvement Grant program.	3/24	✓ Grant applications closed on 5/1/2024 & awarded businesses were notified on 6/14/2024.
		Present a report to the City Council on completion or progress of the program.	9/24	➡ Report will likely be in Oct allowing for more projects to have been completed.
<b>Downtown Project</b> <i>Initiate a downtown catalyst development project.</i>	CM	Develop a plan for the reimagining of the civic center space and adjoining properties.	10/24	
		Complete Steps 1 & 2 of Surplus Land Act requirements related to City-owned property in the downtown area.	11/24	
		Reach out to adjacent private property owners in the project area, solicit interest, and begin designing a “public-private partnership” for interested parties.	10/24	
<b>Enhance Developer/Applicant Experience</b> <i>Analyze improvements to developer &amp; permit applicant experience to ensure El Cajon is the easiest place to develop.</i>	CD/CM	Secure a SDSU study of the City’s developer/application process and present report to the City Council.	5/24	✓
		Host semi-annual Developer/Real Estate Broker roundtables discussions.	7/24	✓ First held on 6/19/24. To be scheduled quarterly.
<b>East County Market Nights</b> <i>Create a signature regional event in El Cajon’s downtown that will attract</i>	CM	Complete the procurement process and present vendor and budget to the City Council for consideration.	5/24	✗ On hold, pending funding and vendor.

<i>thousands of weekly visitors to a farmers market, live entertainment, prepared food, and crafts.</i>		If vendor is selected, launch inaugural Market Night event.	8/24	
<b>Economic Development Manager</b> <i>Consider Economic Development Manager to oversee the City's economic development strategic plan and vision.</i>	CM/ FIN	As part of the budget approval process, present to the City Council an option to create the position, including purpose of the position, duties, proposed outcomes, and cost.	On-Hold	✘ On hold, pending funding.
<b>Analysis of Downtown Property Based Improvement District (PBID)</b> <i>Implement certain findings from the PBID analysis.</i>	CM	Present the findings from the analysis of the PBID to the City Council and obtain direction.	2/24	✓
		Implement direction from the City Council.	12/24	

## HOMELESSNESS

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
<p><b>Documentary on El Cajon's Homeless Successes &amp; Challenges</b></p> <p><i>Create a documentary highlighting successes with City's homeless programs, focusing on individuals as well as challenges the City faces, including policies out of El Cajon's control and lack of transparency on homeless spending in the region.</i></p>	CM	Produce and promote the documentary.	12/24	
<p><b>Promote El Cajon's Homeless Programs</b></p> <p><i>Continue to promote the work the City is doing in the area of homelessness.</i></p>	CD/CM	Continue to market programs that the City provides, present semi-annual reports to the City Council, and inform residents and businesses of the efforts being made by the City.	Ongoing	

**PUBLIC SAFETY**

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
<p><b>Fire/Medical Response Coverage</b>  <i>Implement direction from February 22, 2024 City Council workshop to add a 24-hour staff fire engine to Station 8 and begin exploring sites for a fifth fire station in the City.</i></p>	Fire/CM	Conduct a City Council workshop on the Fire/Medical Response Coverage study	2/24	✓
		Implement direction from the City Council workshop on short-term objectives.	8/24	 SAFER grant application has been submitted, waiting for announcement in Fall 2024.
		Continue to reduce calls run to convalescent homes, skilled nursing facilities, and other congregate care facilities by another 10% by December 31, 2024 from the previous year through increased outreach efforts and possible penalties.	12/24	 Ongoing outreach occurs and staff is working on a “lift assist fee” for City Council consideration.
<p><b>Curb Excessive Speeding on City streets</b>  <i>Through enforcement, education, and engineering, implement a comprehensive strategy to enforce speed limits throughout the City.</i></p>	PD/ENG	Identify areas in which speeding occurs regularly and deploy resources to address enforcement in those areas.	4/24	✓
		Report to the City Council on speed enforcement efforts in 2023.	5/24	✓
		Three months saturation enforcement and study, identify data that can help in developing an education campaign to targeted audiences.	6/24 Maximized for summer	 The “three month saturation enforcement & study” was delayed due to other priorities (e.g. Taft project) and staffing shortages in traffic. However, City initiated project such as Washington Ave. signal timing modified and striping & stop signs improvements on Dorothy, Bostonia, Taft, and Sandalwood. Staff is working on a Speed Hump/Speeding City Council workshop.



		Complete the W. Washington Avenue and the Jamacha Road Safety Improvements project (see City Beautification category).	4/25	Design agreement with Dokken Engineering approved for W. Washington Avenue and construction bids opened for Jamacha Road on 6/19/24.
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**MISCELLANEOUS**

Goal/Outcome	Dept.	Milestones/Tasks	Target Dates	Status
<p><b>Veterans Memorial</b>  <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	Release RFP for Memorial Artist/Consultant.	3/24	<p>RFP responses are due 7/22/24 with goal to recommend approval of an artist/designer by 10/24.</p> <p>➡</p>
		Seek Stakeholder Feedback regarding Memorial Artist.	7/24	<p>➡ Once RFP responses have been submitted, feedback will be sought.</p>
		Present proposed design to the City Council and seek direction on funding options.	9/24	
		Procure services of a memorial developer.	10/24	
<p><b>Implement Technology Opportunities</b>  <i>Seek opportunities for technology applications to reduce costs, augment performance, or create safer conditions.</i></p>	ALL	Seek opportunities to implement technological applications.	ongoing	
		When opportunities are identified, analyze the return on investment and seek procurement opportunities.		
<p><b>Short-Term Rental</b>  <i>Conducting a workshop to discuss issues related to short-term rentals, examples of policies implemented in other communities, and provide direction (if necessary) to staff.</i></p>	CD/CM/ FIN	Host a City Council workshop (perhaps a joint Planning Commission/City Council workshop) to discuss data and issues related to short-term rentals, along with possible policies for City Council consideration. Workshop would include data such as known number operating in the City, calls for service (if known) and type (noise), potential loss revenue, and what other cities are doing.	10/24	
		Relying on feedback from workshop, develop policies and present to the Planning Commission (if required) and to the City Council for consideration.	12/24	

<p><b>Planning Study for the E. Main Street Area (between Madison Avenue and Walter Way)</b></p> <p><i>Prepare a mixed-use overlay plan for the area, including public outreach and input, California Environmental Quality Act analysis, and consideration for adoption. The cost for such a study is approximately \$400,000 and will take about 18 months to complete.</i></p>	CD	Present the option to appropriate \$400,000 from the General Fund reserve to select a consulting firm to prepare a needs assessment, collect data, engage in community feedback and input, and draft the plan.	6/24	✘ On Hold, pending funding.
		If appropriated, complete procurement process.	8/24	
		Present draft Specific Plan to the Planning Commission.	11/25	
		Present draft Specific Plan to the City Council.	12/25	