



**PAST ACCOMPLISHMENTS
EXISTING PRIORITIES
FUTURE GOALS**

DECEMBER 13, 2022



Past, Present, and Future

- Look back on past 10 years, focus on existing priorities, and begin a process for next 5 years.
- Created the City's Mission Statement – 7C's Pledge
 - Pledge to Provide Customer Service through a Culture of Courtesy, Collaboration, Communication and Commitment to Our Community.
- Current Strategic Plan – 7 Focus Areas – Update in 2024
- New Goal Setting beginning in January 2023
- Public Outreach Begins in February 2023
 - Public Survey (Council Direction)
 - Open House and Community Forum
 - Neighborhood Council Meetings
- Integrate New Goals into the 2023/2024 Operating/CIP Budgets
- 7 Functional Groups – Department and Divisions – 400+ Workers
 - CPSM Studies
 - Staffing Levels and Market Wages
 - Recruitment and Retention

TOGETHER
WE
CAN!

Pledge, People, and Priorities



TOGETHER
**WE
CAN!**

7C's Pledge

We Pledge to Provide **Customer Service** through a **Culture of...**

Courtesy

We treat everyone with dignity and respect.

Collaboration

We work to achieve common goals and value our differences.

Communication

We communicate openly, honestly, and with clear, consistent messages.

*With a **Commitment to Our Community!***

**TOGETHER
WE
CAN!**

7 Strategic Focus Areas

- Balanced Budget and Economic Development
- Communication and Outreach
- Health, Environment, and Sustainability
- Housing and Community Development
- Parks, Recreation and Library
- Public Safety
- Transportation Choices and Infrastructure

**TOGETHER
WE
CAN!**

7 Functional Groups

- Police
- Fire
- Public Works/Engineering
- Community Development
- Library & Community Services
- Housing Authority
- Leadership & Administration
 - City Manger and Attorney Offices
 - Finance and Human Resources
 - Information Technology
 - City Clerk

**TOGETHER
WE
CAN!**



National City Residents, Businesses, & Visitors

Mayor and City Council

City Clerk

City Treasurer

- | | |
|--|--|
| <ul style="list-style-type: none"> City Hall
1243 National City Blvd.
MLK Jr. Community Ctr
140 E. 12th Street Police Department
1200 National City Blvd.
Nutrition Center
1415 D Ave.
Library
1401 National City Blvd. | <ul style="list-style-type: none"> Boards & Commissions Regional Assignments Fire Station 31
2333 Euclid Ave. Fire Station 34
343 E. 12th Street Fire Station 33
2005 E. 4th Street |
|--|--|

City Attorney

- City legal advisor to City Council and City departments
- Civil litigation (City defense)
- City prosecutor (Municipal Code violations)

Economic Development

- Business Retain & Recruit
- Storefront Upgrades
- Adopt-A-Place/AROW
- Opportunity Zones
- Together We Can Campaign
- Permit Streamlining
- Port District (Commissioner)
- Public Private Partnerships
- Special Projects

City Manager

PR & Communications

- Community and Police Relations Commission
- NC Connect (SeeClickFix)
- Neighborhood Council Program
- Public Information
- Social Media
- Veterans and Military Advisory Committee

- Bid openings
- Boards & Commissions
- Claims against the City
- City Council minutes
- Elections
- Municipal Code
- Public Noticing
- Translation Services

- Collection of City taxes and license fees
- Investments

Records Manager

- Custodian of Records
- Public Records Requests

Police

- Field Operations:**
- Neighborhood Policing Teams
 - Patrol Operations
 - Community Services Unit
 - Traffic Unit
 - Canine Unit
 - SWAT
 - Animal Regulations Unit
- Investigations Unit**
- Core Investigations
 - Task Force Units
 - Gang Enforcement Team
 - Property & Evidence Unit
 - Homeland Security Unit
- Administration Support**
- Internal Affairs
 - Recruiting/Backgrounds Unit
 - Training Unit
 - Crisis Negotiations Unit (CNT)
- Operations Support**
- Grants
 - Fleet
 - Peer Support
- Support Services**
- Communications Center
 - Records Unit
 - Alarm Program
 - Crime Analysis Unit
 - Management Information Systems

Emergency Services

- Fire Suppression & Emergency Medical**
- Community Emergency Response Team
 - Emergency medical response/paramedic
 - Fire Suppression
 - Trauma Intervention Program Liaison
 - Hazardous Materials Response
 - Rescue Operations
 - Station Tours
- Fire Administration & Fire Prevention**
- Issuance of Fire Dept. Permits
 - Design Plan Intake
 - False Alarm Recovery Program
 - Commercial fire inspections
 - Fire Annual inspections
 - New Business License Inspections
 - Haz Mat Inspections
 - Juvenile Fire Setter Intervention
 - Apartment, School, High-rise Inspections
 - CPR/AED Classes
 - Weed Abatement

Engineering

- Capital Improvement Program
- Environmental Compliance
- Storm Water
- Commercial Fats, Oils & Grease (FOG)
- Hazardous Materials (HAZMAT)
- Trash & Recycling (EDCO)
- Traffic Safety Evaluations
- Parking Management
- Traffic Signal Timing
- ADA Compliance
- Safe Routes to School/Active Transportation Program
- Transit Coordination (San Diego MTS)
- Utilities Coordination
- Engineering Plan Checks, Permits and Inspections
- Traffic Control Plan Reviews
- Map Reviews
- Bayshore Bikeway Working Group
- Metro Wastewater JPA
- MTS Board
- Regional Solid Waste Authority
- San Diego County Water Authority
- Sweetwater Authority
- Traffic Safety Committee

Public Works

- Quality of Life Program
- Pothole Repairs
- Sidewalk Repairs
- Trash/Shopping Cart Removals
- Storm Drain/Channel Cleanups
- Street Sweeping
- Sewer Maintenance
- Traffic Signals and Street Lights
- Traffic Signing and Striping
- Parks and Landscape Maintenance
- Tree Trimming/Planting Services
- Athletic Field Use Permits
- Park Air Jump Permits
- Facilities Maintenance
- Vehicle Fleet/EV Program

Community Services

- Community Services**
- Public Art Committee
 - Parks, Recreation and Senior Citizens Advisory Board
 - Community partner liaison
 - Recreation programs for youth, teens, adults, and seniors
 - Recreation contract program management
 - Special event programming
 - Reservation of community centers
 - Volunteer management
 - Port Public Art Committee
- Library**
- Library Board of Trustees
 - Circulation/Borrowing Services
 - Reference Services
 - Local History Room
 - Literacy Services
 - Programs for teens and children
 - 3D Printing Tech Lab
 - Computer and Printer Access
 - Computer Classes
 - eBooks, magazines, Audiobooks, DVDs, CDs
 - Electronic Databases
 - Friends of the Library Bookstore
- Nutrition Center**
- Feeling Fit Club
 - Home Delivered meals
 - Senior Nutrition Center

Housing & Community Development

- Neighborhood Services**
- Code Enforcement
 - Graffiti Abatement
 - Homeless Outreach Program
 - Parking Enforcement
 - Housing Inspection Program
 - Special Events & TUPs
- Planning**
- Property Zoning
 - Land Use & Long-range Planning
 - Planning Commission
 - Zone and Code Changes
 - Shoreline Preservation Working Group
- Building**
- Intake of plans for review
 - Review of building permits and plan applications
 - Issuance of building permits
 - Inspection services for residential/commercial projects
- Housing Authority**
- CDBG & HOME
 - Housing Programs & Projects
 - Real Estate Services
 - Affordability Monitoring
 - Section 8 Housing Vouchers

Administrative Services

- Finance**
- Business Licensing
 - Collections
 - Fees for parking citations
 - Garage sale permits
 - Pet Licensing
 - Purchasing
 - Residential rental license fees
- Human Resources**
- Employment Opportunities
 - Employee Benefits
 - Workers' Compensation
 - Labor Relations
 - Organizational Development and Training
 - Civil Service Commission
- Risk Management**
- Insurance
 - Liability claims management
 - Workers' Compensation
- Information Technology**
- Cybersecurity
 - Data Management
 - Desktop Support
 - Enterprise Resource Planning
 - Network Administration
 - Technical Training
 - Telecommunications
 - Video Surveillance
 - Web Administration



Police Department

ACCOMPLISHMENTS AND GOALS



Accomplishments

- **Technology**
 - Upgrade of the Computer Aided Dispatch (CAD) system
 - Addition of the FARO system used for major traffic collisions and major crime scenes
 - Transitioning into hybrid fleet for both Patrol and Investigations
- **Operational Readiness**
 - Upgrade of our Mobile Command Vehicle
 - Sky Watch Tower as a UASI funded program
- **Facility**
 - Remodel of the Records Division
 - Remodel of the women and men's locker rooms
 - Upgrade of the Community Room accessible to all
- **Staffing**
 - Retention of officers
 - Addition of HOME team members
 - Additional School Resource Officer

Current Priorities and Future Goals

- **Succession Planning**
 - Employee Development and Recruitment / Retention
 - Continued focus on developing all employees including command staff and first line supervisors, both sworn and civilian, in preparation for the future.
 - Recruitment and Retention of highly skilled and diverse officers and staff.
 - Chief of Police recruitment
- **Staffing / CPSM Recommendations**
 - Add staffing levels based on CPSM Report
 - Use the CPSM report to implement desired recommendations regarding workflow efficiency
- **Technology and Infrastructure**
 - Research and develop public web-based online reporting system
 - Adding License Plate Reader (LPR) to police vehicles
 - Niche Report Management System



Fire Department

ACCOMPLISHMENTS AND GOALS



Accomplishments

- Managed the COVID-19 pandemic response citywide for all employees and immediate family
 - Expanded partnership with PLNU to include covid boosters
 - Managed all contact tracing and reporting for covid exposures
 - Fire chief and staff assumed the roles of dico-designated infectious control officer
- Opened fire station 33 in north-east quadrant of the city
 - Began paramedic service with a 2 persons ALS (advanced life support) unit –squad 33
 - Squad 33 improved response times to a underserved area of the city
 - Added a 3rd ALS ambulance to the city in partnership with AR –FS31, FS33, FS34, all have an in-house AMR P/M unit
- Continued to modernize emergency apparatus fleet
 - Placed in service a new truck, engine, command vehicle and a type 6 squad (2) – an approximate \$3.5 million investment.

Accomplishments

- Recruitment and Retention
 - Hired fire departments first class of lateral firefighters
 - Made progress in the diversification of department
 - Reinstated paramedic sponsorship program
 - Over the last 5 years dept. Has hired and trained 17 FF's, 11 of which are still with the department
- Community Risk Reduction (Fire Prevention Division)
 - Comprehensive inspection program – generating
 - Inspects all schools in National City annually
 - Inspects all multi-family residential and apartment buildings in the city on an annual basis
 - Office of the fire marshal is involved in all fire code and municipal code aspects of new construction projects in the city, many of which are now 100% complete
 - Investigates all structure fires within the city

Existing Priorities

- Staffing across all 3 divisions of the Organization
 - Onboarding of new Fire Inspector
 - Commit to funding of safer grant positions to increase staffing to 4 per company
 - Administrative support for operations
 - Prepare for FF1 academy in spring
 - Train new Fire Investigator and respond with 2 Investigators to all structure fires in National City
 - Managing staffing shortages while ensuring employees are supported and healthy
- Apparatus maintenance
 - Overcome challenges in fleet support and maintenance
 - Work with fleet to explore outsourcing opportunities

Existing Priorities

- Vehicle replacement
 - Replacement vehicle for fire prevention- vehicle at end of service life
 - Continue to be challenged by supply chain shortages in the face of escalating costs and unavailability of inventory
- Facilities
 - Finalize and install new station alerting system to increase efficiency and decrease response times
 - Repair driveway at Station 33



Public Works & Engineering

ACCOMPLISHMENTS AND GOALS



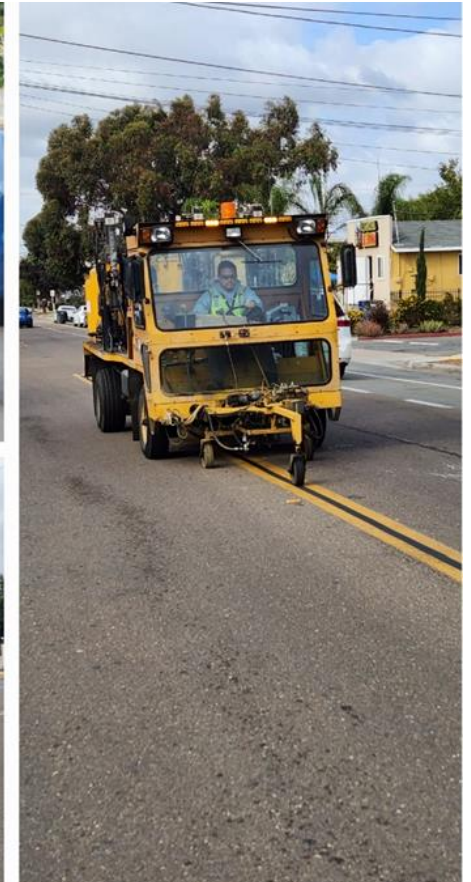
Accomplishments

- Operations
 - Trees trimmed 2264
 - Street signs refurbished 320
 - Potholes repaired 775
 - Sidewalks repaired 42
 - Illegal dumping / trash removals 2,000 CY
 - Linear feet of sewers cleaned 224,400
 - Fleet Service Orders 1268
 - Fleet and Equipment 225
 - Over 200 facilities work order requests
 - Square Feet Maintained 180,000



Accomplishments

- Operations
 - Completed fleet modernization
 - NC Business and Multifamily complex in compliance with AB341
 - NC Residential sector in compliance with SB1383 (3 container system)
 - In House - Certified Registered trainer with the Federal Government Commercial License
- Electrification
 - 12 City facilities have had Energy Conservation Upgrades (HVAC, Solar PV, Interior lighting, Exterior lighting)
 - 32 Hybrid vehicles and 3 fully electric vehicles (light duty) – As technology develops, medium and heavy duty will be address
 - All traffic signal safety lighting now LED



Accomplishments

- Transportation Choices and Infrastructure
 - 12 miles of bicycle facilities and growing
 - The FRANCO Electric Shuttle system projected to be on line by next summer
 - Bicycle Master Plan Update
 - Transportation Element update
 - Vision Zero commitment
- Staff
 - Hired a new Assistant Director of Engineering and Public Works
 - Continue to recruit for positions including high schools and veterans
 - Continued focus on developing all employees through DISC and division specific training in preparation for the future.

Past Projects

- Capital Improvement Program
 - Implemented \$137,000,000 over the past 10 years (Parks, Facilities, Infrastructure)



**Paradise Creek Educational Park
2022 Orchid Award Nomination**



**Paradise Creek
Educational Park 2022
Orchid Award Nomination**



**D Avenue & E. 12th Street
Roundabout Improvements**



Awards & Accolades

- APWA 2018 Project Of The Year Award – Paradise Creek Park
- ASCE 2019 Award Of Excellence – Bikeways And Trails For Westside Mobility Improvements
- WTS 2019 Alternative Modes & Active Transportation Award – 18th Street Complete Street Project
- Circulate San Diego 2019 Momentum Awards: Innovation Award For National City Engineering & Public Works Department
- ITE 2019 Public Agency Of The Year Award
- ASCE 2021 Outstanding Bikeway And Trails Project – Euclid Avenue Bicycle And Pedestrian Enhancements
- APWA 2021 Honor Award - Euclid Avenue Bicycle And Pedestrian Enhancements
- APWA 2022 Outstanding Project Of The Year - Roosevelt Avenue Corridor Smart Growth Revitalization Project

Current Projects

- National City's 5-Year CIP estimates approximately \$73 million
- \$30 million projected delivery in FY23

FY 23 Project Delivery		
1	El Toyon - Las Palmas Bicycle Corridor	\$ 2,000,000.00
2	Sweetwater Rd Safety Enhancements (Plaza Bonita Rd to Plaza Bonita Center Way)	\$ 1,300,000.00
3	Safe Routes to School Pedestrian and Bicycle Safety Enhancements	\$ 2,000,000.00
4	Street Resurfacing (SB1+Transnet)	\$ 2,750,000.00
5	National City Boulevard Inter-City Bike Connection	\$ 700,000.00
6	Roosevelt Avenue Corridor Smart Growth Revitalization Plan	\$ 2,705,000.00
7	Paradise Creek Improvements at Kimball Way - Phase II Implementation	\$ 867,402.00
8	Civic Center ADA Accessibility	\$ 184,586.00
9	Civic Center Basement Power Upgrade	\$ 344,163.00
10	Camacho Recreation Center HVAC Replacement	\$ 230,704.00
11	Camacho Recreation Center ADA	\$ 150,000.00
12	PD Firearms Training Range	\$ 500,000.00
13	PD Records Management Center and Flooring	\$ 50,000.00
14	PD Parking Deck Waterproofing	\$ 300,000.00
15	Fire Station Alerting Upgrades (31,33,34,)	\$ 150,000.00
16	Fire Station 33 Access Improvements	\$ 100,000.00
17	MLK Kitchen	\$ 515,000.00
18	Fiber Optic Traffic Signal Interconnect Expansion Phase 2 , HSIPL-5066(039)	\$ 367,994.00
19	Pedestrian ADA Improvements, HSIPL-5066(040)	\$ 215,000.00
20	Euclid Ave. Bicycle and Pedestrian Enhancements	\$ 4,212,297.00
21	Paradise Creek Park Expansion	\$ 2,585,764.00
22	sweetwater River Bikeway Connections	\$ 915,469.00
23	Citywide Pedestrian Safety Improvements, HSIPL-5066(044)	\$ 335,400.00
24	Sewer Improvements	\$ 2,000,000.00
25	Las Palmas Pool	\$ 3,900,000.00
	Total	\$ 29,378,779.00

Current Projects

AN ADDITIONAL \$28.3 MILLION PROJECTED

- W. 19th Street Greenway \$1,659,680 (CNRA)
- Bayshore Bikeway \$5,421,000 (ATP)
- Sweetwater Road Protected Bike Lanes \$2,500,000 (ATGP)
- Highland Ave. Intercity Bike Connection \$1,897,000 (ATP)
- Clean California National City Eastside I-805 Community Greenbelt Project in the amount of \$4,998,761
- El Toyon Prop. 68 Park Improvements \$5,632,600
- Paradise Creek Wetland Expansion and Park Site \$957,000 (OPC)
- 8th and Roosevelt \$5,185,000 (ATP)

Future Goals

- Establish standard operating procedures and process improvements department wide
- Update the current capital need of \$140,000,000.
- Update ADA Transition Plan.
- Establish a Traffic Management Center (TMC)
- Increase City's Pavement Condition Index (PCI)
- Complete the resiliency study funded through the Navy's Office of Local Defense Community Cooperation program
- Convert all Street Lights to LED
- Reduce sewer spills to zero in the public system
- Continue to aggressively peruse funding for City's needs.



Library & Community Services

ACCOMPLISHMENTS AND GOALS



Accomplishments

LIBRARY

- Increased Library Hours
- Fine Free Policy
- Library Mobile App
- State Funded ESL Literacy Program
- Created Collaborative Teams
- Upgraded Systems, Software, and Broadband
- \$325K Grant Funds in Past 3 Years

COMMUNITY SERVICES

- Restarted Community Breakfasts
- Public Art Committee Adopted Cultural Arts Plan
- Enhanced Nutrition Center
- Launched E-Sports and Summer Camp Programs
- \$140K Grant Funds in Past 4 years

Current Priorities

LIBRARY

- Enhance Electronic Catalog Technology
- State Funded Family Literacy Program
- Create Memory Lab in Local History Room
- Additional Programming and Field Trips
- Work Study Placement Programs with Schools

COMMUNITY SERVICES

- Create After-School Youth Program Plan
- Reopen Camacho Gym
- Increase Programming at the Municipal Pool
- Replace Home Delivery Meal Truck
- Create Senior Health Comprehensive Program
- Approve and Fund Cultural Arts Program
- Enhance Volunteers and Clubs



Community Development

ACCOMPLISHMENTS AND GOALS

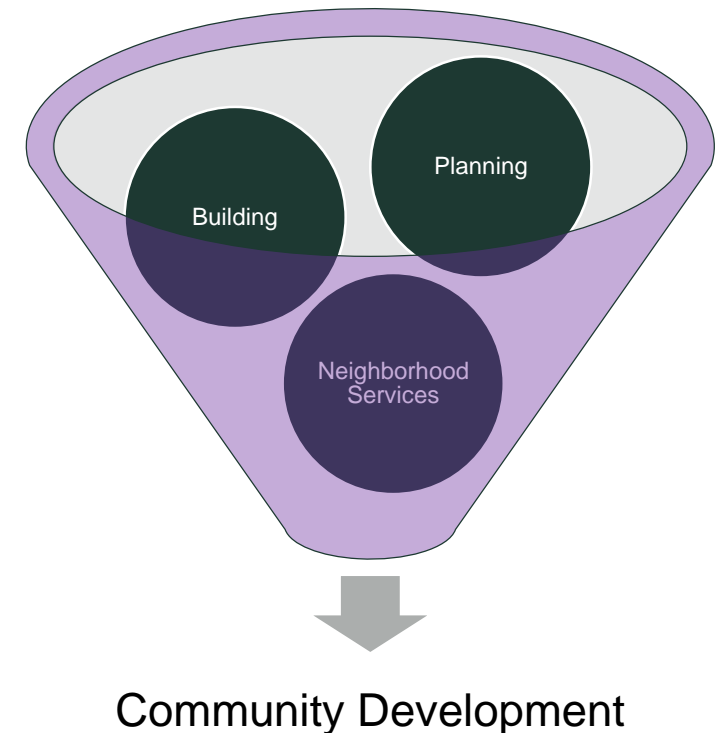


Accomplishments

- Land Use Update (GP & LUP 2011)
- Street / Sidewalk Vending Ordinance (2020)
- Adoption of 2021-2029 Housing Element (2021)
- Housing Amendments ADU (2022)
- Transit Oriented Development Overlay (2021)
- Courtyards at Kimball 131-affordable units (2020)
- 8th & B Parco Project
- Kimball Highland Master Plan (2020)
- Port Balanced Plan
- Azurik – 400 unit affordable project
- Building Permits Issued - 631
- Code Enforcement Cases – 841
- Parking Citations – 7,447
- Abandoned Vehicle Impounds – 225
- Graffiti Removal Incidences – 8,142
- Housing Complaints – 151
- Housing Cases (resulting) - 35
- Temporary Use Permits – 51
- Homeless Outreach Contracts w Alpha Project & McAlister
- Homeless Encampment Abatement – 128 (some encampments abated multiple times)

Current Priorities

- Ensure development regulations are current and responsive to community needs
- Timely review and services
- Responsiveness to customer needs and inquiries
- Develop data collection, analysis and record keeping
- Enhance the Department's expertise with staff professional development
- Effective public outreach
- Improve Department operations
- Continuity of operations
- Collaborate with regulatory partners
- Support economic development City planning and improved building regulations





Housing Authority

ACCOMPLISHMENTS AND GOALS



Housing Authority Strategic Objectives

The goal of the Housing Authority is to be a leader in the delivery of housing programs and in the preservation, revitalization, and the development of housing projects in National City's neighborhoods.

The National City Housing Authority adopted a 5-year Strategic Plan in August 2021 that identifies the following objectives:

Objective #1: Leverage City-owned assets to support progress towards the City's housing goals.

Objective #2: Affirmatively further fair housing choice by encouraging the development of resource-rich housing.

Objective #3: Expand housing choices, including homeownership opportunities and promote mixed-income housing as opportunities allow.

Objective #4: Enhance the quality of National City's existing housing stock.

Accomplishments

- Paradise Creek Apartments and Educational Park (2120 Hoover Avenue)
 - 201 affordable rental units and park improvements



Accomplishments

- Kimball and Morgan Towers Renovation Project
 - 301 affordable senior housing units Renovation of George H. Waters Nutrition Center



Accomplishments

- Disposition and Development
 - 8th and B (Parco Project)
- Habitat for Humanity Townhomes
 - 18th and Harding



Accomplishments

- Disposition and Development
 - 8th and B (Parco Project)
- Habitat for Humanity Townhomes
 - 18th and Harding



Existing Priorities

- Kimball Highland Master Plan Project
 - 145 affordable housing units
 - PACE Senior Center
 - San Ysidro Health Community Clinic
 - Kimball Senior Center



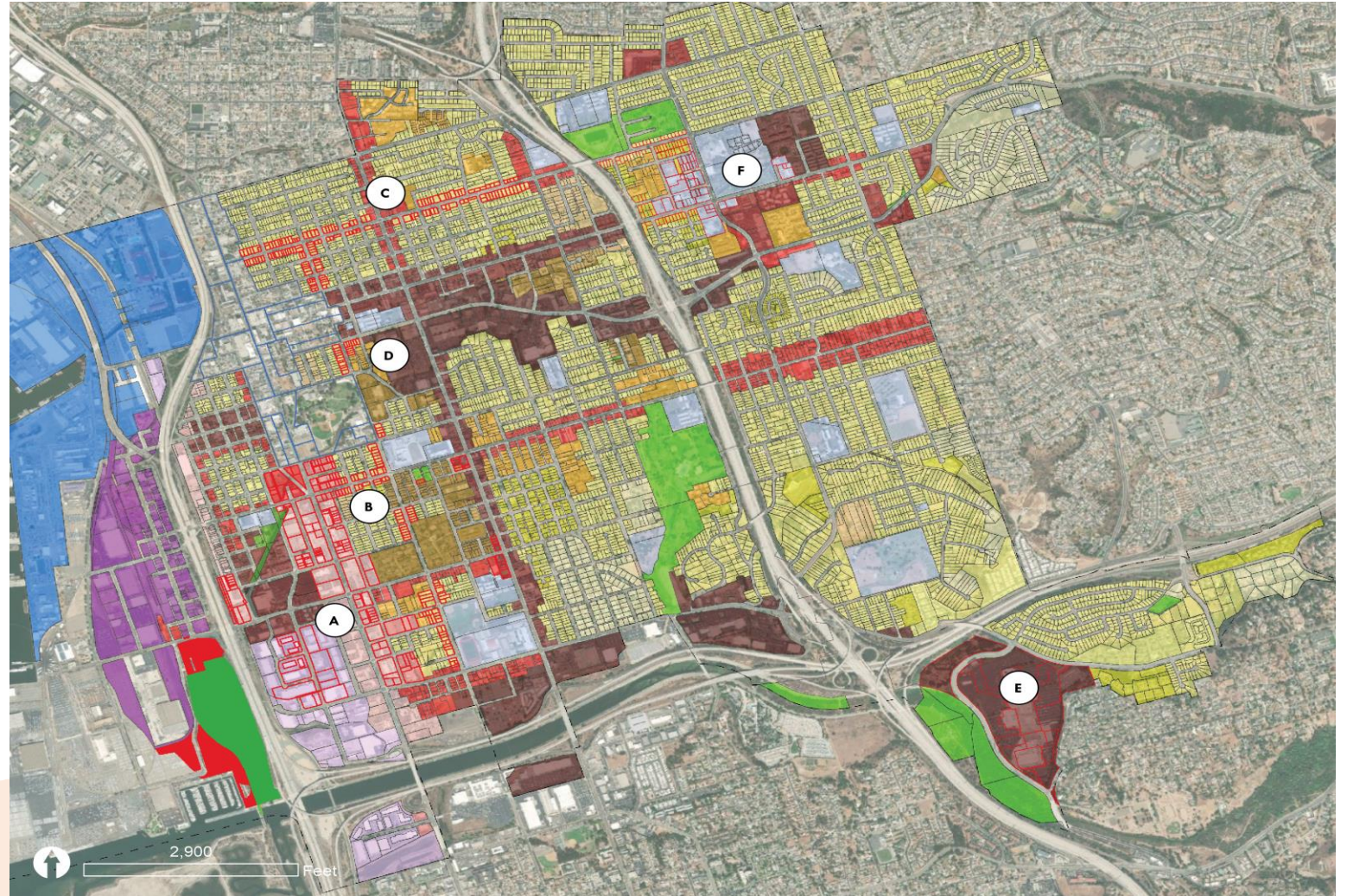
Existing Priorities

- Notice of Funding Availability (NOFA) Awarded
 - \$2 million- Azuriik Project (400 units)
 - \$8 million- Union Tower Project (94 units)



Existing Priorities

- FOCUSED GENERAL PLAN UPDATE
 - Housing Element Certified
 - Climate Action Plan
 - House National City Program
 - Updated Land Use Plan



Existing Priorities

- **Grants for Housing, Homelessness, and Community Projects**
 - CDBG/ CDBG-CV
 - HOME/ HOME ARPA
 - Section 8 Program/ Emergency Housing Vouchers/ Stability Vouchers
 - Homeless Housing, Assistance, and Prevention (HHAP)
 - Permanent Local Housing Allocation (PLHA)
 - Smart Growth Incentive Program (SGIP)
 - Regional Early Action Planning (REAP)
- **Future Disposition and Development**
 - 921-9 National City Blvd.
 - Bay Marina Parcels
 - Granger Hall Relocation
 - Purple Cow- 300 North Highland
 - Lamb's Theatre- 500 E. Plaza





Leadership and Administration

ACCOMPLISHMENTS AND GOALS



Balanced Budget & Economic Development

- **2022-23 Budget was 1st Balanced in over a decade**
 - \$66 Million General Fund was balanced
 - Returned to pre-pandemic staffing levels without layoffs.
- **Maximize economic development strategies.**
 - General Fund revenue growth to maintain and grow our workforce
 - Support local programs to develop economy and workforce.
 - Approved cannabis development agreements.
- **Partner with other public agencies and non-profits.**
 - Work with Port to continue the Balanced Plan and fund the public improvements.
 - Olivewood Gardens...ARTS...EHC...SYHC...McAllister...Alpha...211...Chamber of Commerce
- **Manage pension and other employee expenses.**
 - Council updated reserve policy and approved pension obligation bonds.
 - Met our new reserve targets and paid down pension debt (UAL)
 - Completed 3-year agreements with all MEA, POA, and FFA.
- **Optimize City assets and lease property when appropriate.**
 - Executed agreement with CarMax to develop a retail auto sales location.
 - 8th & B (Parco) Trophy Lounge...Drive-in Site...Marina Gateway Parcels...Granger Hall Site



Target.



A REASON TO SURVIVE



in the box



iSALUD!



Habitat for Humanity

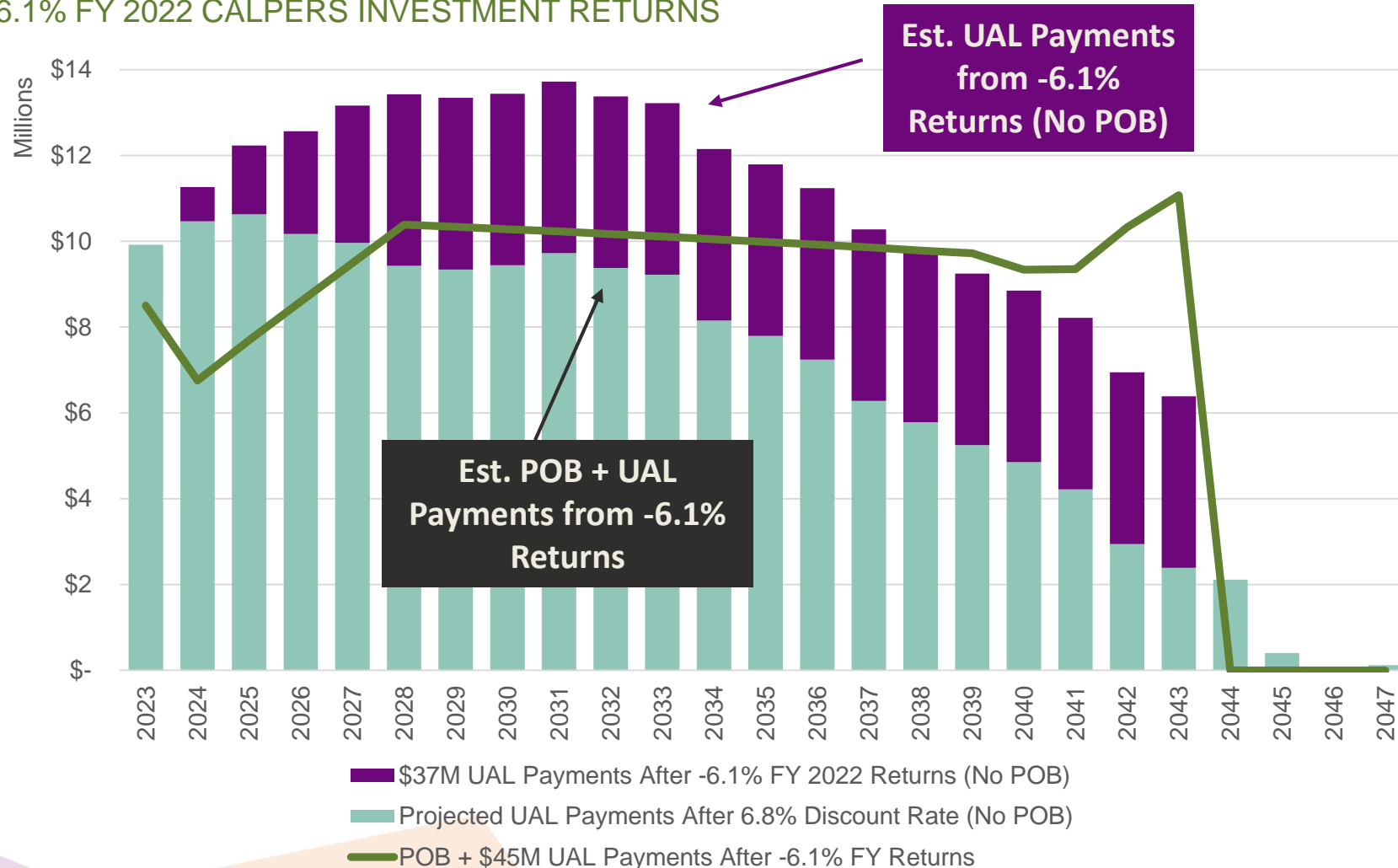


SUBARU. Contributions in Motion



National City 2021 POB

UPDATE AFTER -6.1% FY 2022 CALPERS INVESTMENT RETURNS



Note: Figures shown are projections based on current CalPERS Outlook Tool data. Assumes CalPERS earns 6.8% investment earnings.

Communication & Outreach

- **Connect the community with timely and transparent information.**
 - National School District (Library) SUHI (job pipelines).
 - Transitioned to city council districts with robust outreach and transparent process
 - Electronic PRA Public Portal with NextRequest
 - Electronic FPPC Filing with Netfile
- **Increase meaningful outreach through quality engagement.**
 - Received over 1000 Responses to ARPA participatory budgeting exercise
 - Engaged community through TODO, Focused GPU, Age-Friendly Communities efforts.
- **Improve emergency preparedness and public noticing.**
 - Continued emergency training by restarting EOC in-person exercises and focused shelter training
 - Completed CERT Academy #15 for a total of 195 National Residents and business owners trained. Updated Wireless emergency alert noticing or “WEA” and new and improved high frequency radio for EOC communication. Redesigned “Nat City News” citywide newsletter, increasing email signups by 1,241 for a total of 3,475.
- **Promote educational and economic opportunities**
 - Signed Letter of Intent (LOI) with UCSD to and created....library.
 - Library partnered with outside agencies to provide additional programs: San Diego Futures Foundation (technology classes) and San Diego Council on Literacy (book giveaways).

COVID-19 Response (2020)

- COVID Emergency Order March 12
- Mandatory Mask Order
- PPE Distribution/City Modified Staffing Operations Plan
- Business Education/Outreach/Support/AROW and CTOP programs
- Employee Contact Tracing, testing and follow-up treatment with referrals to County facilities for treatment
- Covid Vaccination Campaign to Senior Care facilities and Essential workers
- Multiple Food Bank projects by local churches, Library and St. Anthony's supported by City Staff



TOGETHER
**WE
CAN!**

COVID-19 Response (2021)

- **Historic Vaccination Campaign continues to general public / PODs infrastructure**
- **Education/Outreach**
- **Relief and Recovery Efforts (CARES & ARPA)**
- **Flu Vaccinations for staff and residents with Point Loma Nazarene**
- **Food Bank projects at Library and St. Anthony's supported by City Staff**
- **Comprehensive COVID OSHA reporting and worksite notices**

**TOGETHER
WE
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COVID-19 Response (2022)

- Updated Bivalent COVID Vaccination Campaign rolled out to general public and employees.
- Updated quarantine guidelines distributed to staff and general public
- COVID Leave Act Administered and Extended
- Relief and Recovery Efforts (CARES & ARPA)
- Flu Vaccinations for staff and residents continue
- Food Bank projects at Library and St. Anthony's supported by City Staff
- Comprehensive COVID OSHA reporting and worksite notices

**TOGETHER
WE
CAN!**



Together We Can Campaign
CLEANER – SAFER - HEALTHIER

TOGETHER
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Health, Environment, & Sustainability

- **Update and implement the Climate Action Plan.**
 - Climate Action Plan update in process, included with the FGPU.
 - Joined San Diego Community Power (SDCP) to provide green energy options to our residents and businesses.
- **Support a healthy community through active living and healthy eating.**
 - First City in CA to create a Health and Environment Justice (HEJ) in our General Plan.
 - Agreement with Olivewood Gardens to maintain and operate Paradise Creek Community Garden
 - Newly remodeled Nutrition Center
 - PACE/senior center facility groundbreaking
 - Secured a grant to remodel the MLK Kitchen to create a community hub for health and wellness.
 - Became an “Age-Friendly Community” and continue to provide programming from “twinkle to wrinkle”.

**TOGETHER
WE
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Housing & Community Development

- **Pursue new housing options at all income levels.**
 - Opened Parco- a shared housing project with market rate affordability and catalyst for downtown
 - Courtyards at Kimball to open in the next month with 131 restricted affordable units
 - Completed NOFA to assist Azuriik Tower Project and National City Park Apartments expansion
- **Ensure preservation of existing affordable housing stock (55-year affordability)**
 - Granger Apartments-180 units
 - Park Villas Apartments- 268 units
 - Summercrest Apartments- 372 units
 - Vista Del Sol Apartments- 132 units
 - Southern Highlands- 151 units
- **Streamline permitting and improve code compliance.**
 - Improved permitting and compliance with Code Enforcement, Building, Planning and Fire.
 - Creating multi-departmental internal Civil Abatement Task Force to address lingering Code Enforcement cases with City Attorney's Office.
- **Enhance role in reducing homelessness.**
 - Implemented temporary eviction moratorium to prevent homelessness.
 - Created rent stabilization for mobile home park tenants.
 - Partnered with service providers to address homelessness and find pathways to unsheltered individuals in the City
 - Created Homeless Outreach Coordinator position to support our HOT Team with a permanent staff member trained to address mental health crisis and other challenges

**TOGETHER
WE
CAN!**

Parks, Recreation & Library

- **Improve outreach and increase participation.**
 - Created additional recreational and instructional classes
 - Developed Cultural Arts Plan that harnesses local funding and includes media art component.
 - Continued to support our non-profits in managing our cultural assets
 - Historic Depot (SDERA) – Kimball House (NC Historical Society) – Stein Farm
 - Library partnering with UCSD Extension to roll out new youth STEAM Projects.
- **Organize community events and support other gatherings.**
 - Creating State-funded family literacy program that enables families to build learning skills together
 - Creating plans for youth after school program and older active adults
 - Kimball Holiday is back with upsized tree!
- **Seek reliable funding and synergize with South Bay partners.**
 - Continue to apply for a variety of grants to increase service levels
 - Reduced pool operating expenses and increased pool revenues to achieve a net neutral budget
- **Develop volunteer program and community services plan.**
 - Developing Library & Community Services vision, mission and work plan.
 - Create citywide volunteer program utilizing existing volunteer clubs

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Public Safety

- **Reduce overall crime and illegal activity.**
 - **Historically low crime rates in certain violent and property crimes.**
 - **Updated police policies by adapting to industry reforms.**
 - **Reducing crime and calls for service with quality of life programs such as the HOT, SRO, and CSO.**
- **Improve operational readiness and community resilience.**
 - **Engine 31 put into service.**
 - **Significant investment in firefighter safety with new breathing apparatus.**
 - **Updated the Dispatch/Communications Center Emergency 911 System.**
 - **Added the ability to receive Text to 911 messages.**
 - **Continue to modernize the fleet and equipment.**

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Public Safety

- **Enhance recruitment and retention and promote public safety pipeline.**
 - **Obtained 3-year SAFER Grant to restart hiring for Fire Department.**
 - **Approved ”signing bonuses and recruited “call-takers” to support dispatch and build a pipeline of future dispatchers.**
 - **Restarted Explorer/Cadet program**
- **Expand community engagement and increase visibility.**
 - **PD provided Thanksgiving Meals and Christmas gifts/meals to National City families.**
 - **Chief’s Community Advisory Group and Faith Based Group during our regular scheduled virtual meetings.**
 - **PD increased social media presence to keep the community informed of critical incidents/public education.**
 - **Increased participation in flu clinic at Station 34 from 350 to 1,900.**

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Transportation Choices & Infrastructure

- **Expand mobility choices by improving access to transit, biking, walking, rolling, and parking management.**
 - **Completed 24th Street Transit Oriented Development Overlay Project (TODO) and continue to seek and utilize mobility funding.**
 - **Created HOPE projects and received a grant from the Department of Defense to improve connections and resilience between Downtown National City and Naval Base San Diego.**
 - **Approved Parking Management and Action Plans**
- **Improve traffic safety through traffic calming and safe routes.**
 - **Completed the Integrating Neighborhoods with Transportation Routes for All Connections (INTRACONnect)**
 - **Instituted “10- minute neighborhoods”**
 - **Safe Routes to School funding over past 10 years \$3,500,000**

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FRANC

- Intended to provide first and last mile connection for trolley station with connections to destinations in downtown, Old Town, Westside and the Marina
- \$999,996
- (updated request of \$1,499,884)
- Parking Shade Structures
- Solar Panels
- 2 Neighborhood Electrical Vehicles
- Cage for overnight storage
- Recharging for NEVs



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Transportation Choices & Infrastructure

- **Update capital needs assessment and funding strategies.**
 - **Total Capital Project completed in last 10 years - \$137,000,000**
 - **Overall needs established at \$140,000,000**
 - **Completed ADA Transition Plan Update.**
- **Maintain infrastructure and establish measurable targets.**
 - **Sewer improvement investment of \$25,000,000 for the next 10 years**
 - **Sewer maintenance and treatment investment of \$70,000,000 for the next 10 year**
 - **Reduce sewer spills to zero in the public system**
 - **Fiber optics and public safety cameras**
 - **Pavement Management Program update**

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2021-2022 Accomplishments

- Increased our Reserves and Improved Credit Rating
- Ensured continued access by the public to all essential services during COVID
- Provided 695 households with almost \$5 million in COVID-19 Emergency Rental Assistance and Utility Assistance
- Partnered with McAlister Institute to add two additional full-time Homeless Outreach staff
- Received over \$13 million in “competitive” grants for capital projects
- The State Certified National City's 6th Cycle Housing Element and City Council approved the 2021-2025 Housing Strategic Plan
- Served 48,800 Nutrition Center meals Nutrition Center Senior meals, delivered 12,006 Senior meals, and distributed 25,385 Emergency youth meals
- Administered 6,219 vaccines (5,218 COVID vaccines and 1,001 Flu vaccines) in partnership with Point Loma Nazarene University

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2021-2022 Accomplishments

- Received Robert Wood Johnson Community of Health Prize
- Completed Paradise Creek Educational Park
- Conducted 10,395 Fire Calls for Service and 1,035 Fire inspections
- Conducted 58,677 Police Calls for Service and hired 8 new Police Officers
- Expanded wireless access and launched laptop and wireless loan program at Library
- Completed Paradise Valley Creek Water Quality and Community Upgrades
- Community Service Day: recycled 4,500 pounds of e-waste and 32 tons of trash collected. Removed 130 abandoned/unsafe vehicles.
- Responded to 2,500 online customer service requests in the community
- Fulfilled 946 Public Records Act requests online
- Negotiated meaningful wage increases for our workers

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2023 City Calendar

- January – Review City Strategic Plan and Existing Priorities/Future Goals and begin goal setting process
- February – City Council and City Manager Orientation
 - Begin Public Outreach
- March - Goal Setting Workshop
- April – City Council Budget Workshop
- May – City Council Budget Workshop and Neighborhood Breakfast Presentation
- June – City Council Budget Adoption
Summer Recess

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2012-2022 Accomplishments

- Balanced Budget and Fiscal Sustainability
- Stream-lined Communication Portals
- Responsive and Responsible City Government at all Levels
- Development Services - Process Improvements
- Innovative Housing Projects and Programs
- New and improved Facilities and Equipment
- Safer Streets with Quality Pavement
- Investments in Health and Safety
- Recruitment and Retention Efforts
- Staff Development / Customer service training – Together We Grow
- Dedicated Management and Elected Officials.
- Together We Did – Together We Grew – Together We Can!

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**Public Comment
City Council
Comments and Questions**