



STUDY SESSION
5-Year Financial Forecast
Current Staff Priorities
Initial Council Goals

March 21, 2023



Process and Schedule

- January - Facilitated Interviews of City Council regarding Individual Goals and Expectations
- Feb 1-3 - New Mayor and Councilmembers Academy by CA League of Cities
- Feb 21 Council Meeting - Goal Setting and Budgeting Kick-Off
 - Initial Presentation of Council Priorities
 - Current Strategic Plan – 7 Focus Areas – Comprehensive Update in 2024 if Needed
 - Introduction to Budgeting
- March 7 – Recruitment/Retention Update
- March 21 – Initial 5-year Financial Forecast and Presentation of Current Priorities from Staff
- March 24 – All Day Facilitated Workshop on Council Priorities and Teamwork
- April 18 – Presentation of Recommended Budget and Workshop to Get Direction
- May 16 – Follow up Workshop based on Direction Provided
- June – Adoption of Balanced Budget

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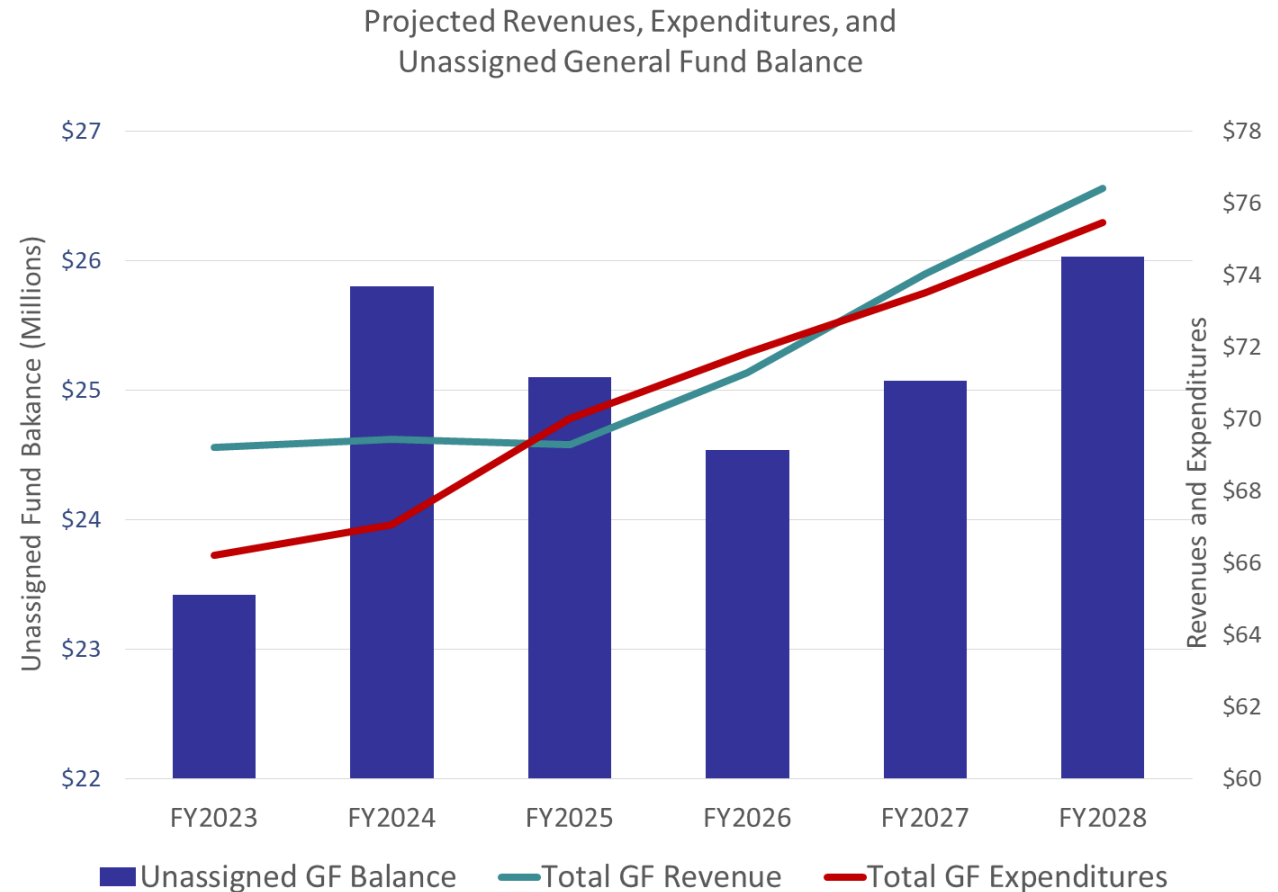


5-Year Financial Forecast



General Fund 5-Year Forecast

- Current service levels
- Total revenue and expenditures expected to grow
- Projected deficit in FY25 and FY26
- Blue bars represent estimated unassigned fund balance, which grow during surplus years and shrink during deficit years
- 3 labor group MOUs expire in 2024
- No recession is considered but there are mounting concerns





Current Staff Priorities



Strategic Focus Areas and Organization

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

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
 - Economic Development

Balanced Budget & Economic Development

- **2022-23 Budget was the first 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 public improvements
 - Olivewood Gardens...ARTS...EHC...SYHC...McAllister...Alpha...211...Chamber of Commerce...SCEDC
- **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

Communication & Outreach

- **Connect the community with timely and transparent information**
 - National School District (Library) SUHI (job pipelines)
 - Electronic PRA Public Portal with NextRequest
 - Electronic FPPC Filing with Netfile
- **Increase meaningful outreach through quality engagement**
 - Hiring a Communications/Outreach Manager to oversee internal/external efforts
 - Create communications plan and develop working group that includes all departments
- **Improve emergency preparedness and public noticing**
 - Continued emergency training by restarting EOC in-person exercises and focused shelter training
 - Expand CERT program to include opportunities for entire community
- **Promote educational and economic opportunities**
 - Work with schools and colleges to expand educational opportunities in National City
 - Library partnerships with outside agencies to provide additional programs: San Diego Futures Foundation (technology classes) and San Diego Council on Literacy (book giveaways)

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. Beginning roll out to National City customers
- **Support a healthy community through active living and healthy eating**
 - Work with Olivewood Gardens and other service providers to maintain and operate community gardens and health programs
 - Newly remodeled Nutrition Center and expanded home deliveries
 - PACE/senior center facility under construction
 - Remodeling the MLK Kitchen to create a community hub for health and wellness.

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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
 - Assisting 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**
 - Improve 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**
 - Monitor temporary eviction moratorium to prevent homelessness and consider long-term options
 - Partner with service providers to address homelessness and find pathways to unsheltered individuals in the City
 - Hiring Homeless Outreach Coordinator position to support our HOT Team with a permanent staff member trained to address mental health crisis and other challenges

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Parks, Recreation & Library

- **Improve outreach and increase participation**
 - Create additional recreational and instructional classes
 - Finalizing Cultural Arts Plan that harnesses local funding and includes media art component
 - Continue 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
 - Revisiting city-sponsored events with the goal of doing less events better
- **Seek reliable funding and synergize with South Bay partners**
 - Continue to apply for a variety of grants to increase service levels
 - Reopening pool based on Council direction and seeking funds to complete wellness center
- **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 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**
 - Reapplying for 3-year SAFER Grant to restart hiring for Fire Department
 - Continue to support dispatch and build a pipeline of future dispatchers
 - Restarted Explorer/Cadet program
- **Expand community engagement and increase visibility**
 - PD participates in events and outreach such as National Night Out, Thanksgiving Meals and Christmas gifts/meals to National City families
 - Chief's Community Advisory Group and Faith Based Group
 - PD increased social media presence to keep the community informed of critical incidents/public education
 - Increase participation in flu clinic at Station 34

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Transportation Choices & Infrastructure

- **Expand mobility choices by improving access to transit, biking, walking, rolling, and parking management**
 - Continue to obtain grants for ATP and other transportation projects
 - Pursuing HOPE projects and starting 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 and bringing phase 1 to Council
- **Improve traffic safety through traffic calming and safe routes**
- **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
 - Completing 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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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. | <p>Boards & Commissions
Regional Assignments</p> <ul style="list-style-type: none"> 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



Current Priorities

- **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



Current Priorities

- **Staffing across all 3 divisions of the Organization**
 - Complete academy and continue to recruit for vacancies
 - Commit to funding of safer grant positions
 - Administrative support for operations
 - Enhanced minimum staffing pilot program
- **Apparatus maintenance**
 - Overcome challenges in fleet support and maintenance
 - Work with fleet to explore outsourcing opportunities
- **Vehicle replacement**
 - Replacement vehicle for fire prevention- vehicle at end of service life
 - Address challenges due to 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
 - Continue planning for permanent Station 33



Public Works & Engineering



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 Enhacements	\$ 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) – March 2024
- Bayshore Bikeway \$5,421,000 (ATP) - June 2025
- Sweetwater Road Protected Bike Lanes \$2,500,000 (ATGP) – July 2023
- Highland Ave. Intercity Bike Connection \$1,897,000 (ATP) – June 2024
- Clean California National City Eastside I-805 Community Greenbelt Project in the amount of \$4,998,761 – June 2024
- El Toyon Prop. 68 Park Improvements \$5,632,600 – June 2025
- Paradise Creek Wetland Expansion and Park Site \$957,000 (OPC) – December 2024
- 8th and Roosevelt \$5,185,000 (ATP) – June 2026

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 pursue funding for City's needs



Library & Community Services



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

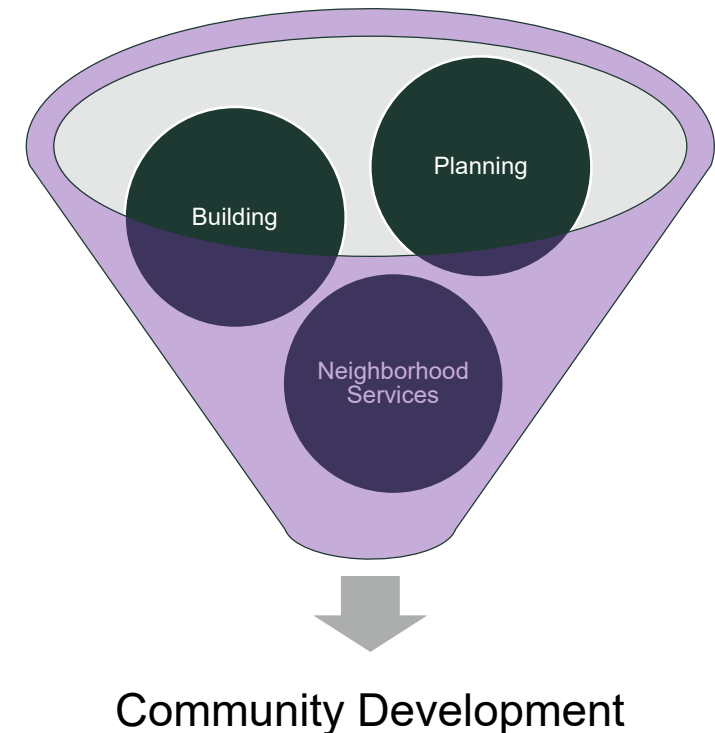


Community Development



Current Priorities

- Ensure development regulations are current and responsive to community needs
- Timely review and streamlined planning/building services
- Develop data collection, analysis and record keeping and provide reports to community
- Enhance the Department's expertise with staff professional development
- Update Chapter 11 to focus on parking demands and cruising prohibition
- Onboard HOME team and maintain collaborations with NCPD and service providers to address homelessness
- Support economic development, City planning, and improved building regulations
- Stay persistent with code enforcement and graffiti abatement





Housing Authority



Current Projects

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



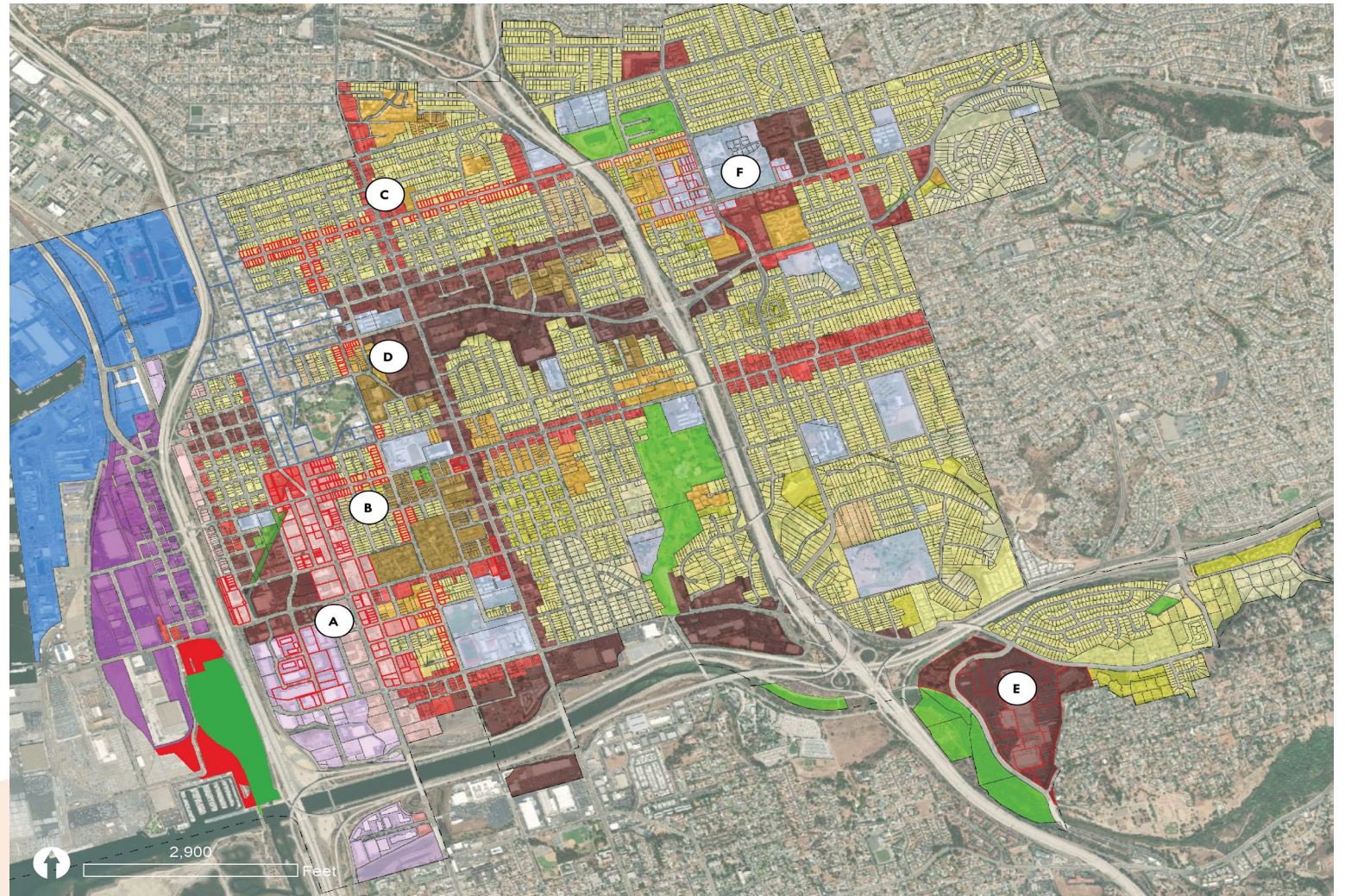
Current Projects

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



Current Priorities

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



Current 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





Initial City Council Goals



Preparation for Facilitated Workshop

- Management Partners/Baker Tilly (Jan Perkins/Magda Gonzalez)
- Initial interviews with individual members of the City Council



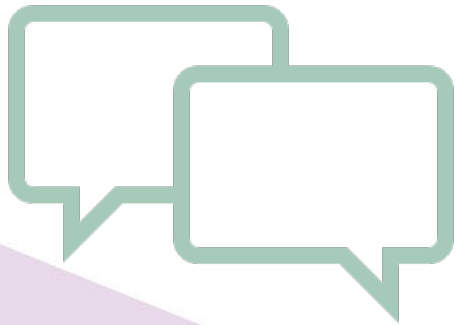
March 24, 2023

Library Community Room – 9 am to 3:00 pm



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Councilmembers' Comments About Setting Priorities



Need to be in **alignment as a Council** and give clear direction to staff



Look at **long-term** and ensure our priorities match where we want to go in the future



Need **realistic** expectations



Must **balance workload** to available staff



Understand **budget realities**

Initial Councilmember Policy Priorities

1. Address future deficit and maintain a balanced budget
2. Improve permitting and development process for greater efficiency
3. Increase home ownership opportunities and the ratio of ownership to rental housing
4. Improve communication and outreach overall and tailor some by district
5. Address homelessness through partnerships with other agencies
6. Consider rent stabilization
7. Enhance public safety through short and long-term solutions to crime involving youth
8. Maintain and improve infrastructure
9. Provide services that impact quality of life (e.g., cleanliness)

Other Councilmember Priorities for Discussion

- District budgeting (to be defined)
- Two-year budgeting
- Addressing the Cruise Ordinance and sponsoring cruising events
- Golf course redevelopment
- Youth development (including after school programming)
- Pipelines for public safety jobs
- Improved pedestrian connections at Interstate 5 (study ped bridge)
- Enhance street sweeping
- Expand tree trimming



**Public Comment
City Council
Comments and Questions**