



**City of National City  
City Council Workshop  
Held March 24, 2023**

**March 2023**

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## Workshop Report

The City of National City held a City Council workshop on Friday, March 24, 2023, from 9:00 a.m. to 2:30 p.m. at the Senior Center. The workshop provided an opportunity for Councilmembers to discuss governance and agree on a set of Council norms, create consensus on priorities for the coming year, and strengthen teamwork. This report contains a summary of the results of the workshop. Jan Perkins and Magda Gonzalez facilitated the workshop.

### Mayor and Council

**Mayor  
Ron Morrison**



**Vice Mayor  
Luz Molina**



**Councilmember  
Marcus Bush**



**Councilmember  
Jose Rodriguez**



**Councilmember  
Ditas Yamane**



<sup>1</sup> Councilmember Rodriguez did not attend.

### **City Staff**

- Brad Raulston, City Manager
- Barry J. Schultz, City Attorney
- Carlos Aguirre, Director of Housing
- Molly Brennan, Administrative Services Director
- Shelley Chapel, City Clerk
- Alex Hernandez, Police Captain (representing Chief Tellez, Chief of Police)
- Sergio Mora, Fire Chief
- Joyce Ryan, Library and Community Services Director/Librarian
- Lourdes Silva, Human Resources Director
- Armando Vergara, Director of Community Development
- Roberto Yano, Director of Public Works/City Engineer

### **Workshop Preparation**

In preparation for the session, Jan and Magda interviewed each member of the Council to learn about their priorities for the coming year and hear feedback about some of the City's recent accomplishments and current challenges. The facilitators prepared an agenda and PowerPoint presentation along with handout materials to guide discussions during the session.

## ***Retreat Overview***

### ***Objectives***

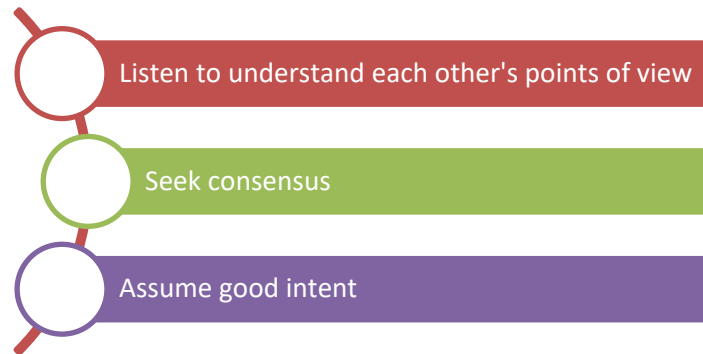
- Discuss the transition to the new Councilmember election by-district system and establish Council norms and protocols.
- Understand Councilmembers' priorities and establish a set of Council priorities for FY 2023-24.
- Strengthen teamwork.

### ***Agenda***

- Welcome and call to order by the Mayor
- Public comments
- Comments from the City Manager
- Icebreaker exercise
- Discuss article, "Attributes of Exceptional Councils" and roles
- Discuss districts and develop Council norms
- Introduce and set the context for priority setting
- Discuss and establish City Council priorities for FY 2023-24
- Discuss how to keep priorities on course
- Public comments
- Wrap-up and next steps

### **Workshop Ground Rules**

Magda suggested several ground rules to help the group have a successful workshop.



### **Highlights of Retreat Results**

As a result of the Council's discussion, Council norms were adopted, and priorities were established for FY 2023-24.

#### ***Council Norms and District Protocols***

Councilmembers agreed to adopt the suggested norms and identified several protocols related to districts. The facilitators noted that these could be used as a check-in each year. The Council norms are listed below.

1. Maintain a citywide perspective, while being mindful of our districts.
2. Move from I to we and from campaigning to governing.
3. Work together as a body modeling teamwork and civility for our community.
4. Assume good intent.
5. Disagree agreeably and professionally.
6. Utilize long range plans to provide big picture context that is realistic and achievable.
7. Stay focused on the topic at hand. Ensure each member of Council has an opportunity to speak.
8. Demonstrate respect, consideration, and courtesy to all.
9. Share information and avoid surprises.
10. Keep confidential things confidential.
11. Respect the council/manager form of government and the roles of each party.
12. Communicate concerns about staff to the City Manager and do not criticize staff in public.

*District-Related Protocols.* The following protocols were also agreed to:

- Keep each other informed of communications/contacts from constituents from their districts.

- Keep the Mayor informed of contacts and issues we hear about in our districts.
- Keep each other informed about issues we hear about in any district.
- Maintain a “city first” approach so that individual districts are not above a city-wide perspective.

**Priorities**

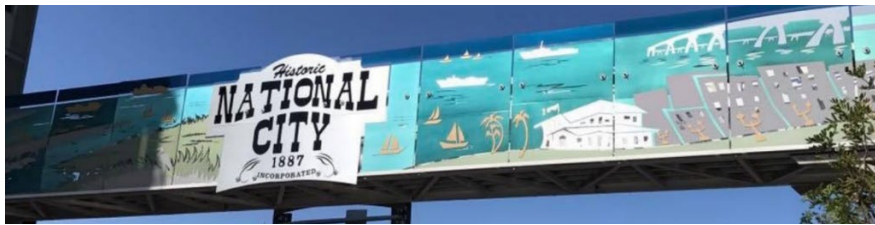
The Council established two Tier 1 priorities and four Tier 2 priorities for the coming year as listed below.

**Tier 1: For Highest Attention**

- Improve permitting and development process for greater efficiency
- Provide services that impact quality of life (e.g., cleanliness)

**Tier 2: For Attention as Resources Permit**

- Improve communication and outreach overall and tailor some by district
- Maintain and improve infrastructure
- District budgeting (to be defined, with the first step being research into what other cities of similar size do)
- Pipelines for public safety jobs



**Welcome and Opening Comments**

The workshop began with a welcome and call to order from Mayor Ron Morrison. City Manager Brad Raulston then offered opening comments about the importance of the day for staff.

**Governance Principles**

Following the icebreaker exercise, the group discussed what makes a Council work well. Jan discussed the four things that are critical for effective Councils. These four elements are shown below.



The Council also discussed the key attributes of exceptional Councils which are identified in the Institute for Local Government (ILG) article, *Attributes of Exceptional Councils*. The six attributes are listed below.

# Exceptional City Councils

*Institute for Local Government*

1. Have a **sense of team**; a partnership with the city manager to govern and manage the city
2. Have **clear roles** and responsibilities that are understood and adhered
3. **Honor the relationship with staff and each other**
4. Routinely conduct **effective meetings**
5. Hold themselves and the city **accountable**
6. Have members who practice **continuous improvement**

The mayor, councilmembers and city manager see themselves and work as a team as they undertake a series of tasks to further their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in style and

**KEY CHARACTERISTICS**

- Successfully transition from candidate to a member of the council.
- Become a champion of the city. Make decisions based on the needs and interests of the community at large / the greater good.
- Develop, communicate and support policy goals and council decisions.
- Demonstrate a willingness to work collaboratively (as a team) and have a

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Jan asked a series of questions related to how Council can become the best team they can be. The questions posed, and a summary of the discussions that followed, are listed in Table 1 below.

*Table 1. Becoming the Best Team We Can Be*

Discussion Question	Summary of Discussion
<p><b>What are we doing well as a Council?</b></p>	<ul style="list-style-type: none"> <li>• Communicating</li> <li>• Working things out one-on-one</li> <li>• Having shorter meetings</li> <li>• Researching and understanding issues</li> <li>• Understanding priorities</li> </ul>
<p><b>What do Councilmembers need from each other?</b></p>	<ul style="list-style-type: none"> <li>• Keeping our priorities in focus</li> <li>• Understand that our work is on behalf of the community and their issues</li> <li>• Respect each other and everyone’s roles</li> <li>• Understand communication styles</li> <li>• Assume good intent</li> <li>• Give each other space – especially when there is a misunderstanding</li> <li>• Listen to understand</li> </ul>

Discussion Question	Summary of Discussion
<p><b>What does the City Manager need from the Council on behalf of staff to be most effective?</b></p>	<ul style="list-style-type: none"> <li>• Understand pace of government and all the rules we must follow</li> <li>• Balance with providing information so all can understand; be on same page</li> <li>• Respect for time needed by staff to carry out their work and special projects</li> <li>• Allow time so staff can solve issues</li> <li>• Respect each other’s roles, with everyone “staying in their lane”</li> <li>• Understand that the city manager must work within the confines of his role and city manager code of ethics</li> <li>• Council does not manage staff; allow the City Manager to do his work</li> <li>• Staff need to have clarity that they have one boss; Councilmembers do not direct staff</li> <li>• Council to know and understand what staff are doing to understand the time resources needed</li> <li>• Consistency in Council priorities</li> <li>• Be clear about the issues being addressed</li> <li>• Define problems clearly so city manager can best direct staff</li> <li>• Understand the difference between urgent and important</li> <li>• Help explain reason behind information and what</li> </ul>
<p><b>What can we collectively do to improve?</b></p>	<ul style="list-style-type: none"> <li>• Make greater use of study sessions</li> <li>• Understand that certain council members have expertise in important issues and areas that can be used more</li> <li>• Breaking bread together</li> <li>• Enhanced communication with each other</li> </ul>

### National City’s Core Values

City Manager Brad Raulston reviewed the City’s core values and why they are important. He emphasized the culture of courtesy, collaboration, and communication that is fundamental to what the staff does. Brad indicates he refers to this frequently with staff. The City’s core values are shown below.

*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!***





### ***Transition to Districts***

The group then turned their attention to the City’s transitioning to districts which will be fully in place with all members of Council (except for the directly elected Mayor) in 2024.

Jan noted that as cities move to elections by district, there is focus on ensuring that a “one city” approach is retained while being mindful of each district. Jan shared a typical norm that addresses this issue.

**Typical Council Norm with Districts: Maintain a citywide perspective while being mindful of districts.**

The group discussed what is different, now that districts have been established. The City currently has two Councilmembers elected by district with two districts to have their Councilmembers elected in 2024.

As noted in the “Results” section of the report above, several district-related protocols were agreed to by the Council.

**Future Discussion.** The Council agreed to discuss at another time how to address representation of the two districts that currently do not have Councilmembers elected by those districts.



## Norms

The next segment of the workshop focused on Council norms, which are agreed upon standards of behavior and practices. Jan explained that many Councils have adopted norms for governance. The facilitators shared some typical norms for effective governance. They asked Council whether the sample norms resonated, and if they thought they would be good norms for the National City Council.

**Consensus:** Council agreed to adopt the 12 Council norms, as presented, and as referenced in the first section of this report.

## Issues for Discussion

The group turned their attention to some issues that were raised by Councilmembers during their individual interviews. Some Councilmembers indicated that they would like to discuss study sessions, large agenda items, and the budget process during the workshop. The discussion points that were made on each of these topics are listed below.

- **More study sessions desired.** The City Manager likes this idea and has started them.
- **Council briefings.** A Councilmember suggested that it could be helpful to have two Councilmembers in briefings from time to time.
- **Large agenda items out earlier.** Councilmembers expressed an interest in more time to review large agenda items. The discussion also involved the feasibility of a “look ahead” of agenda items. Comments included:
  - Large staff reports require more lead time for review
  - City manager is supportive and will try to accommodate this request
  - Would be good to know approximately when significant items will be coming before the Council; concern about putting dates on these as expectations can be raised when the dates change – important to

- manage expectations; could create a list of upcoming items with general timeframes
- Title of agenda items may need to be clearer in some cases to ensure the public knows what is to be discussed
- **Better understanding of the budget process:** City manager is working to get the budget out one week earlier to give the Council more time for review; two-year budgeting may be helpful in the future.



### Priority Setting




Following a brief stretch break, the Council began the discussion of priorities. Context was set through a few slides which included accomplishments and challenges.

### Accomplishments

Key accomplishments during the prior year highlighted by Councilmembers in their interviews with the facilitators are shown on the following slide.

#### Examples of Accomplishments from Councilmembers

- Passed cannabis ordinance
- Put several development agreements into place
- Implemented district elections
- Implemented general improvements in the community
- Passed mobile home rent control ordinance
- Balanced the budget with use of ARPA and other one-time dollars
- Made improvements to parks, dog park
- Good response to Covid, high vaccination rate
- Held more community events

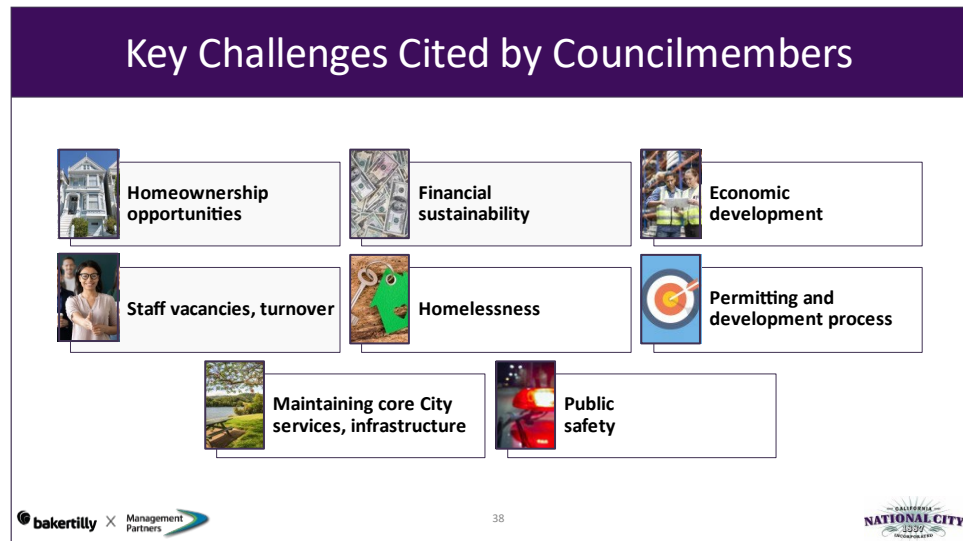
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Other accomplishments noted by Councilmembers at the retreat were:

- Succession planning in police and fire
- Employee retention in city departments

### Challenges

Councilmembers also noted a number of important challenges for the City, as shown on the slide below.



### Council Priorities

During a working lunch, the Council discussed a series of priorities which were identified during the individual Councilmember interviews conducted by the facilitators. Jan oriented the group to a handout that listed Council priorities, which is provided in the attachment to this report.

The listed potential priorities and why they are important were each discussed. Key discussion points are listed in Table 2 below.

Table 2. Council Priority Discussion

Potential Priority	Discussion Summary
Address future deficit and maintain a balanced budget	<ul style="list-style-type: none"> <li>• This is the heartbeat of organization</li> <li>• Without a balanced budget and staff, we cannot provide services to the community</li> </ul>
Improve permitting and development process for greater efficiency	<ul style="list-style-type: none"> <li>• Development is important for revenue generation</li> <li>• How do we get to yes versus saying we can't do something</li> <li>• Need to elevate customer service approach, since the permitting process is already challenging</li> <li>• Council could use more education from staff experts</li> <li>• Can we review requirements, especially those that seem to be outliers?</li> </ul>

Potential Priority	Discussion Summary
<b>Increase home ownership opportunities and the ratio of ownership to rental housing</b>	<ul style="list-style-type: none"> <li>• Stability of community</li> <li>• More commitment to community</li> <li>• More engagement</li> <li>• We are the densest city in the county; not a lot of vacant space</li> <li>• Regional Housing Needs Allocation (RHNA) requirements are hard to meet</li> </ul>
<b>Improve communication and outreach overall and tailor some by district</b>	<ul style="list-style-type: none"> <li>• Need more timely (advanced) communication</li> <li>• How do we communicate for events within specific districts?</li> <li>• Examine what is most cost effective for outreach</li> <li>• Make sure Councilmember from district is aware of all events</li> </ul>
<b>Address homelessness through partnerships with other agencies</b>	<ul style="list-style-type: none"> <li>• We must monitor closely so encampments do not return to same spots</li> <li>• Can we set goals for ourselves, to define success regarding homelessness</li> <li>• Must work on a regional level</li> <li>• Should also work to hold other agencies accountable (i.e., state property)</li> <li>• Work with community to educate and help them feel more comfortable with measures the city may take</li> <li>• Must follow laws and respect rights of individuals</li> <li>• Identify new tools to address homelessness</li> <li>• Educate public as to history and causes of homelessness to help them understand root causes</li> </ul>
<b>Consider rent stabilization</b>	<ul style="list-style-type: none"> <li>• Protect renters from displacement</li> <li>• Must be balanced to protect tenants and property owners</li> <li>• Rent stabilization was previously considered</li> </ul>
<b>Enhance public safety through short- and long-term solutions to crime involving youth</b>	<ul style="list-style-type: none"> <li>• Partnerships with the community are occurring and are important</li> <li>• Council to understand police operations</li> <li>• Youth programs offer structure that can help with crime prevention</li> <li>• Public safety is important for economic development</li> <li>• Community needs to have respect and confidence in public safety</li> <li>• Having relationships with our community so residents are comfortable with police</li> <li>• Desire more of an understanding of calls for service, trends and what officers are seeing every day</li> <li>• Continue to keep Council informed related to big incidents</li> </ul>
<b>Maintain and improve infrastructure</b>	<ul style="list-style-type: none"> <li>• We hear a lot about roads, sidewalks and other infrastructure needs from our community</li> <li>• Capital improvement program is important</li> <li>• Coordinate with neighboring cities (i.e., traffic issues)</li> </ul>
<b>Provide services that impact quality of life (e.g., cleanliness)</b>	<ul style="list-style-type: none"> <li>• Understanding and mitigating environmental impacts, such as pollution</li> <li>• Street sign replacement</li> <li>• Could do more with sign enforcement (e.g., old commercial advertisements that should come down or are not in compliance)</li> </ul>

Potential Priority	Discussion Summary
	<ul style="list-style-type: none"> <li>• Most effective sign enforcement is a corridor approach (e.g., taking an entire corridor at a time)</li> <li>• Residents also have responsibilities for cleanliness, yards, neighborhood appearances</li> </ul>
<b>District budgets (to be defined)</b>	<ul style="list-style-type: none"> <li>• Interest in understanding what other cities budget for Council districts – staff to conduct such research and report back</li> <li>• Once the data is available, then the Council will have a further discussion</li> </ul>
<b>Two-year budgeting</b>	<ul style="list-style-type: none"> <li>• City Manager indicated that this is something the staff has discussed</li> <li>• Council consensus to pursue, if it will help staff</li> </ul>
<b>Cruising ordinance</b>	<ul style="list-style-type: none"> <li>• Cruising is part of our cultural identity; interested in creating events</li> <li>• Ordinance is on an upcoming agenda</li> <li>• Need to make sure we are all safe</li> </ul>
<b>Golf course redevelopment</b>	<ul style="list-style-type: none"> <li>• Need for more open space to be made available to all members of the community</li> <li>• Few residents play golf now</li> <li>• Most of the users of the golf course are not residents of National City</li> <li>• Long term lease up next year</li> </ul>
<b>Pedestrian crossing project</b>	<ul style="list-style-type: none"> <li>• Project is moving along</li> </ul>
<b>Pipelines for public safety jobs</b>	<ul style="list-style-type: none"> <li>• Interest in more outreach to the high school</li> <li>• Would like to see more public safety employees from National City</li> <li>• Difficulty recruiting public safety and other local government positions throughout all cities</li> </ul>
<b>Expand tree trimming</b>	<ul style="list-style-type: none"> <li>• An additional crew may be added through the budget process; currently contracting out some of this work</li> </ul>

### Dot Voting on Priorities for FY 2023-24

Councilmembers used dot voting to determine Council consensus on priorities. Each Councilmember was given 4 dot stickers and asked to place the dots on their top priorities.



The results of the dot voting exercise are shown below. Two of the items received a majority of Councilmembers' dots. Four of the items received two dots.

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

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	

### Tier 1 and Tier 2 Priorities

The Council reflected on the voting results and as a result established two Tier 1 and four Tier 2 priorities that emerged are shown in Table 3 below.

Table 3. Tier 1 and Tier 2 Priorities

Priorities
<b>Tier 1: Highest Priority Items for Focused Attention</b>
▪ Improve permitting and development process for greater efficiency
▪ Provide services that impact quality of life (e.g., cleanliness)
<b>Tier 2: Issues for Attention as Resources Permit</b>
▪ Improve communication and outreach overall and tailor some by district
▪ Maintain and improve infrastructure
▪ District budgeting (to be defined)
▪ Pipelines for public safety jobs

### ***Staying on Course with Priorities***

After the priorities were established, there was a discussion about what would help the Council and staff team stay on track given the limited staff and financial resources.

Staff will continue to provide regular reports to the Council and will provide more detail about the progress that is being made regarding each priority. Councilmembers will hold off on new Council initiatives until the next goal setting cycle per the best practice criteria that was presented.

### ***Wrap-up and Next Steps***

#### **Follow-up Steps**

Jan explained that Baker Tilly would prepare this report. She also noted that the City Manager and his staff would prepare a work plan and budget to operationalize the Council’s priorities.

#### **Bike Rack**

The following item was added to the bike rack for future discussion.

- How to handle issues that come up while we transition fully to districts

#### **Closing Reflections from Council and Staff**

To conclude the workshop, the Mayor and Councilmembers shared comments about what was useful to them as a result of spending time together during the retreat. A summary is provided below.

- Thank you. This was an awesome venue choice, and it was nice to get out of City Hall. We had good discussions and open communication. This was a good format for other issue areas.
- I appreciate everyone being here. This is important work. Thank you to the public; the dedication of all was evident. This was a very good exercise and well worth the time.



- This workshop was held at a good location. Thank you to staff – open to different ideas. Safe discussion venue.
- Thank you for facilitating. I liked the candor to express our thoughts – thank you to staff and leadership and the public who are here today – would like to continue doing this.

## Attachment: Priorities Handout

### City of National City Summary of Councilmember Priorities For Initial Review in Budget Discussion February 21, 2023

The table on the following page contains a list of the priorities shared by members of the City Council in their interviews. These will be discussed during the Council priority setting workshop scheduled for March 24, 2023. An initial discussion will take place during a budget session to be held on February 21, 2023.

#### Summary List

An overall summary list of policy priorities suggested by Councilmembers is as follows. Following discussion on March 24, Council direction will be provided on what will move forward as priorities in the upcoming fiscal year. After the workshop, staff will develop implementation plans and prepare budgets based on the Council priorities, including updating the Strategic Plan document.

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

#### *Organization of the Table:*

- The priorities noted by Councilmembers have been placed into the categories of the City's adopted Strategic Plan. All categories within the Strategic Plan were cited as important priorities by two or more members of Council.
- Bullet points below each topic in the first column are explanatory notes provided by Councilmembers.
- The City Manager's notes provided in the second column provide information for each of the categories to aid in discussions at the retreat.

Strategic Plan Category and Councilmember Notes Regarding Their Priorities	City Manager Notes and Plans for FY 2023-24
<p><b>1. Balanced Budget and Economic Development</b></p> <ul style="list-style-type: none"> <li>• Address future deficit and maintain a balanced budget</li> <li>• Future deficit projected; need to diversify revenue</li> <li>• Understand the budget process (one-time vs ongoing expenses)</li> <li>• Understanding levels of service we can provide based on financial resources; use of funding for core city services</li> <li>• Potential new development by Plaza Bonita</li> <li>• Increase property tax through home sales; increase the percentage of for-sale housing</li> </ul>	<ul style="list-style-type: none"> <li>• Stay focused on revenue generation for general fund</li> <li>• CarMax/Cannabis should be completed this year with revenue the following year</li> <li>• Other initiative(s) such as Balanced Plan/Downtown revitalization, parcel tax or other revenue measure will take more time</li> <li>• Focus on staffing levels for existing core service and stay competitive with meaningful and sustainable wage increases for our workers</li> <li>• Recognize that tax-exempt affordable housing projects do not create tax revenue but expand service demands; need to find a balance through policies, plans, programs, and projects that maximize resources for delivering services</li> <li>• Explore alternate funding sources through partnerships and grants</li> <li>• Consider and analyze revenue measures for next two elections</li> </ul>
<p><b>2. Communication and Outreach</b></p> <ul style="list-style-type: none"> <li>• Improve overall communication and outreach and tailor some communications by district</li> <li>• Increase the level of engagement and connection to community</li> <li>• Connecting people in the community to local government; connect with our constituents post-COVID</li> <li>• How we communicate and relay information to residents and businesses</li> <li>• Tailor community outreach for feedback by district</li> </ul>	<ul style="list-style-type: none"> <li>• Establish balance between staff and councilmember outreach</li> <li>• Recognize the resources and be realistic about staff capabilities</li> <li>• Utilize boards, commissions and committees; regional assignments, and staff liaisons</li> <li>• Determine best practices for restarting Neighborhood Councils or other engagement strategies (District Councils?); consider staffing and PIO role</li> <li>• Utilize analysts in each functional area to collaborate on communication materials provided to the public; establish staff working group</li> <li>• Develop quarterly management report for City Council that includes financial data, service requests, calls for services, and major priorities</li> </ul>
<p><b>3. Health, Environment, and Sustainability</b></p> <ul style="list-style-type: none"> <li>• Continuation of existing projects</li> </ul>	<ul style="list-style-type: none"> <li>• We are hiring a Health/Environmental Justice Planner that will provide staff support for a potential Health and Environmental Justice (HEJ) Committee.</li> <li>• The HEJ committee could guide policies and priorities such as amortization of non-conforming uses that are unhealthy</li> <li>• San Diego Community Power (SDCP) will be rolled out to SDG&amp;E customers and we can work on other energy initiatives through them.</li> </ul>

<p><b>4. Housing and Community Development</b></p> <ul style="list-style-type: none"> <li>• <b>Increase home ownership opportunities and the ratio of ownership to rental housing (build more townhomes, potential to use City property for home ownership development, incentives for developers)</b></li> <li>• <b>Improve permitting and development process for greater efficiency</b></li> <li>• <b>Address homelessness through partnerships with other agencies</b></li> <li>• <b>Interest in rent stabilization</b></li> </ul>	<ul style="list-style-type: none"> <li>• Will finalize our Focused General Plan Update (FGPU) in 2023 where we update housing element and related policies.</li> <li>• Implemented rent stabilization on mobile home parks in 2022 and can continue to address specific problems in the community</li> <li>• Overall rent stabilization measure failed at the ballot box in 2020. State and region continue to expand renter protections and we need to keep up with best practices.</li> <li>• Need to clarify our role and influence regarding homelessness on regional, state and federal initiatives and maximize outcomes for National City</li> </ul>
<p><b>5. Parks, Recreation and Library</b></p> <ul style="list-style-type: none"> <li>• <b>Provide these important city services</b></li> </ul>	<ul style="list-style-type: none"> <li>• More specifics would be useful (e.g., defining desired programs for after school programming or youth development)</li> <li>• Recognize what school and other non-governmental organizations (NGOs) are already providing</li> <li>• Finish plans and build park improvements at all three parks</li> <li>• Develop a vision for a “youth development center” at Kimball Park that incorporates the rebuild of the Kimball Rec Center.</li> <li>• Strengthen partnerships with local schools</li> </ul>
<p><b>6. Public Safety</b></p> <ul style="list-style-type: none"> <li>• <b>Enhance public safety through short- and long-term solutions to crime involving youth</b></li> </ul>	<ul style="list-style-type: none"> <li>• Center for Public Safety Management (CPSM) reports have been presented to City Council and will guide priorities</li> <li>• Recruitment pipelines/programs (youth development)</li> </ul>
<p><b>7. Transportation Choices and Infrastructure</b></p> <ul style="list-style-type: none"> <li>• <b>Maintain and improve infrastructure for the enjoyment of community; need sufficient funding</b></li> <li>• <b>Provide and maintain basic city services that impact quality of life (i.e., trash cans, lighting, roads, parks)</b></li> </ul>	<p>Consider infrastructure through the separate components we maintain:</p> <ul style="list-style-type: none"> <li>• Streets/Pavement: update PCI and prioritize resources accordingly.</li> <li>• Address street lights and best practices for signals and traffic control</li> <li>• Sewer/Wastewater: Implement master plan and ongoing maintenance</li> <li>• Storm water: Identify funding sources and prioritize projects</li> <li>• Parks: Finalize funded projects and continue assessing needs</li> </ul>

***Footnote from Chief Tellez:***

The Police Department continues to prioritize our engagement with community youth. In California, several changes have occurred that have reduced penalties for youth and/or decriminalized crimes normally committed by youth. While we continue to enforce the law by arresting those that commit crimes, it is essential that as laws change, we continue to change and adapt as well. The Police Department has taken the following proactive steps to engage youth and reduce youth crime:

1. Increased the number of School Resource Officers (SRO) in the elementary and secondary schools, from 2 to 3 officers.
2. The SROs are providing curriculum instruction at the elementary schools regarding bullying, general safety and cyber bullying. The SRO presence at the school provides a positive law enforcement role model. Their presence at the school is also intended to deter crime.
3. Prostitution has once again become a problem in our city due to a recent change in the law that decriminalized solicitation for prostitution. Unfortunately, young people are forced to work in this industry against their will. In order to identify victims, the department works in collaboration with the county Human Trafficking Task Force (HTTF) to identify victims and arrest those that prey on them.
4. The police department has a long-standing working partnership with South Bay Community Services (SBCS) to provide counseling and diversion services to youth that commit crimes. Our diversion program identifies youth with minor criminal violations that can benefit from counseling and community services versus custody. SBCS provides wraparound services to youth and their families to address the problem holistically with the goal of steering youth from committing additional crimes.
5. The department has established partnerships with community youth centers that service At Risk Youth and their families. Officers not only give of their time to work with youth as volunteers, but officers also frequently conducted presentations regarding gang awareness, cyber safety, and law enforcement careers. The presence of officers in these youth centers not only provides a positive role model but also provides engagement opportunities to build meaningful relationships with youth in our community.