



AGENDA

Consolidated Study Session

City Council Chamber - 1243 National City
Boulevard, National City, CA

Ron Morrison, Mayor
Luz Molina, Vice-Mayor
Marcus Bush, Councilmember
Jose Rodriguez, Councilmember
Ditas Yamane, Councilmember

Brad Raulston, City Manager
Barry J. Schultz, City Attorney
Shelley Chapel, MMC, City Clerk
R. Mitchel Beauchamp, City Treasurer

The City Council also sits as the City of National City Community Development Commission, Housing Authority, Joint Powers Financing Authority, and Successor Agency to the Community Development Commission as the National City Redevelopment Agency

Thank you for participating in local government and the City of National City Council Meetings.

Meetings: Regular City Council Meetings are held on the first and third Tuesday of the month at 6:00 p.m. Special Closed Session Meeting and Workshops may be same day, the start time is based on needs. Check Special Agendas for times.

Location: Regular City Council Meetings are held in the Council Chamber located at City Hall, 1243 National City Boulevard, National City, CA 91950, the meetings are open to the public.

Agendas and Material: [Agendas and Agenda Packet](#) for items listed are available on the City website, and distributed to the City Council no less than 72 hours prior to the City Council Meeting. Sign up for [E-Notifications](#) to receive alerts when items are posted.

Public Participation: Encouraged in a number of ways as described below. Members of the public may attend the City Council Meeting in person, watch the City Council Meeting via [live](#) web stream, or participate remotely via Zoom. [Recording of Meetings](#) are archived and available for viewing on the City's website.

Public Comment: Persons wishing to address the City Council on matters not on the agenda may do so under Public Comments. Those wishing to speak on items on the agenda may do so when the item is being considered. Please submit a Speaker's Slip to the City Clerk prior to the meeting or immediately following the announcement of the item. All comments will be limited up to three (3) minutes. The Presiding Officer shall have the authority to reduce the time allotted to accommodate for a large number of speakers. (*City Council Policy 104*)

If you wish to submit written comment [email](#) to the City Clerk's Office at least 2 hours prior to the City Council Meeting to allow time for distribution to the City Council.

Spanish Interpretation Services: Spanish Interpretation Services are available, please contact the City Clerk prior to the start of the meeting for assistance.

American Disabilities Act Title II: In compliance with the American Disabilities Act of 1990, persons with a disability may request an agenda in appropriate alternative formats as required by Title II. Any person with a disability who requires a modification or accommodation in order to participate in a meeting should direct such request to the City Clerk's Office (619) 336-4228 at least 24 hours in advance of the meeting.



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Gracias por participar en las reuniones del gobierno local y del Consejo de la Ciudad de National City.

Reuniones: Las reuniones regulares del Consejo Municipal se llevan a cabo el primer y tercer martes del mes a las 6:00 p.m. La reunión especial de sesión privada y los talleres pueden ser el mismo día, la hora de inicio se basa en las necesidades. Consulte las agendas especiales para conocer los horarios.

Ubicación: Las reuniones regulares del Concejo Municipal se llevan a cabo en la Cámara del Consejo ubicada en el Ayuntamiento, 1243 National City Boulevard, National City, CA 91950, las reuniones están abiertas al público.

Agendas y Material: Las Agendas y el Paquete de Agenda para los temas enumerados están disponibles en el sitio web de la Ciudad y se distribuyen al Concejo Municipal no menos de 72 horas antes de la Reunión del Concejo Municipal. Regístrese para recibir notificaciones electrónicas cuando se publiquen artículos.

Participación pública: Se fomenta de varias maneras como se describe a continuación. Los miembros del público pueden asistir a la Reunión del Concejo Municipal en persona, ver la Reunión del Concejo Municipal a través de la transmisión web en vivo o participar de forma remota a través de Zoom. Las grabaciones de las reuniones están archivadas y disponibles para su visualización en el sitio web de la Ciudad.

Comentario Público: Las personas que deseen dirigirse al Concejo Municipal sobre asuntos que no están en la agenda pueden hacerlo bajo Comentarios públicos. Quienes deseen hacer uso de la palabra sobre los temas del programa podrán hacerlo cuando se esté examinando el tema. Por favor, envíe una solicitud del orador al Secretario de la Ciudad antes de la reunión o inmediatamente después del anuncio del artículo. Todos los comentarios estarán limitados a tres (3) minutos. El Presidente tendrá la autoridad para reducir el tiempo asignado para dar cabida a un gran número de oradores. (Política del Concejo Municipal 104)

Si desea enviar comentarios por escrito, envíe un correo electrónico a la Oficina del Secretario de la Ciudad al menos 2 horas antes de la Reunión del Concejo Municipal para dar tiempo a la distribución al Consejo Municipal.

Servicios de interpretación en español: Los servicios de interpretación en español están disponibles, comuníquese con el Secretario de la Ciudad antes del inicio de la reunión para obtener ayuda.

Título II de la Ley de Discapacidades Americanas: En cumplimiento con la Ley de Discapacidades Americanas de 1990, las personas con discapacidad pueden solicitar una agenda en formatos alternativos apropiados según lo requerido por el Título II. Cualquier persona con una discapacidad que requiera un modificación o adaptación para participar en una reunión debe dirigir dicha solicitud a la Oficina del Secretario de la Ciudad (619) 336-4228 al menos 24 horas antes de la reunión.



AGENDA

Study Session

Tuesday, March 21, 2023, 5:00 p.m.
City Council Chamber - 1243 National City Boulevard
National City, CA

Pages

1. CALL TO ORDER
2. ROLL CALL
3. STUDY SESSION
 - 3.1 Study Session - 5-Year Financial Forecast and Summary of Current Staff Priorities and Initial City Council Goals 2

Recommendation:
Receive report
4. PUBLIC COMMENT
5. ADJOURNMENT



AGENDA REPORT

Department: City Manager's Office
Prepared by: Brad Raulston, City Manager
Meeting Date: Tuesday, March 21, 2023
Approved by: Brad Raulston, City Manager

SUBJECT:

Study Session - 5-Year Financial Forecast and Summary of Current Staff Priorities and Initial City Council Goals

RECOMMENDATION:

Receive report

BOARD/COMMISSION/COMMITTEE PRIOR ACTION:

Not Applicable.

EXPLANATION:

OVERVIEW

Current Staff Priorities and Initial City Council Goals

Staff presented a report to City Council on December 13, 2022 titled “Past Accomplishments, Existing Priorities, Future Goals”. The report provided an overview of those items that were organized both by department and strategic focus area. A summary of those existing priorities and future goals are attached to this report along with the “functional organization chart” that lists all of the core services that the city provides on a daily basis. The report also outlined the process for the 2023 city calendar that included the goal setting workshop planned for March 24, 2023. Also attached is a summary of initial City Council goals based on interviews conducted by the workshop facilitators and includes the feedback received during the February 21, 2023 “Goal Setting and Budget Kick-off” report provide to the Council. Those summarized priorities and goals provide a foundation for the upcoming goal setting workshop.

5-year Forecast

The City of National City Fiscal Year 2024-2028 Five-Year Forecast (Forecast) is a fiscal planning guide and serves as the framework for Council goal setting and the development of the Fiscal Year 2024 Adopted Budget for the General Fund. The purpose of the report is to provide an outlook of the City’s General Fund finances over the next five years.

The Forecast focuses on baseline revenues and expenditures, including updating forecasts for revenues and expenditures necessary to maintain the City’s service levels as reflected in the FY 2023 Adopted Budget. The Forecast was developed based on information available and known at the time of the preparation of the report, however, actual results may differ due to events that occur during the forecast period whose outcomes are unpredictable or cannot be quantified.

The Forecast is a planning tool to assist in goal setting and budget decisions related to the allocation of General Fund resources and should not be considered a budget. The Forecast

provides information at the start of the budget process to facilitate a discussion regarding the coming year's General Fund budget allocations.

To the extent projected expenditures exceed estimated revenues in any given year of the Forecast, the City will need to address these shortfalls through mitigating actions, which could include budget reductions, use of fund balance, or the pursuit of additional one-time and ongoing revenue options. Revenue projections in this forecast are based on current economic indicators, historical trends, industry research, and information from the City's Property Tax and Sales Tax consultant, and the knowledge of City staff. To the extent any of the underlying assumptions change, actual revenues could change significantly.

From a baseline perspective, the five year forecast shows revenues exceeding expenditures in Fiscal Year 2024 followed by a modest unfavorable gap in the second and third years of the period. However, as we consider the many additional priorities, services and operational needs of the City during the upcoming FY 2024 Budget Development process, those differences will likely change.

BASELINE GENERAL FUND REVENUES

The City's major General Fund revenue sources, sales tax, district & use tax, and property tax, represent 74.6 percent of the City's FY 2023 Adopted Budget for the General Fund. Each of these revenue sources are projected to increase throughout the forecast period. Consistent with the FY 2023 First Quarter Report, the forecast uses updated major revenue projections as the baseline for these estimates, which accounts for projected growth beyond what is budgeted in the FY 2023 Adopted Budget. The overall economic assumptions included in the report are in line with industry experts and the overall regional economy, including the City's sales and property tax consultant, HdL. In addition to the major revenue projections, the baseline projections for the General Fund's departmental revenue sources are based on various economic assumptions, known and anticipated events, and historical trend analyses.

Revenue	FY2024	FY2025	FY2026	FY2027	FY2028
Property Taxes	11,947,281	12,251,876	12,610,276	13,030,281	13,522,575
Sales and Use Taxes	39,631,000	40,663,825	41,680,421	42,722,431	43,790,492
Transient Lodging Tax	1,836,000	1,872,720	1,910,174	1,948,378	1,987,345
SA Residual Balance Distributions	3,062,000	3,134,000	3,275,000	3,371,000	3,454,000
Franchise Taxes	2,099,300	2,134,286	2,169,972	2,206,371	2,243,499
Cannabis Revenue	-	250,000	500,000	1,500,000	2,000,000
Licenses and Permits	1,435,299	1,452,905	1,470,864	1,489,181	1,507,864
Vehicle Code Fines	443,300	444,415	445,548	446,698	447,865
Investment Earnings	1,553,319	1,558,485	1,563,909	1,569,605	1,575,585
Development Services	716,805	731,141	745,764	760,679	775,893
Police and Fire Services to Neighboring Agencies	3,109,490	3,202,774	3,298,858	3,397,823	3,499,758
Other Revenues	1,015,216	1,015,216	1,015,216	1,015,216	1,015,216
Transfers from Other Funds	2,582,891	582,891	582,891	582,891	582,891
Total GF Revenue	69,431,900	69,294,535	71,268,892	74,040,554	76,402,983

MAJOR GENERAL FUND REVENUES

SALES & USE TAXES

The City's largest revenue source is sales and use taxes and represents 57.9 percent of the General Fund FY 2023 Adopted Budget. Sales tax is collected at the point of sale and remitted to the California Department of Tax and Fee Administration, which allocates tax revenue owed to

the City in monthly payments. Sales tax revenue also includes online sales from out-of-state businesses that meet a threshold in cumulative sales and delivers goods into California.

The Forecast for Sales Tax assumes growth based upon the updated FY 2023 projection for Sales Tax included in the FY 2023 First Quarter Report and economic assumptions available at the time of the preparation of this report.

PROPERTY TAX

Property Tax is the City's second largest revenue source representing 16.6 percent of the General Fund FY 2023 Adopted Budget. The primary component of the Property Tax category is the 1.0 percent levy on the assessed value of all real property within City limits. The Property Tax category also includes the Motor Vehicle License Fee (MVLFF) backfill payment, which is property tax revenue received from the State of California to replace the MVLFF that was repealed in 2004. The Forecast for Property Tax assumes growth based upon the updated FY 2023 projection for property tax included in the FY 2023 First Quarter Report and economic assumptions available at the time of the preparation of this report.

TRANSFERS FROM OTHER FUNDS

The City will use the final \$2 million from the American Rescue Plan Act funding in FY 2024 as an operating subsidy. The estimates in FY 2025 through FY 2028 are for overhead costs recovered by the General Fund for support provided to other funds.

OTHER GENERAL FUND REVENUES

Of the other general fund revenues, the most significant are residual balance revenues from the Successor Agency, the transient occupancy tax, franchise fees, licenses and permits, and revenue derived from providing public safety services to other communities. Growth assumptions are shown below:

- Residual Revenues from Successor Agency – due to anticipated growth in assessed property values within the former redevelopment area's boundaries and a flattening of the Successor Agency's obligations, this revenue stream is projected to increase from \$3.1 million in FY 2024 to \$3.5 million in FY 2028.
- Transient Occupancy Tax – Transient occupancy tax revenue is dependent upon room rental and occupancy rates. The model assumes a conservative 2% growth rate for each year of forecast.
- Franchise Fees – Franchise fees are paid by companies in certain industries that use City rights-of way to conduct their businesses. The City currently maintains franchise agreements with companies that provide cable television, solid waste, gas, and electric services. Franchise fees are expected to contribute approximately \$2.1 million in revenues in FY 2024 and grow 2% each year through FY 2028.
- Licenses and Permits – Licenses and permits comprise various fees charged to ensure that activities or endeavors by homeowners, residents, and businesses comply with applicable statutes. Examples include business licenses, building permits, and grading permits, and the anticipated cannabis license revenue. These revenues are estimated at \$1.4 million for FY 2024

and are expected to grow to \$3.5 million in FY 2028 when cannabis retail stores are fully operational.

- **Public Safety Services Provided to Other Communities** – The City is reimbursed by the Port of San Diego for the provision of police and fire protection services and by the Lower Sweetwater Fire Protection District for fire protection services. These revenues are estimated at \$3.1 million for FY 2024 and a 3% annual growth assumption has been used for the forecast.

BASELINE GENERAL FUND EXPENDITURES

General Fund expenditures are comprised of both personnel and non-personnel expenditures including Salaries and Benefits, Maintenance and Operations, Debt Service, Internal Service Fund charges, and Capital Expenditures. Baseline projections assume growth based upon the FY 2023 Adopted Budget with adjustments made for one-time expenditures.

Projections for ongoing non-personnel expenses are also included in the baseline projections and include anticipated adjustments required to maintain the City’s service levels as reflected in the FY 2023 Adopted Budget.

Expense	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel Expenses					
Salaries (PT and FT)	25,669,250	26,439,327	27,232,507	28,049,482	28,890,967
Overtime	2,468,179	2,542,224	2,618,491	2,697,046	2,777,957
Worker's Comp	1,623,330	1,655,796	1,688,912	1,722,690	1,757,144
Health Insurance	3,322,100	3,388,542	3,456,312	3,525,439	3,595,947
CalPERS	9,544,816	10,800,908	10,899,712	10,949,242	11,067,725
Other Personnel Expenses	3,036,389	3,097,117	3,159,059	3,222,240	3,286,685
Operations and Maintenance					
Contract Services	2,343,892	2,390,769	2,438,585	2,487,357	2,537,104
Professional Services	1,693,074	1,726,935	1,761,474	1,796,703	1,832,637
Emergency Animal Treatment	530,965	546,894	563,301	580,200	597,606
Street Lights & Signals	515,000	530,450	546,364	562,754	579,637
Other Operations and Maintenance	2,253,376	2,298,443	2,344,412	2,391,300	2,439,126
Debt Service					
2017 LRB	196,087	202,163	208,430	214,892	221,554
2017 CREB	170,559	172,080	173,568	175,021	176,434
2017 RCS Note	147,380	147,380	147,380	0	0
Internal Service Funds					
Insurance Charges	1,334,805	1,361,501	1,388,731	1,416,505	1,444,835
Info. Syst. Maintenance Charge	2,474,519	2,548,755	2,625,218	2,703,974	2,785,093
Vehicle Charges (Leases, Maintenance)	2,285,047	2,353,598	2,424,206	2,496,932	2,571,840
Building Services Charges	2,525,820	2,601,594	2,679,642	2,760,031	2,842,832
Capital Expenditures					
CIP	2,000,000	2,200,000	2,400,000	2,600,000	2,800,000
Other Capital Expenditures	143,500	143,500	143,500	143,500	143,500
Operating Transfers Out	2,633,926	2,712,944	2,794,332	2,878,162	2,964,507
Other Expenses	135,000	135,000	135,000	135,000	135,000
Total GF Expenditures	67,047,011	69,995,920	71,829,135	73,508,471	75,448,132

PERSONNEL EXPENDITURES

Personnel expenditures represent 68.6 percent of the City's General Fund FY 2023 Adopted Budget. This category includes salaries and wages, the City’s annual pension payment, employee health benefits, workers’ compensation, and other fringe benefits. Baseline personnel expenses are projected to increase during the Forecast period, due to growth in salaries and wages resulting from current agreements between the City and its labor groups, increases in the

retirement contribution, and the amortization of pension obligation bonds issued for paying down a portion of the City's CalPERS unfunded liability. The forecast reflects that in FY 2024 the City will have no UAL payment to make to CalPERS (compared to \$2.7 million in FY 2023), but anticipates a resumption of that obligation in FY 2025 and beyond as a result of CalPERS's recent and anticipated investment results.

MAINTENANCE & OPERATIONS

Expenditures in maintenance and operations include contract services, professional services, as well as other operational costs such as training and uniforms. A 2% growth rate for each of the forecast years was assumed for these items. Also included in this category are costs related to emergency animal treatment and street light and signals which assumed a 3% increase from FY 2024 through FY 2028.

DEBT SERVICE

Projections in the debt services category are fixed costs based on the City's existing debt service schedules. No growth rate is assumed for this category.

INTERNAL SERVICE FUNDS

A 2% growth rate was assumed in the forecast model for the City's liability insurance costs, while a 3% increase was assumed for information technology, vehicle leases and maintenance, and building service charges.

CAPITAL EXPENDITURES

New Capital Improvement Project funding has been estimated at \$2 million dollars for FY 2024 with the amount growing by \$200,000 each year to reach \$2.8 million in FY 2028. The amounts for Capital Improvement expenditures are restricted to those needed to meet matching requirements for transportation infrastructure, maintain storm drains, and perform major maintenance at City facilities.

TRANSFERS OUT

Transfers out from the General Fund include operating subsidies to the Library Fund, Parks Maintenance Fund, and the Nutrition Center Fund. While the amount of these subsidies are dependent upon the expenditures and revenues of each fund during a given year, a growth rate of 3% has been assumed in the forecast. This category also includes a transfer to the Post-Employment Benefit Fund for retiree health benefits.

GENERAL FUND REVENUE / EXPENDITURE SUMMARY

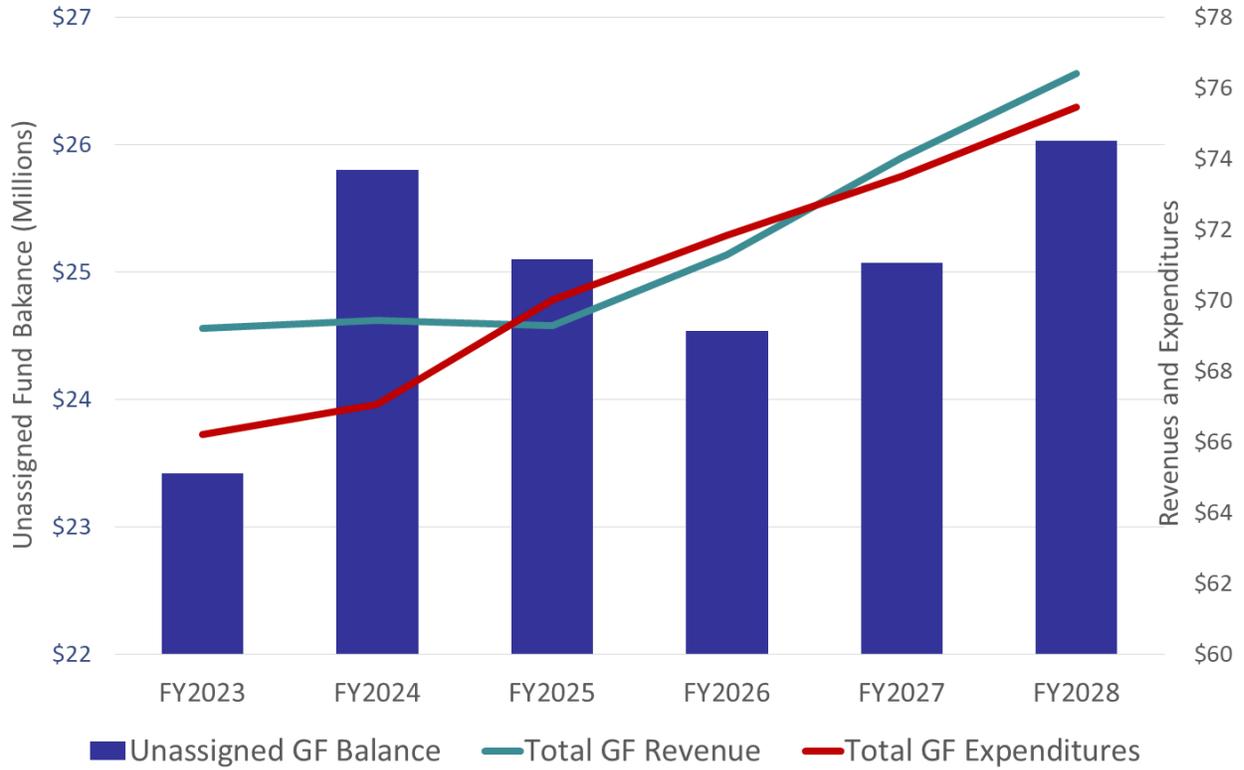
Revenue	FY2024	FY2025	FY2026	FY2027	FY2028
Estimated General Fund Revenues	69,431,900	69,294,535	71,268,892	74,040,554	76,402,983
Estimated General Fund Expenditures	67,047,011	69,995,920	71,829,135	73,508,471	75,448,132
Net Increase / (Decrease)	2,384,890	(701,385)	(560,243)	532,083	954,850
Estimated Unassigned Fund Balance	25,801,753	25,100,368	24,540,125	25,072,207	26,027,057

NET INCREASE/DECREASE AND UNASSIGNED FUND BALANCE

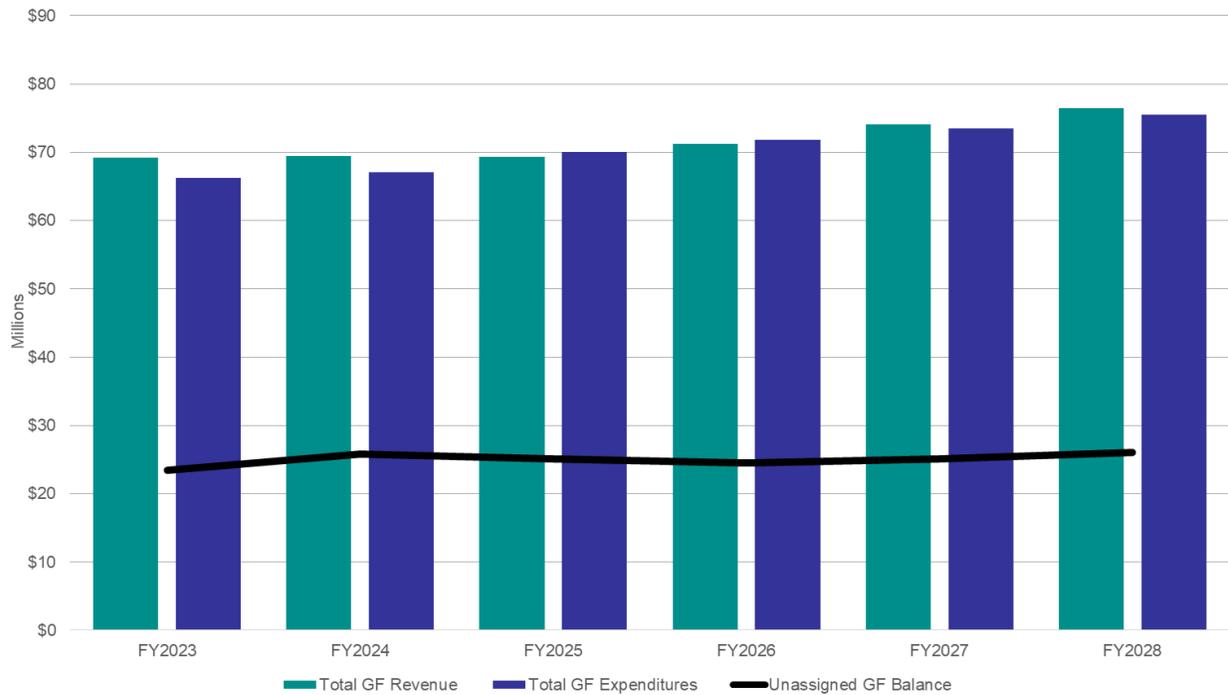
The net increase/(decrease) line shows the impact on unassigned fund balance as measured by the difference between estimated revenues and estimated expenditures. The net increase shown in the FY2024 column is primarily attributable to a combination of no UAL payment to CalPERS for that year and the final \$2.0 million in ARPA funding being included in operating revenues. The unassigned fund balance is the total of spendable amounts not otherwise restricted or committed and which is available for augmenting or meeting reserve targets or for use at Council's discretion. The net impact on unassigned fund balance from projected expenditures and estimated revenues throughout the forecast period is represented graphically below.

As of the beginning of Fiscal Year 2023 the City had unassigned fund balance of \$20.4 (unaudited). As this five year forecast was being developed, projections for some of the more significant FY 2023 revenues were updated as well. While both revenues and expenditures will undergo a thorough, formal mid-year status review, preliminary estimates are showing a nearly \$3.0 million positive impact on fund balance by FY 2023's end. That positive result, coupled with the \$2.4 million net increase shown in the table above, results in the estimated \$25.8 million of unassigned fund balance in the FY 2024 column. Each succeeding year's estimated fund balance is calculated with respect to that year's impact on the prior year's estimate.

Projected Revenues, Expenditures, and Unassigned General Fund Balance



Projected Revenues, Expenditures, and Unassigned Fund Balance



CONCLUSION

The purpose of the forecast is to provide an overview of the City's General Fund finances over the next five fiscal years and to serve as a framework for the development of the FY 2024 Adopted Budget. It is a long-range fiscal planning guide that focuses on baseline revenues and expenditures to help guide future fiscal and policy decisions. The forecast was developed based on information available and known at the time of the preparation of the report. Staff will also integrate the outcomes of the goal setting workshop with the intent to align **programs, projects and activities** to further Council priorities, consistent with budget, staffing and workloads.

Based on the forecast for baseline expenditures and revenues, growth in expenditures is anticipated to outpace the growth in revenues in FY 2025 and FY 2026. Forecasted baseline revenue growth is not anticipated to exceed forecasted baseline expenditure growth until FY 2027 and FY 2028. The projections included in the forecast show the importance of developing multi-year strategies to correct structural deficits, where ongoing expenditures exceed ongoing revenues. The projected shortfalls also demonstrate the need for additional ongoing available resources to support the critical needs of the City.

After the adoption of the FY 2024 budget, the five-year forecast will be updated using FY 2024 as the base year for the forecast period of FY 2025 through FY 2029.

PUBLIC NOTIFICATION:

Agenda Report posted within 72 hours of meeting date and time in accordance with Brown Act.

EXHIBIT:

Exhibit 1 – PowerPoint Presentation



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

March 21, 2023

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Process and Schedule

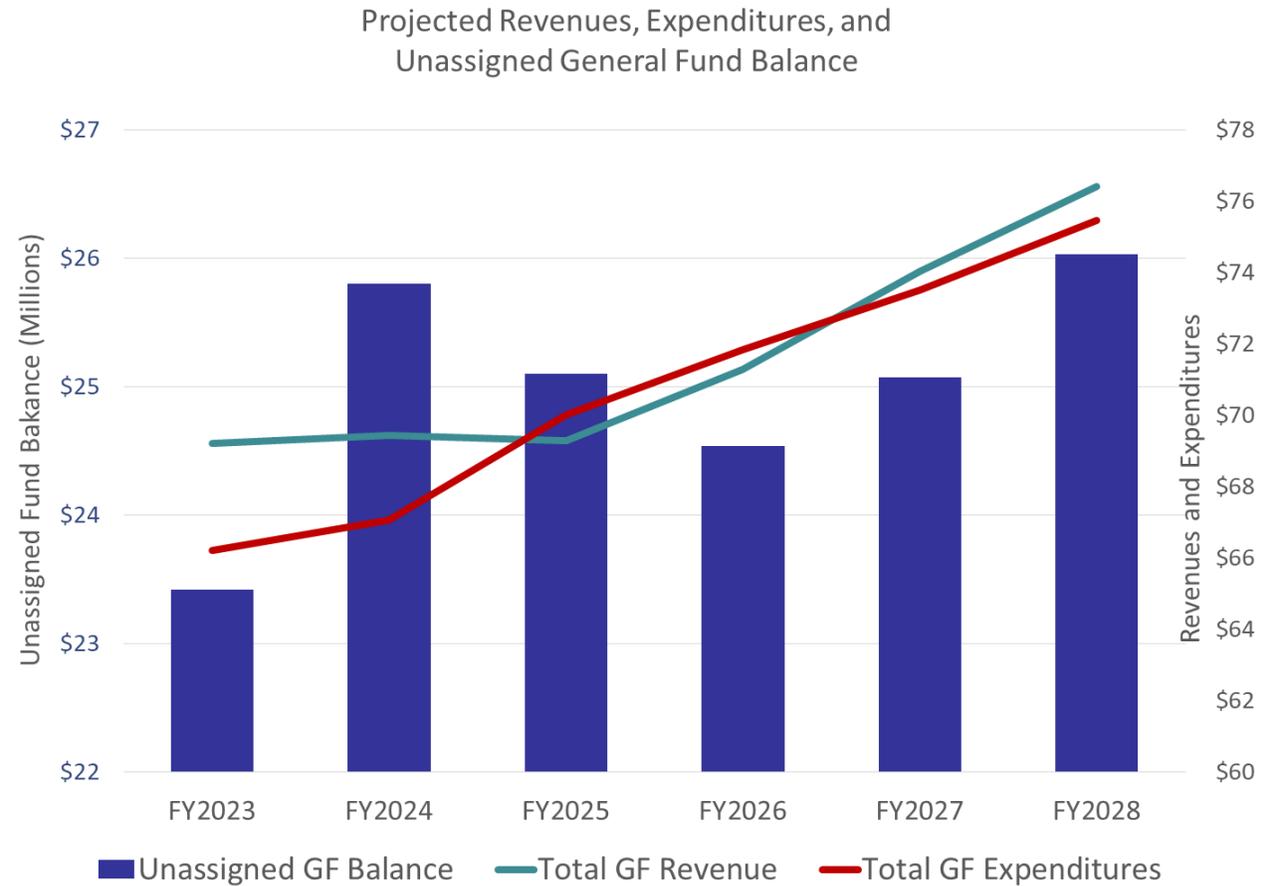
- January - Facilitated Interviews of City Council regarding Individual Goals and Expectations
- Feb 1-3 - New Mayor and Councilmembers Academy by CA League of Cities
- Feb 21 Council Meeting - Goal Setting and Budgeting Kick-Off
 - Initial Presentation of Council Priorities
 - Current Strategic Plan – 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



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...Mama 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.

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

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

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

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

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



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

- 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

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



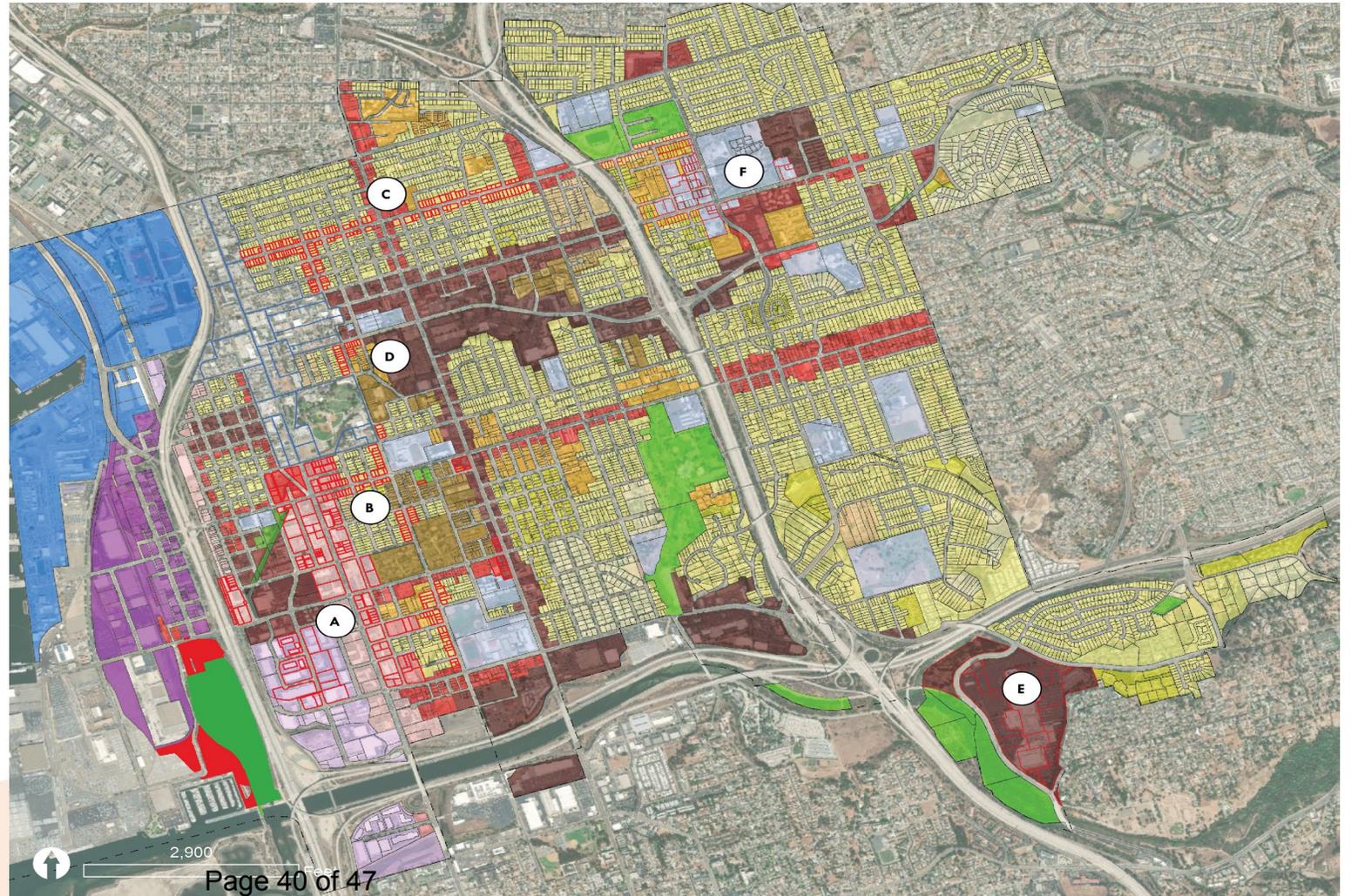
Current Projects

- 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



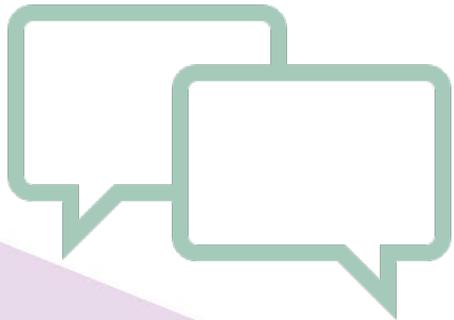
March 24, 2023

Library Community Room – 9 am to 3:00 pm



**TOGETHER
WE
CAN!**

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