

**MINUTES OF THE ADJOURNED REGULAR MEETING OF THE  
CITY COUNCIL AND COMMUNITY DEVELOPMENT COMMISSION  
– HOUSING AUTHORITY OF THE CITY OF NATIONAL CITY**

**2015-2020 STRATEGIC PLANNING WORKSHOP**

**March 24, 2015**

The Adjourned Regular Meeting of the City Council and Community Development Commission – Housing Authority of the City of National City was called to order at 5:07 p.m. by Mayor / Chairman Ron Morrison.

**ROLL CALL**

Council / Board members present: Cano, Mendivil, Morrison, Rios, Sotelo-Solis.  
Administrative Officials present: Aguirre, Dalla, Deese, Denham, Duong, Hernandez, Manganiello, Pe, Raulston, Roberts, Sainz, Silva, Stevenson, Vergara, Williams, Ybarra.

**PLEDGE OF ALLEGIANCE TO THE FLAG BY MAYOR RON MORRISON**

**2015 – 2020 STRATEGIC PLANNING WORKSHOP**

1. City Manager Leslie Deese gave opening remarks and an introduction to the 2015–2020 Strategic Plan process and highlighted the City’s partnership with San Diego State University (SDSU) and the invaluable contributions made by students.

Executive Director Raulston provided an overview and background of the Strategic Plan and reviewed the ground rules for the workshop. Director Raulston explained the difference between a Strategic Plan and a Work Plan and detailed the participation and contribution of SDSU students and the SAGE project. Following comments and direction by the City Council, Director Raulston said the next step would be to return with a Draft Strategic Plan on April 28<sup>th</sup>.

Individual City Departments and Divisions presented their action plan reports. SDSU students then provided comments and recommendations for their assigned department’s work plan.

**Note:** All presentation materials are attached as Exhibit ‘A’

**2015-2020 STRATEGIC PLANNING WORKSHOP (cont.)**

2. Public Comment  
There were no speakers.

3. City Council Comments and Direction

Member Sotelo-Solis thanked the students and Department Directors. She supports utilizing focus groups, suggestion boxes, connecting with people through mailers, utilizing volunteers, cross training and succession planning

Member Mendivil gave kudos to the staff and students for their presentations, said he strongly supports training and professional growth efforts, encourages staff to make all objectives measurable and believes the homeless issue is a serious one and he looks forward to putting together a plan do address it.

Member Rios said she was happy to see the brochure from the Police Department and encouraged other departments to do something similar and explore ways to get information out to the public, she likes the in-house plan examiner idea, supports expanding technology to help people access Council Meetings and believes we need to streamline the use of volunteers across all departments.

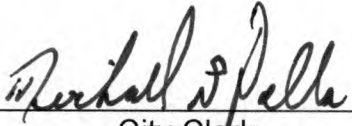
Member Cano said he believes we need to develop a standard that focuses on commitment, courtesy, collaboration and communication so all the departments will act the same when it comes to those five things and we need to get the Boards and Commissions more involved with what is going on. Member Cano said the homeless issue is very important to him and we need to concentrate and focus and try to figure out on what to do.

Mayor Morrison said it was good to have the fresh minds from the outside looking at government; noted that the items in the Strategic Plan being discussed are not much different than the 2013 Strategic Plan but that a lot of work needs to be done now to narrow down the scope. Mayor Morrison thanked the students from SAGE for all that they have done and said that they are making history.

**ADJOURNMENT**

Motion by Sotelo, seconded by Rios, to adjourn the meeting to the next Regular Meeting of the City Council and Community Development Commission – Housing Authority of the City of National City to be held Tuesday, April 7, 2015 at 6:00 p.m. at the Council Chambers, National City, California. Carried by unanimous vote.

The meeting closed at 7:35 p.m.

  
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City Clerk

The foregoing minutes were approved at the Regular Meeting of December 15, 2015.

  
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Mayor

# 2015-2020 Strategic Planning Workshop- Development and Discussion

MARCH 24, 2015



## Overview



### Introduction, Background, and Ground Rules

#### Review of the 2015-2020 National City Strategic Plan

- The Strategic Plan and the Work Plan
- Strategic Planning Organizational Chart
- SDSU Sage Project Involvement
- Questionnaire and Preliminary Results
- Budget Priorities – Work Plans - Department/Division Reports
- Connecting the Dots

### Public Comment

### Council Direction/Comments



## Background and Next Steps

**Since 2007** the Strategic Plan has been adopted by the City Council concurrent with the budget process every two years (2013-2018 Strategic Plan)

**February 3** Staff presented Budget/Strategic Planning Calendar to City Council and introduced SDSU graduate students

**March 3-** Staff presented preliminary budget priorities

**March 7** – Neighborhood breakfast presentation and release of questionnaire

**March 24** – Strategic Planning Workshop

**April 28** – Budget Workshop with draft Strategic Plan



## Workshop Ground Rules

- Interrupt for clarifying questions
- Hold comments and direction until after public comment
- Students will be taking notes in administrative categories  
DEVELOPMENT-COMMUNITY-PUBLIC SAFETY-OPERATIONS
- Questionnaire/survey will be available to public through the website until April 15 and final results will be provided at April 28 workshop
- “Parking Lot” for Topics that need longer discussion and further analysis



# The Strategic Plan and the Work Plan

## Strategic Plan

Establishes a long-range vision and direction for the City (Every two years)

Ensures everyone is working towards the same goals and objectives

Assess/Adjusts the direction of the organization given the current (and changing) environment

Communicates objectives and initiatives of the organization and provides a basis for the work plan

## Work Plan

A structured method for establishing, prioritizing, and updating staff actions that support the initiatives and objectives in the Strategic Plan

Ensures the goals and initiatives are carried out through clear action plans

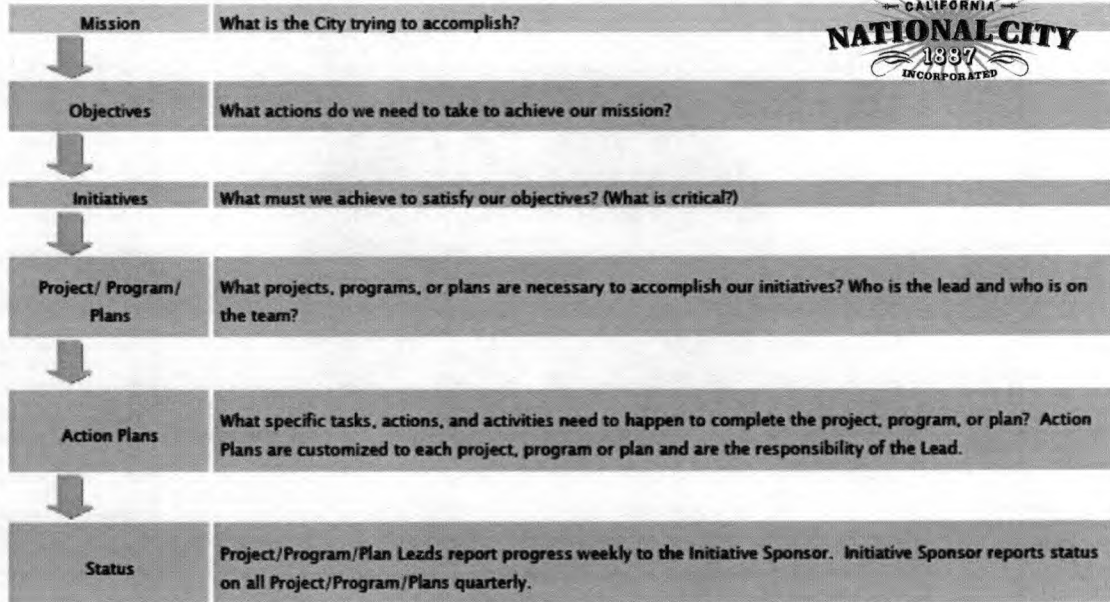
Provides an internal working document or dashboard from which to track progress and celebrate success

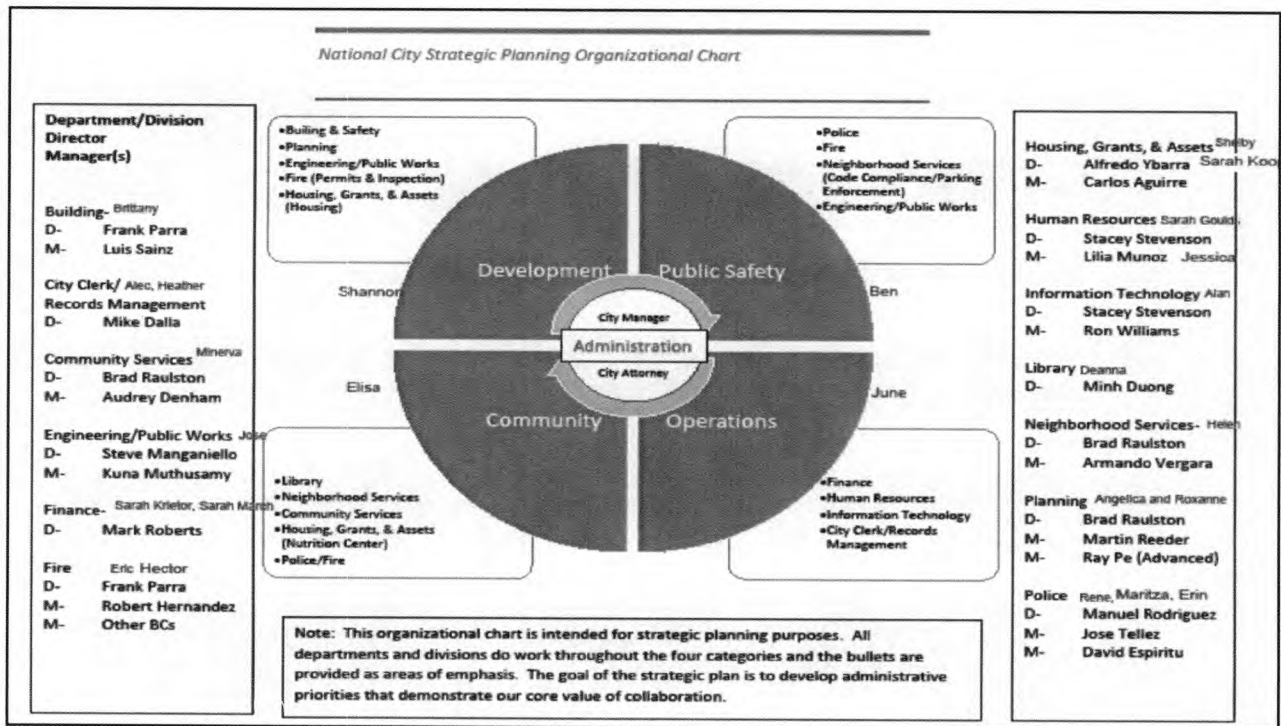
Constantly evolving based on conditions and City Council actions

### Components of the Strategic Plan and Work Plan

Strategic Plan

Work Plan



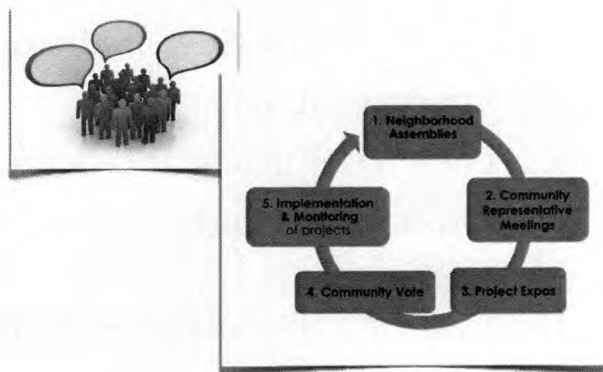


## SDSU Sage Project Involvement THE **sage** PROJECT

- Dr. Mounah Abdel-Samad, Assistant Professor of Public Administration and Policy
- Seminar in Administrative Theory- 20+ graduate students have been assigned to departments, divisions, and administrative categories
- Department/Division assigned students will present one finding or suggestion during staff reports. Students assigned to administrative categories will take notes and offer observations after reports
- Costs, Grants, and Social Indicators are part of next assignment
- Research on techniques for community outreach and public engagement

## Community Outreach Research

- Research Strategic Planning Methods
  - General versus specific
  - One-way/ two way
- Focus Groups
- Participatory Budgeting
- Ongoing Presence at Community Events
- Conducting Surveys/Questionnaires
- Evaluation Methods





# Questionnaire

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## 2013-2018 Strategic Plan Goals



1. Provide Quality Services
2. Achieve Fiscal Sustainability
3. Improve Quality of Life
4. Enhance Housing and Community Assets
5. Promote a Healthy Community

Each Goal has Five Aligned Objectives

# CONNECTING...



National City's Core Values: commitment, courtesy, collaboration, communication, customer service

- Starts at the Top

## Organizational Needs with Fiscal Sustainability

- 2013 vs. Today
- Employee Retention & Recruitment
- Re-staffing

## Communication with Community

- Informational Brochures, Videos & Mailers
- Website Overhaul & Software Upgrades
- Cablecasting



## Volunteers

- Citywide Volunteer Appreciation Program
- Board & Commission Training and Development

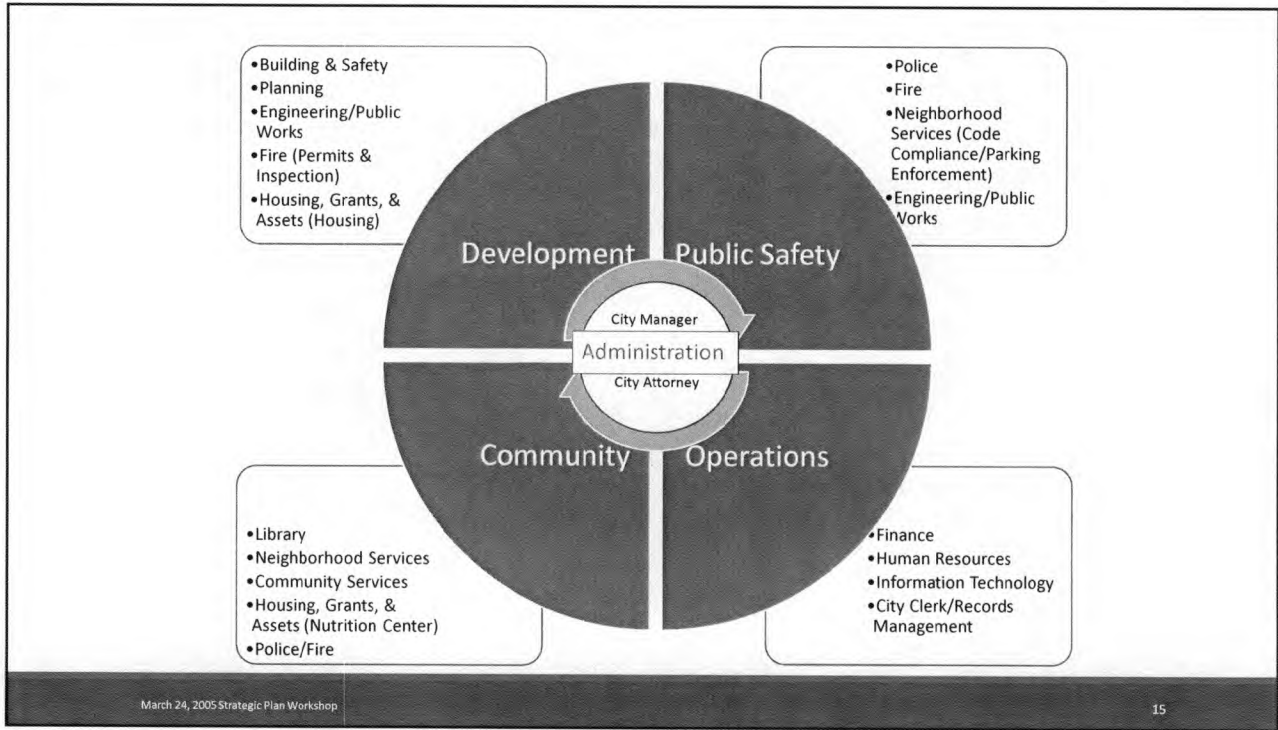
## Youth

- Students in Government
- Student Volunteers
- Student Intern Program & Mentoring Opportunities

# Council and Staff Identified Budget Priorities



Community	Development	Operations	Public Safety
Asset management and disposition	Deferred facilities maintenance	Contingency Reserve	RCS radio system
CDBG	Fee study	Litigation contingencies	
Homeless outreach	Fleet replacement	Pension funding	
Recreation programs (deferred maintenance, staffing)	Regional planning and development	Recruitment and retention (labor negotiations, unfunded positions)	
Volunteer appreciation	Green buildings	Training and development for staff	
		Succession planning	



## Engineering & Public Works



### Engineering Division

- Implement Alternative Cost Accounting Procedures to Expedite Construction Contracts
- Streamline Permit Application Review Process and Maximize Cost Recovery
- Review Procedures for Management, Inspections and Reporting to Ensure Environmental Compliance including State mandated stormwater compliance requirements

## Engineering & Public Works



### Public Works Division

- Streets: Provide Opportunities for Public Works Crews to Construct Smaller Capital Projects
- Wastewater: Review Procedures for Management, Inspections and Maintenance of the City's Sewer System
- Equipment Maintenance: Modernize Equipment and Operations
- Parks: Implement Grid-based System for Tree Trimming and Landscape Maintenance
- Facilities: Complete Comprehensive Facilities Needs Assessment



## Building and Safety

- Update the Permit Fee schedule
- Continue to improve the Permit Tracking System
- Develop in-house plan review



## Planning

- Collaborate on updating permit fee schedule
- Update webpage and bring GIS online
- Support amortization efforts
- Update and align long range planning documents
- Work with Port District to implement Marina District Vision Plan and achieve win-win-win
- Pursue sustainability initiatives through Climate Action Plan and Energy Roadmap





## Housing, Grants, & Assets

### Housing

- Complete Paradise Creek Transit Oriented Project Phase I & II
- Dispose/develop real property assets pursuant to approved Property Management Plans
- Prioritize new infill development and key rehabilitation projects
- Establish on-line Housing Choice Voucher waiting list
- Develop PowerPoint/Video Housing Choice Voucher briefing presentation
- Establish community gardens on parcels that are difficult to develop



## Housing, Grants, & Assets

### Grants and Nutrition Center

- Identify grant funding sources and support and coordinate grant efforts
- Improve wellness programs and inform seniors on emergency preparedness
- Initiate sustainable energy improvements to reduce water/utility costs
- Continue to upgrade dining room and kitchen
- Develop a communication strategy to improve program outreach efforts
- Establish partnerships with Olivewood Gardens and other local community gardens to provide food for congregate meals and a seasonal produce stand for seniors.



## Community Services

- Evaluate existing recreational programs and use of facilities
- Promote health, fitness, and well-being
- Collaborate on a citywide volunteer program
- Expand partnerships with local community organizations
- Increase department visibility



## Library

### Facility and Technology Upgrade

- RFID Security Upgrade
- Automation System Upgrade and Migration to the Cloud
- Public Computers Upgrade
- California Public Library Broadband Project
- Flooring and Other Deferred Maintenance
- Surveillance Cameras Installation



## Library

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### Customer Service Improvements

- Patron Needs Assessment Survey
- Local History Room Reopening
- Collection Weeding – Phase I
- Security Guard Pilot Program
- Notebooks and Tablets Loan Program



## Neighborhood Services

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- Adopt a comprehensive long term strategy to address homelessness
- Continue to build partnerships with local, regional and community agencies to enhance services
- Increasing efficiency with new technology for customer service complaints/request, graffiti, parking and code enforcement



## Fire

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- Enhance the Quality of Emergency Service and Firefighter Safety
- Develop a plan for staffing with the ability to support and sustain operations
- Continue to work with elected officials and our City Manager to phase in a squad program
- Continue to fund the replacement of emergency vehicles and equipment



## Police- Quality Service

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### Employee Development Plan

- Retention
- Recruitment
- Employee wellness
- Employee development



## Police- Quality of Life

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### Community Outreach

- Dialogue with Residents
- Force Workshops

### Crime Prevention

- Directed Hot Spot Patrolling
- Informational Pamphlets



## Police

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### Procedural Justice Training Program

- Giving others a voice
- Neutrality in decision making
- Respectful treatment
- Trustworthiness





## Police- Critical Incident Response

### Facility Improvements

- Formal assessment
- Funding

### Technology

- Maintenance & Replacement
- Website remodel
- Security and Privacy Training
  - Public Safety Cameras
  - Body Worn Cameras



## Police- City/Regional Partnerships

### City Departments

- Neighborhood Services - Public Works - City Attorney

### Community Programs

- Star Pal - Shop with a Cop - Explorer Program

### Regional Crime Efforts

- Federal/State Task Forces
- AB109 Operations



## Human Resources

### Support Departments and Divisions

- Classification and Compensation
- Employee Benefits
- Labor Relations
- Organizational Development Training
- Recruiting
- Risk Management (Claims Management, Workers' Compensation and Workplace Safety)



## Human Resources

### Identified initiatives

- Rebuild the City's Organizational Development Program, matching training to City-wide departmental and employee goals, strategic objectives, and local, State and Federal mandates.
- Remodel the City's position classification system in alignment with strategic objectives (strategic deployment of personnel).
- Overhaul/update the City's compensation plan for all employee groups.
- Continue labor/management partnerships with an emphasis on strategic deployment and total compensation issues.
- Develop a workplace safety program.
- Monitor and proactively respond to labor relations updates.
- Continue efforts to automate and streamline work processes.



## Finance

- Developing plans to fund replacement reserves and to finance the acquisition, replacement, and maintenance of the City's fleet, facilities, and other assets
- Preparing an effective budget
- Accurately forecasting funding sources
- Managing investments wisely
- Providing consistent financial reports
- Maintaining clean audits and resolving findings/deficiencies in a timely manner
- Updating finance and budget policies



## Information Technology/MIS

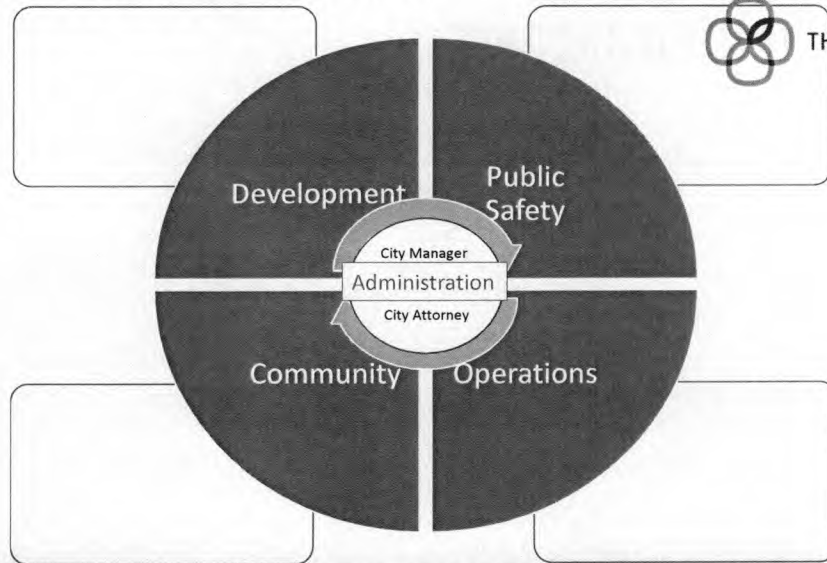
- Continuously improve technical infrastructure
- Telecommunications modernization
- Cartegraph implementation
- Leverage internal and external cloud computing infrastructure
- Information Technology staff development
- Web-based public safety records and reports



# City Clerk/Records Management

- Volume and complexity of Public Records Act requests
- Promote public outreach
- Make digital records database accessible to public
- Expand records management database citywide
- Add frequently requested documents to database
- Update and follow records retention policy guidelines

# Student Observations



## The Strategic Plan and the Work Plan

<b>Community</b>	<b>Development</b>	<b>Operations</b>	<b>Public Safety</b>
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Volunteer appreciation	Green buildings and sustainable initiatives	Training and development for staff	
		Succession planning	

## PUBLIC COMMENT

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# COUNCIL COMMENT/DIRECTION

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PARKING LOT/DISCUSSION TOPICS

# Notes- Development

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## Notes- Community

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## Notes- Public Safety

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## Notes- Operations

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## Notes- Administration

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**Attachment B**

## City of National City Strategic Planning and Work Plan Flow Chart

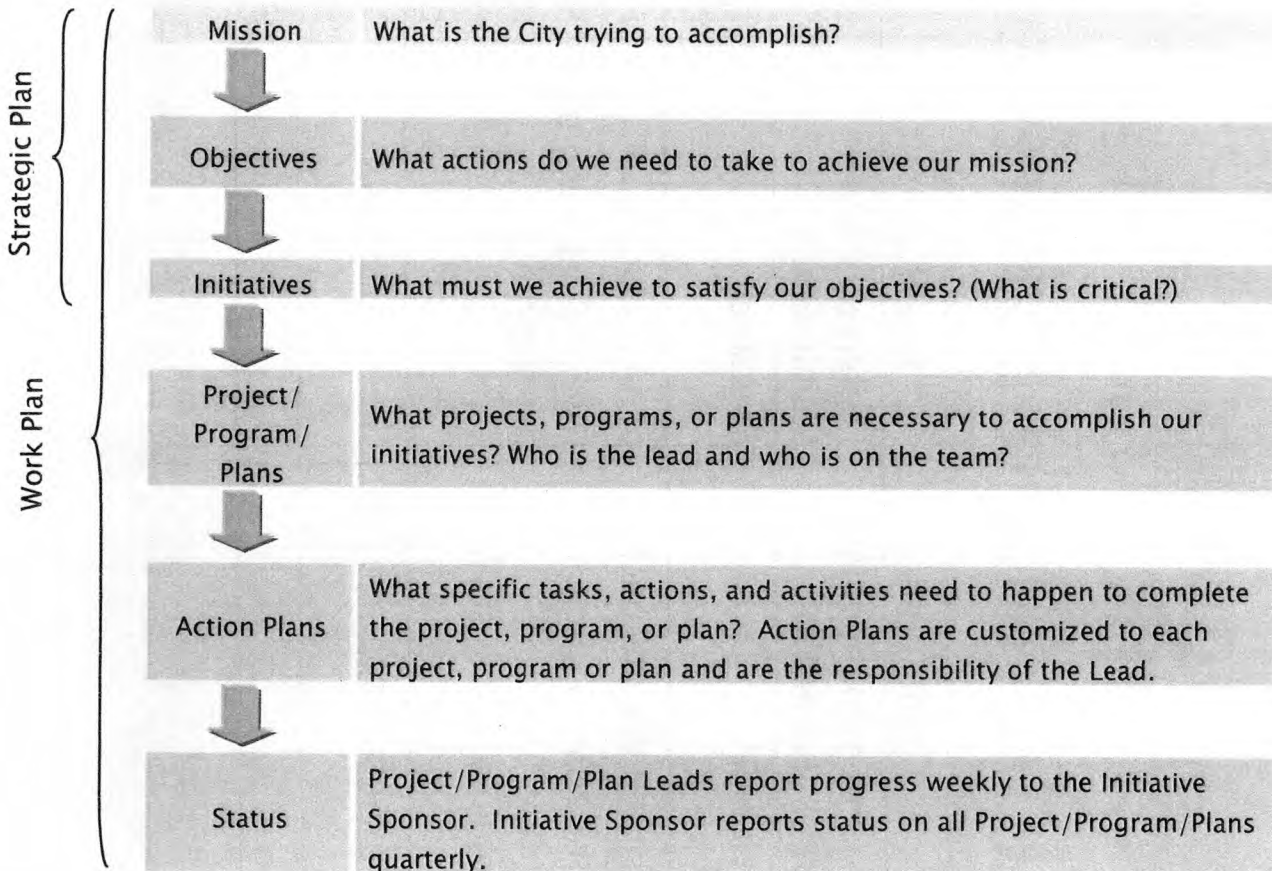
### The Strategic Plan

- Establishes a long-range vision and direction for the City (Approved by City Council every two years with budget)
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### The Work Plan

- A structured method for establishing, prioritizing, and updating action plans that support the initiatives and objectives in the Strategic Plan
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### Components of the Strategic Plan and Work Plan



# Council and Staff Identified Priorities



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National City Strategic Planning Organizational Chart

Department/Division	Director	Manager(s)
Building	Brittany	D- Frank Parra M- Luis Sainz
City Clerk/ Records Management	Alec, Heather	D- Mike Dalla
Community Services	Minerva	D- Brad Raulston M- Audrey Denham
Engineering/Public Works	Jose	D- Steve Manganiello M- Kuna Muthusamy
Finance	Sarah Krietor, Sarah March	D- Mark Roberts
Fire	Eric Hector	D- Frank Parra M- Robert Hernandez M- Other BCs



Note: This organizational chart is intended for strategic planning purposes. All departments and divisions do work throughout the four categories and the bullets are provided as areas of emphasis. The goal of the strategic plan is to develop administrative priorities that demonstrate our core value of collaboration.

Housing, Grants, & Assets	Shelby	D- Alfredo Ybarra Sarah Koop M- Carlos Aguirre
Human Resources	Sarah Gould	D- Stacey Stevenson M- Lilia Munoz Jessica
Information Technology	Alan	D- Stacey Stevenson M- Ron Williams
Library	Deanna	D- Minh Duong
Neighborhood Services	Helen	D- Brad Raulston M- Armando Vergara
Planning	Angelica and Roxanne	D- Brad Raulston M- Martin Reeder M- Ray Pe (Advanced)
Police	Rene, Maritza, Erin	D- Manuel Rodriguez M- Jose Tellez M- David Espiritu

# Council and Staff Identified Priorities



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**STRATEGIC PLANNING & BUDGET SCHEDULE - FISCAL YEAR 2016**

DATE & TIME	DESCRIPTION	DEPARTMENT
Monday, Jan. 12th	Budget calendar provided to department heads.	Finance
Tuesday, Jan 27th	CMO to meet with SDSU class to review process and assign students to departments and divisions	CMO
Tuesday, Jan 29th	Department and Division SWOTs due	CMO/All Departments
Monday, Feb. 2nd	Budget training.	Finance/All departments
Tuesday, Feb 3rd	Students meet respective departments & divisions and provide introduction to City Council	CMO/All Departments
Tuesday, Feb. 3rd	Request direction from the City Council for Budget Workshops and Budget Adoption dates. (January 21, 2015 - A200 deadline)	Council/Staff
Monday, Feb. 9th	Budget instructions & budget forms distributed. EDEN open for Departments to enter information.	Finance
Tuesday, Feb 24th	Internal strategy meeting with students to present draft strategic plans for departments and divisions	CMO/All Departments
Thursday, Feb. 26th	Departments enter appropriation proposals in EDEN by 5:00 pm	All departments
Tuesday, Mar. 3rd	City Council budget priorities. (February 18, 2015 - A200 deadline)	Council/Staff
Thursday, Mar. 5th	All CIP and Fleet appropriations entered into EDEN by 5:00 pm	Engineering & Public Works
Thursday, Mar. 5th	Revenues estimates due from applicable departments by 5:00 pm	All departments
Monday, Mar. 9th 10:00 AM - 12:00 PM 2 - 3:00 PM	Departmental budget meetings with Finance to discuss and review strategic plan and appropriation proposals. The specific time and location will be sent out prior to the meeting.	City Council City Clerk City Treasurer City Attorney
Tuesday, Mar. 10th 9:30 AM - 12:00 PM	Departmental budget meetings with Finance to discuss and review strategic plan and appropriation proposals. The specific time and location will be sent out prior to the meeting.	City Manager Administrative Services Finance Human Resources MIS Risk Management Non-Departmental (Non-CIP)
Wednesday, Mar. 11th 9:30 AM - 12 PM 2:00 - 4:00 PM	Departmental budget meetings with Finance to discuss and review appropriation proposals. The specific time and location will be sent out prior to the meeting.	Police Fire/Building HGAM
Monday, Mar. 16th 2:00 - 5:00 PM	Departmental budget meetings with Finance to discuss and review appropriation proposals. The specific time and location will be sent out prior to the meeting.	Engineering & Public Works Parks Maintenance Facilities Maintenance Vehicle Maintenance CIP (All Funds)



STRATEGIC PLANNING & BUDGET SCHEDULE - FISCAL YEAR 2016

DATE & TIME	DESCRIPTION	DEPARTMENT
Tuesday, Mar. 17th 2:00 - 5:00 PM	Departmental budget meetings with Finance to discuss and review appropriation proposals. The specific time and location will be sent out prior to the meeting.	Community Development Community Services Library Neighborhood Services Planning
Thursday, Mar. 19th	Departmental budget recall(s) scheduled (if necessary).	Finance
Tuesday, Mar 24th	Strategic Planning Workshop with City Council	Council/All Departments
Thursday, Mar. 26th 2:00 - 5:00 PM	Budget review (all departments).	Finance Administrative Services
Tuesday, Mar. 31st 2:00 - 5:00 PM	Budget review (all departments).	Finance Administrative Services City Manager
Tuesday, Apr. 7th 10:00 AM - 12:00 PM 2:00 - 4:00 PM	Departmental budget recall(s) (if necessary).	Finance Other departments
Thursday, Apr. 9th	Send Preliminary Budget to printer and upload copy to City's website.	Finance IT
Tuesday, Apr. 28th 6 PM	Budget Workshop / Preliminary Budget Presentation (April 15, 2015 - A200 deadline)	Council/Staff
Wednesday, May 6th 6:30 PM	Neighborhood Council presentations (Kimball Neighborhood Council Meeting).	Finance
Thursday, May 14th 6:30 PM	Neighborhood Council presentations (El Toyon Neighborhood Council Meeting).	Finance
Wednesday, May 20th 6:30 PM	Neighborhood Council presentations (Las Palmas Neighborhood Council Meeting).	Finance
Tuesday, May 26th 6 PM	Budget Workshop (May 13, 2015 - A200 deadline)	Council/Staff
Tuesday, Jun. 16th 6 PM	Budget Hearing / Adoption of Budget. (June 3, 2015 - A200 deadline)	Council/Staff