

**MINUTES OF THE ADJOURNED REGULAR MEETING OF THE CITY
COUNCIL AND COMMUNITY DEVELOPMENT COMMISSION OF
NATIONAL CITY, CALIFORNIA**

March 21, 2009

The Adjourned Regular Meeting of the City Council and Community Development Commission of the City of National City was called to order at 9:12 a.m. by Mayor / Chairman Ron Morrison.

ROLL CALL

Council / Commission members present: Morrison, Parra, Sotelo-Solis, Van Deventer, Zarate.

Administrative Officials present: Beard, Dalla, Deese, Eiser, Juniel, Ladrido, Post, Raulston, Smith, Zapata.

STRATEGIC PLANNING WORKSHOP

(Note: Copies of all presentation materials are attached as Exhibits)

City Manager Chris Zapata provided an overview of the meeting goals which were to revisit, evaluate and set priorities; provide fiscal update and clarity; hear citizen, business, health care, school and regional thoughts and to integrate and understand plan timelines and costs. City Manager Zapata provided a progress report on key areas including Public Safety, Infrastructure, Quality of Life, Image, Community Engagement and Fiscal Sustainability; and reviewed current priorities, challenges and opportunities facing the City. (See attached Exhibit 'A')

Finance Director Jeanette Ladrido provided a Financial Overview of the City's financial condition which included details on the City's Five largest revenue categories, General Fund Expenditures, Retirement Costs, Cost Containment Efforts, the 2009 Structural Deficit, City Reserve Policy, General Fund Financial Trends, Sales Tax Revenue, General Fund Revenue Forecast, Special Revenue Funds, Tax Increment Funds, the Funding of Future Projects and Low & Moderate Income Housing Fund Revenue and Projects. (See attached Exhibit 'B')

CDC Executive Director Brad Raulston discussed the opportunities and focus of the upcoming General Plan Update efforts, emphasizing such things as the City's location in the region, as a pacific gateway, in relation to transit systems and freeways as well as building blocks that would be used in the update process such as Community Centers, parks, business, neighborhoods and Neighborhood Councils. Mr. Raulston said that the guiding principles for the General Plan are Quality of life, Business, Education, Development, Health & Safety, pursuing opportunities and building on success. The proposed schedule and key milestones for the General Plan Update were reviewed. (See attached Exhibit 'C')

Assistant City Manager Leslie Deese gave a presentation on Service Levels: Striking the Balance Between Service Needs and Sustainability. (See attached Exhibit 'D')

PUBLIC ORAL COMMUNICATIONS

Julia Sandoval, National City, said problems in her neighborhood could be improved with street lighting.

Adriana Calderon, Lorena Chavez and Margarita Garcia of National City told the Council their concerns were about auto body and paint shops that look and smell bad and are not good for residents.

Leonor Garcia, National City, suggested the City utilize rooftops for solar power.

Jacqueline Reynoso, National City Chamber of Commerce CEO, read a prepared statement from the Chamber outlining five primary objectives of a continuing partnership between the City and Chamber. (See attached Exhibit 'E')

Jerry Cano, National City, said problems in the city include traffic and abandoned vehicles on the west side, homeless issues and car washing on weekends.

Tony LoPresti, Environmental Health Coalition (EHC), complemented the City for its planned approach to the General Plan update. He suggested that the West Side Specific Plan should be a priority and National City Blvd., should be considered as the first green enterprise zone.

Jose Madina, National City, believes it is important to focus on entry ways, traffic lights, pursue transit oriented development and have more open space.

Richard Kiy, International Community Foundation, commended the Council and staff for leadership excellence and professionalism and said National City can be a model for public-private cooperation.

Geoffrey Schrock, National City, believes the City should look beyond 2017 and get the business community more involved.

Bert Andrade, National City, said he is concerned about issues involving the homeless, having a good relationship with the military and improving the quality of life.

Matias Garcia, National City, said he was pleased that the Costco development did not happen and that we need to balance the need for money with quality of life.

PUBLIC ORAL COMMUNICATIONS (cont.)

RECESS

A recess was called at 11:57 p.m.

The meeting reconvened at 12:34 p.m. All members were present.

MAYOR AND COUNCIL

Council Member Parra thanked the residents and staff for their participation. Mr. Parra said without the one cent district tax National City would be in bad shape and that it is important to focus on fiscal preservation by reaching out to the business community and residents. A major focus should be to buy distressed properties and work for a safe and healthy environment on the west side.

Council Member Zarate said she appreciates the input from the workshop. She has many questions about the federal government's stimulus plans and how they will affect the City and help tap into job creation efforts. Member Zarate favors the partnership efforts and working with the Chamber of Commerce.

Vice Mayor Sotelo-Solis thanked staff and said she was excited about the plan to collaborate with the schools for community outreach. Ms. Sotelo-Solis said we need to look at creative ways to preserve our green space and we need a concrete water conservation plan. She believes recognizing outstanding citizens and finding ways to engage youth are important.

Council Member Van Deventer said he would have liked to see more attendance at the meeting. He believes pension issues must be addressed and that the City needs to encourage businesses and non-profits to be more involved; The City, Chamber and business working together is key.

Mayor Morrison said he believes in a holistic approach to public safety because public safety is more than police and fire. It is also such things as libraries, parks and recreation facilities. It is important to identify and justify sustainable revenue sources for everything we do as a city and make necessary changes to be current. Mr. Morrison said it is important to look at the City golf course property to determine if there is a way to better use the property as open space and a revenue source. On issues relating to water, Mayor Morrison said we need to do more to promote conservation while being flexible and realistic.

ADJOURNMENT

The meeting was adjourned to the next Regular City Council and Community Development Commission Meeting to be held Tuesday, April 7, 2009, at 6:00 p.m., Council Chamber, National City, California.

The meeting closed at 1:16 pm



City Clerk / Recording Secretary

The foregoing minutes were approved at the Regular Meeting of July 7, 2009.



Mayor / CDC Chairman

**City of National City
Finance and Planning Retreat**

March 21, 2009

AGENDA

- 9 am Call to Order – Mayor & City Council
Overview – City Manager
- 9:15 Finance Presentation – Finance Director
- 10am Planning – Executive Director
- Break
- 10:30 Service Reports - Assistant City Manager
- 11am Public Comment
- Noon - 12:30 Lunch
- 12:30 City Council Discussion and Direction

CITY MANAGER OVERVIEW

- GOAL: Revisit, evaluate and set priorities
- GOAL: Fiscal update and clarity
- GOAL: Hear citizen, business, health care, school & regional thoughts
- GOAL: Integrate and understand plan timelines and costs

PROGRESS REPORT

What you've done with community, business,
schools & organization:

- Public Safety
- Infrastructure
- Quality of Life
- Image
- Community Engagement
- Fiscal Sustainability

PROGRESS REPORT

- District Tax – meeting projections and segregated
- Financial Stewardship – New development / department savings have built reserve
- Housing stock upgrades – market rate, senior, single family, affordable
- Significant leveraging – grants, private investment
- Maintained a stable workforce to provide services & carry out Council direction
- Boards & Commissions doing their duty
- Seniors & Youth

PRIORITIES - CURRENT

- Financial Monitoring & Projections – short and long term
- City Manager’s Office Department Savings Requests
- Cost Containment & Efficiency
- Revenue Generation - Diversify
- Consolidation of organization/ Coordination of planning efforts

PRIORITIES - CURRENT

- Retool Capital Improvement Program
- Resource/ grants gathering and preparation
- Neighborhood and environmental cleanup
- Service level sustainability and financial impact analysis
- Customer Service – Citizen & Community communication

PRIORITIES - CURRENT

- Legislative Program Development
- Event planning and city responsibilities
- Local and regional Board and Commission placements
- Water Conservation
- Retention of Quality Workforce/Organizational Development/Labor Negotiations

HEADLINES REVEAL SEVERITY OF ECONOMIC DECLINE

Global **Toyota predicts first loss since 1938**

Decline in interest blow to global auto industry

Non-profit

National

Profit at Best Buy plummets 77%

Electronics chain offers buyouts to about 4,000 corporate employees

As people spend less, jobs are cut

Unemployment rate likely to go up significantly

State

Governor

orders job cuts, days off

Initiative

will assist struggling charities

Local

Funding is frozen for public projects

San Diego budget woes pale to some other cities'

Municipalities hamstringing as costs rise, revenue falls

CalPERS watches vast land holdings plummet in value

La Mesa, El Cajon voters face trio of tax proposals

CHALLENGES

- Circuit City Closure
- Mervyn's Closure
- Loss of Costco Project
- Loss of Home Depot Project
- Government Conditions - San Diego, San Diego County, Chula Vista, Escondido, Vista

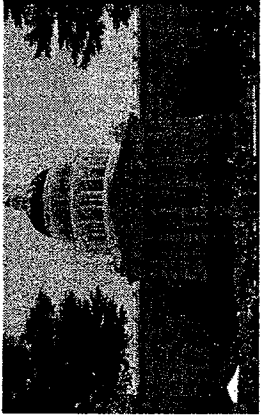
LOCAL IMPACT OF AN ECONOMY IN CRISIS



LOCAL IMPACT

San Diego Set to Sue State Monday Feb 16, 2009 | NBCSanDiego.com

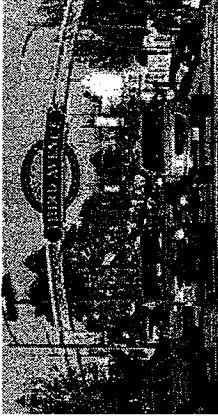
San Diego -- and dozens of other counties -- are expected to sue the state of California



Nine Sinking Cities

Wednesday Jan 21, 2009 | San Diego Reader

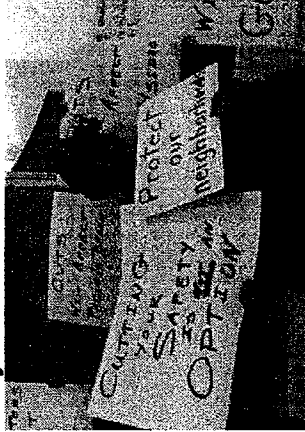
This month and in early February, city managers and finance directors in cities across San Diego County are appearing before their respective city councils to report significant budget deficits.



Budget Woes Plague Cities Across County

Friday Nov 21, 2008 | NBCSanDiego.com

The city of San Diego's budget deficit has been well publicized. But what about other cities in the county? How hard have they been hit by the economic downturn?



CHALLENGES

- National Impacts to local Employment
- Sales Tax and Business diversity
- New and Continual State Raids - \$1,067,000 this year – potentially ongoing at 10% (tax increment funds)
- PERS two year lag – rate increases FY 11/12

CHALLENGES

- Health Care Costs
- Operating dollars for new facilities & restoration of older facilities
- Monitor foreclosure properties while seeking resources to prevent foreclosures
- Non-profits and City sponsored events

OPPORTUNITIES

- Work with Chamber of Commerce, Business Improvement Districts, Port of San Diego
- Strengthen Partnerships – Schools, Business, Automotive Industry
- Stimulus Package Readiness
- Aesthetics & Brand Integration – Gateways, Signage, Bridges

OPPORTUNITIES

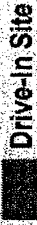
Development Focus

- Plaza Bonita Site
- Drive-In Site
- Home Depot Site
- Golf Course Site
- I-5 Marina Gateway
- Plaza/ Highland Redevelopment

City of National City

DEVELOPMENT FOCUS

Plaza Bonita Site



Drive-In Site

Home Depot Site



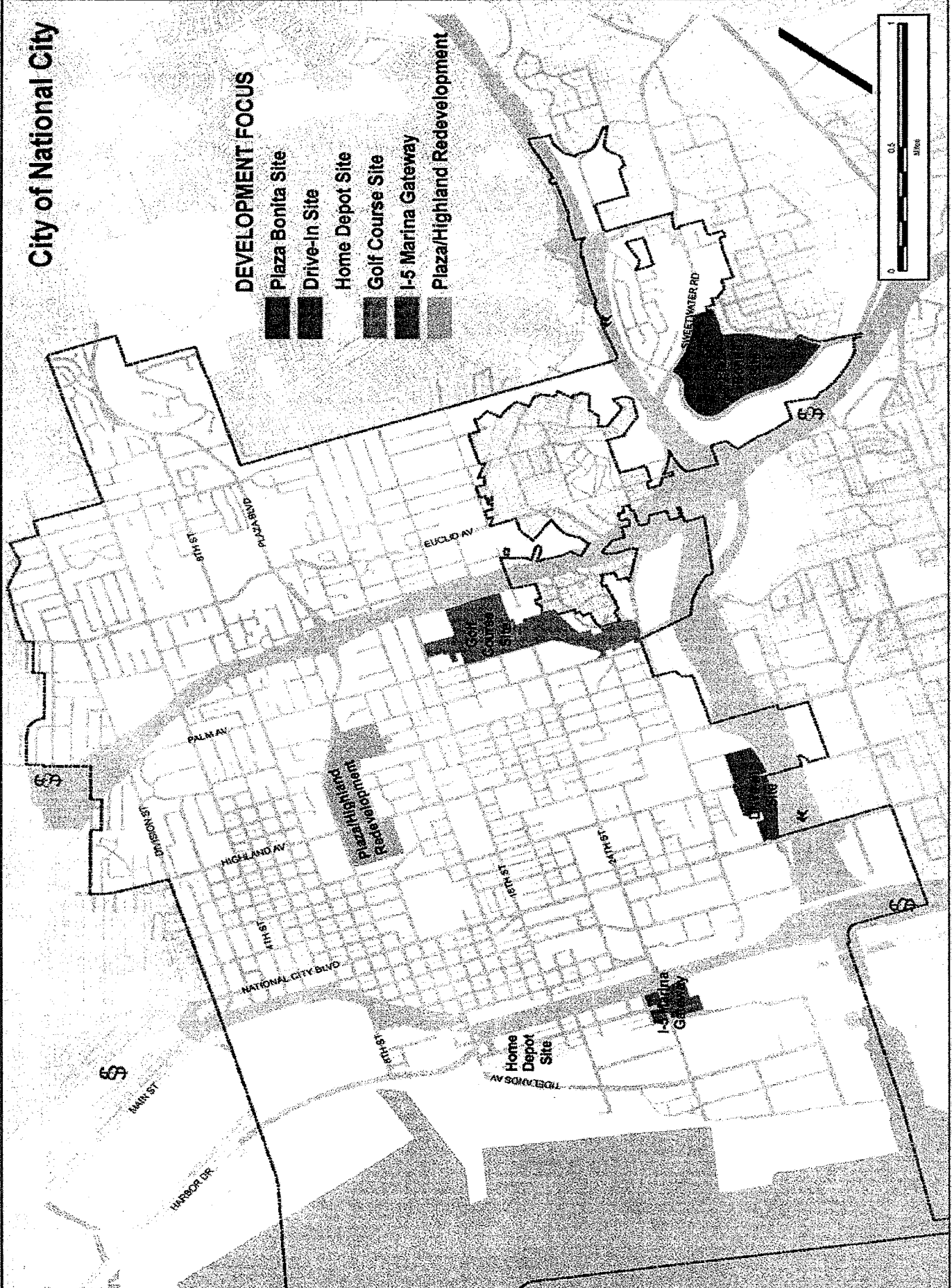
Golf Course Site



I-5 Marina Gateway



Plaza/Highland Redevelopment



OPPORTUNITIES

Plan Completion & Integration

- General Plan Update
- Redevelopment Plan Amendment
- Westside Specific Plan
- Transportation Plan
- Capital Improvement Plan
- Facility & Open Space Plan
- Public Safety Plan

FINANCIAL OUTLOOK

FISCAL OVERVIEW

- Strong financial condition in a challenging financial environment
 - Clean financial audits
 - Standard & Poors Rating remains = A-
 - Continuous review of operating costs & seeking revenue enhancements
 - Limited Debt
 - Reserves projected @ \$7.5 million which is 19% contingency reserve policy (25% - 50%)

5 LARGEST REVENUE CATEGORIES

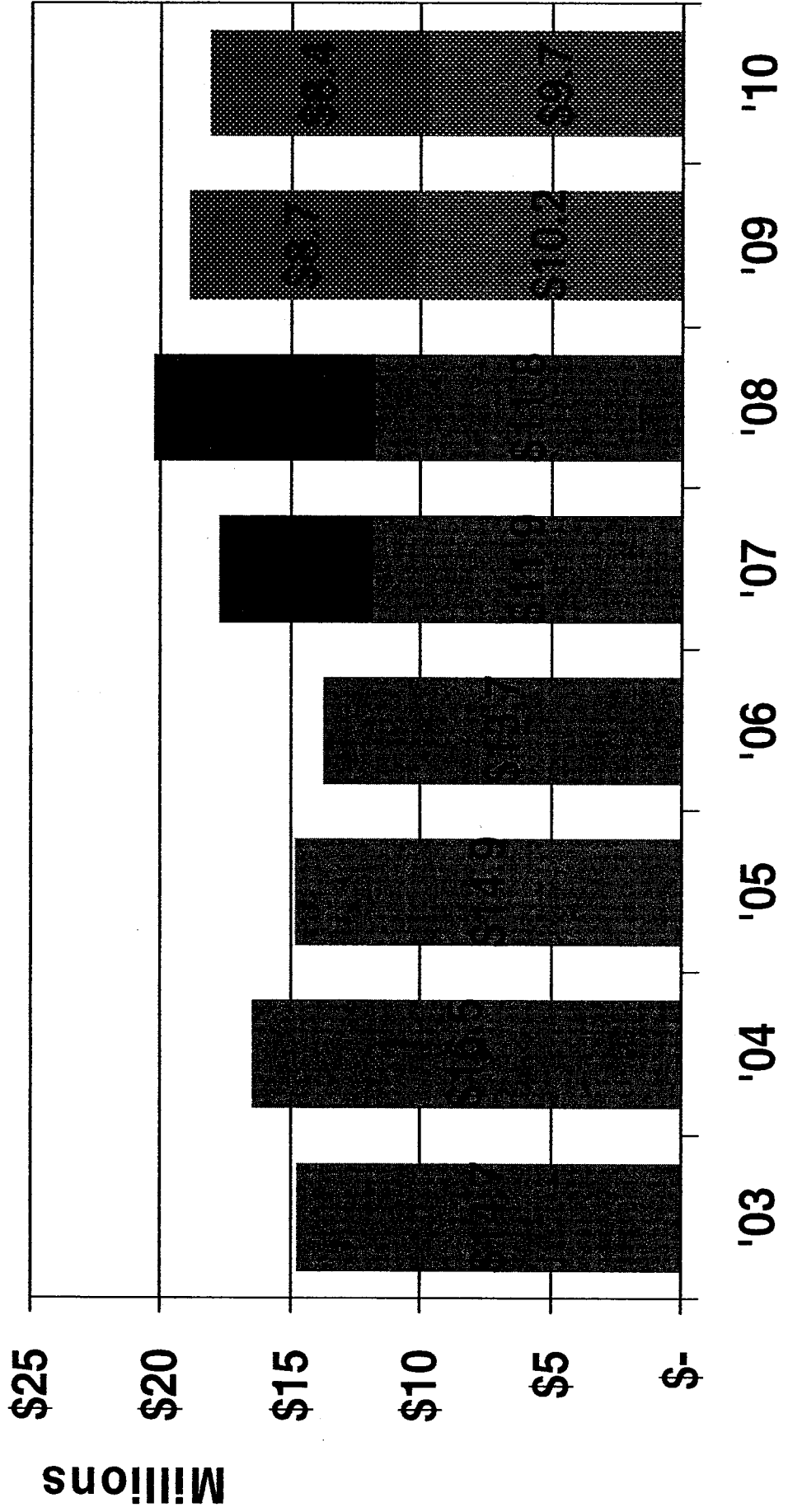
(FY 08/09 Adjusted Budget)

Sales Tax	12.2 million
District Tax	8.6 million
In Lieu of Vehicle License Fees	5.0 million
In Lieu of Sales Tax	4.1 million
Property Tax	3.3 million
Total of Top 5 Revenue	<u>33.2 million</u>

➤ Represents 89% of General Fund

SALES TAX

5 Year History and Projection



PROPERTY TAX REVENUE

GENERAL FUND - PROPERTY TAXES

T.I. to

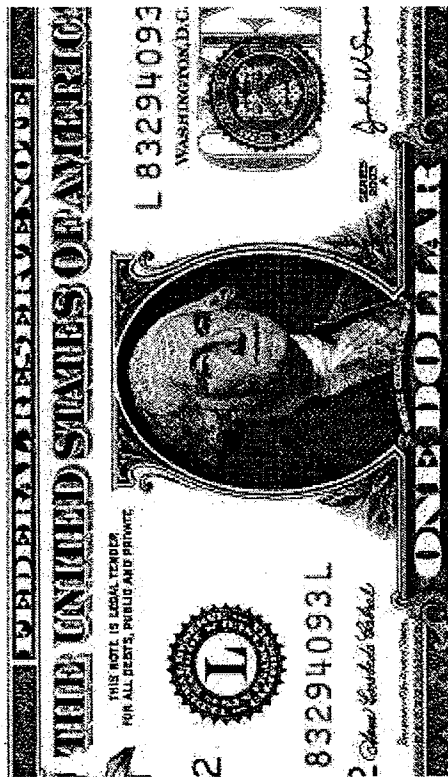
General Fund 5¢

5¢



General Fund 11¢

11¢

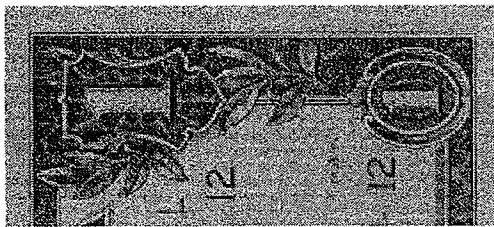


General Fund 64¢ Tax Increment/Housing

64¢

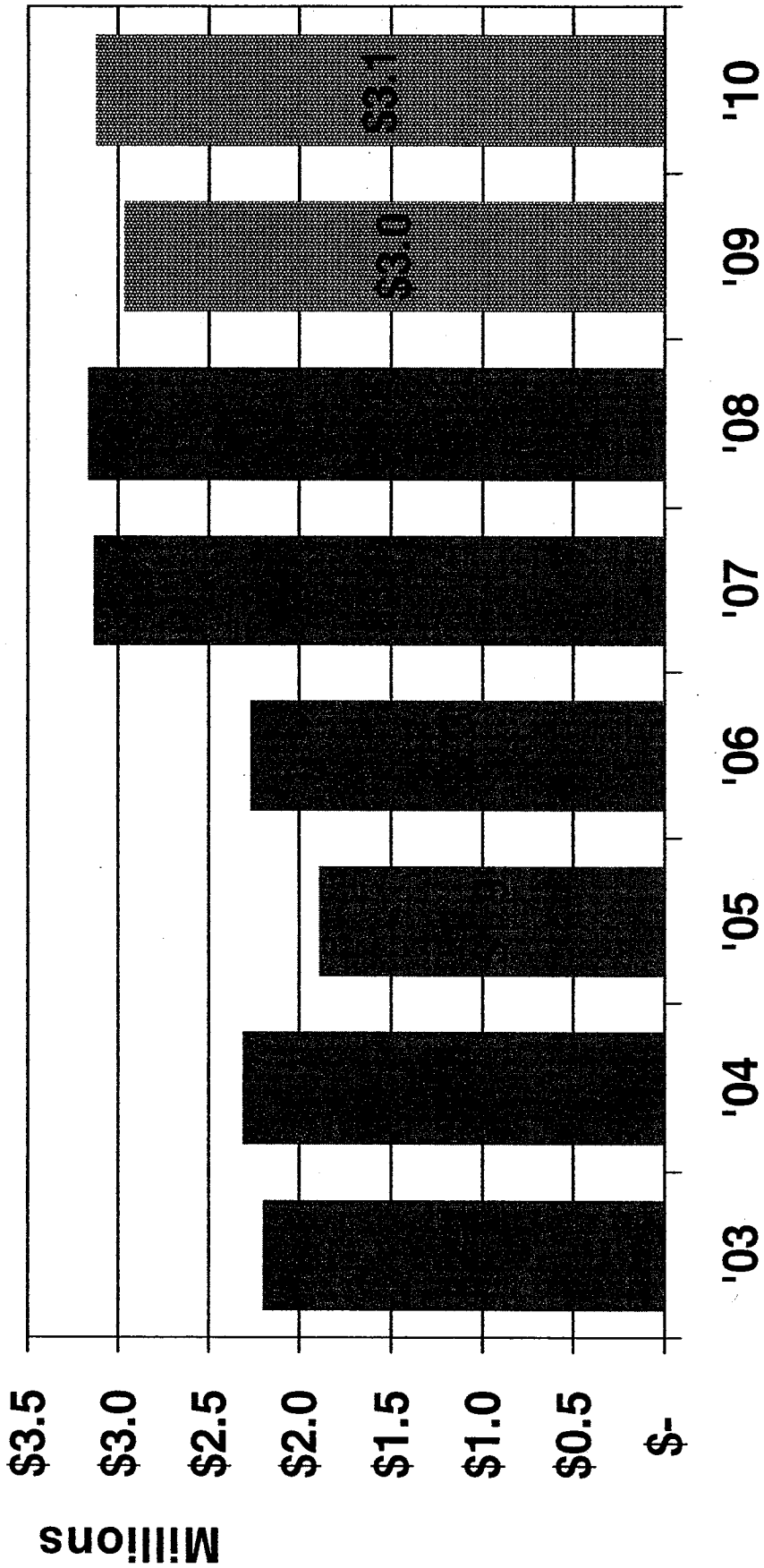
Outside Agencies

20¢



80¢ Local Control

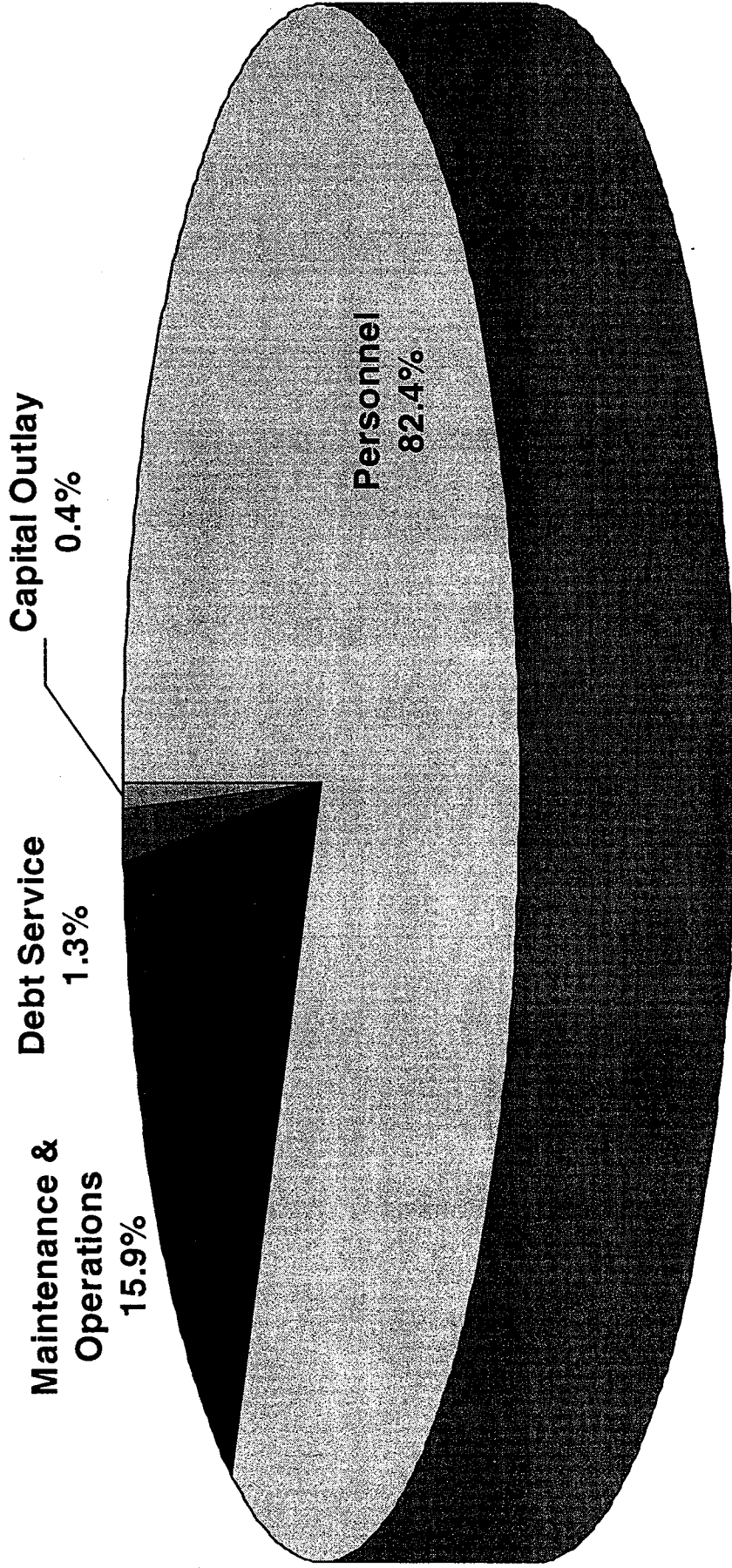
PROPERTY TAX HISTORY & FORECAST



GENERAL FUND EXPENDITURES

EXPENDITURES BY TYPE

FY 08/09 Budget



CALPERS RETIREMENT COSTS

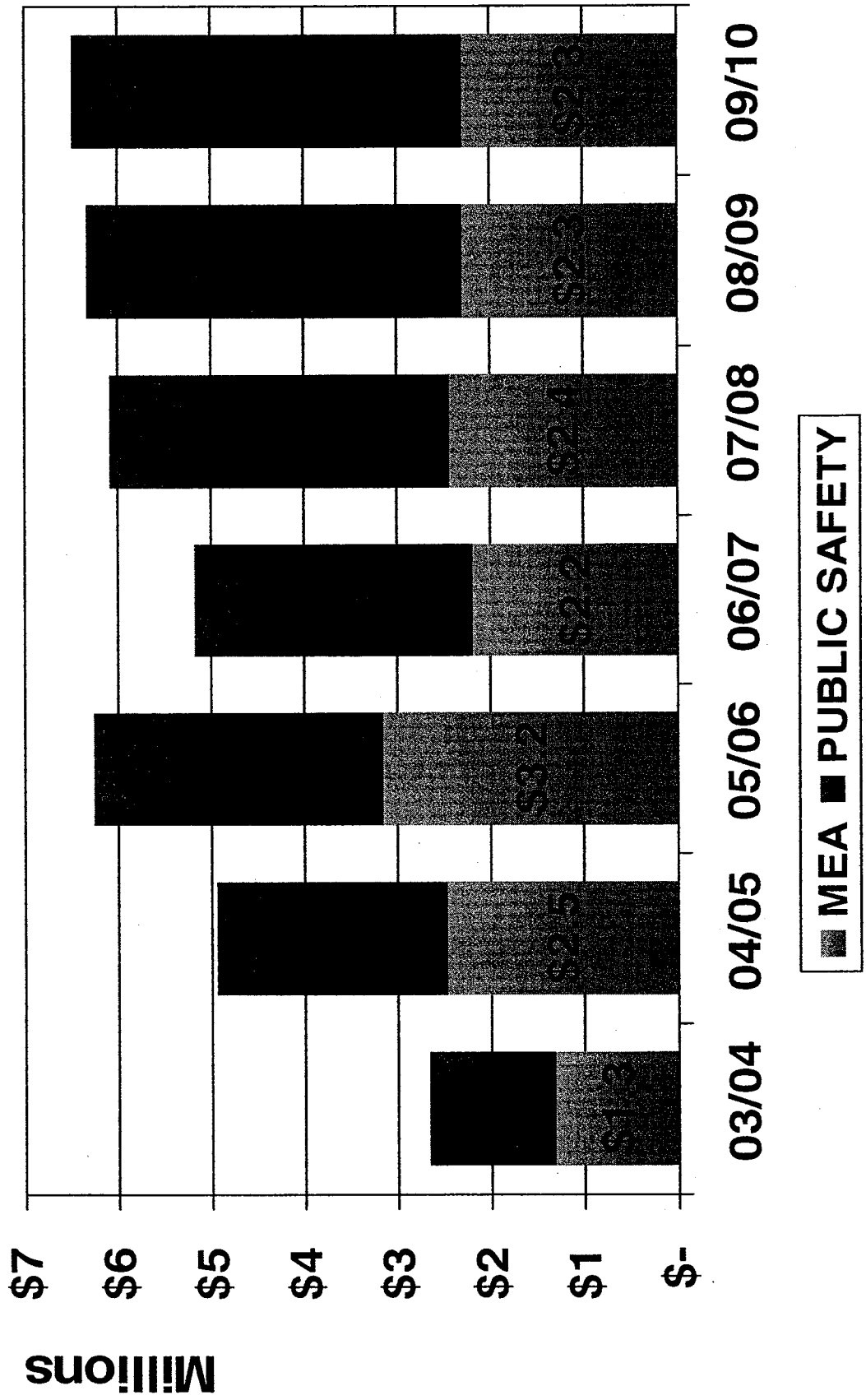
BACKGROUND

- During FY 07/08, CalPERS investment returns were -5.1%
- For FY 08/09, CalPERS investment returns are -20%
- Rate increase will be reflected in FY 11/12

COST TO CITY

MINIMUM = 2% OF PAYROLL \$ 500,000
MAXIMUM = 4% OF PAYROLL \$1,000,000

PERS EXPENDITURES



LOCAL CITIES FUNDED RATIO *

Employer Name	Misc Plan
City of Oceanside	105.3%
City of Poway	92.7 %
City of National City	91.6 %
City of Vista	88.3 %
City of La Mesa	88.0 %
City of Carlsbad	84.0 %
City of Escondido	82.8 %
City of El Cajon	82.2 %
City of Chula Vista	80.9 %
City of Encinitas	74.8 %
City of San Marcos	69.4 %

Employer Name	Safety Plan
City of Oceanside	99.9 %
City of La Mesa	93.2 %
City of Chula Vista	90.9 %
City of National City	88.6 %
City of Carlsbad	86.6 %
City of Escondido	84.8 %
City of El Cajon	83.3 %

* Source: CalPers. Funded Ratio as of 6/30/06

MOU's - CALPERS

% EMPLOYEE PAYS

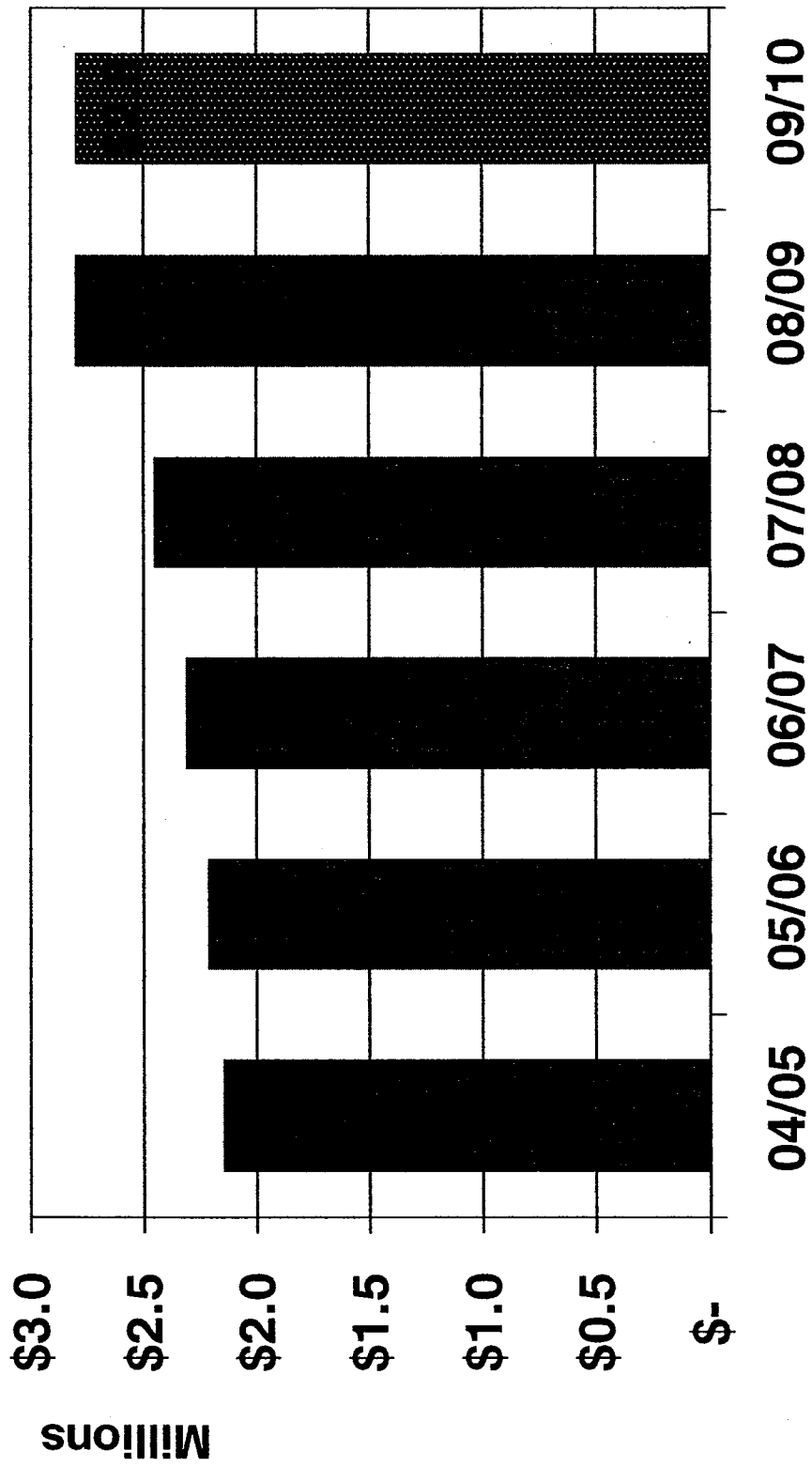
Agency	Miscellaneous Employee paid	Safety Employee Paid
Vista	8%	8%
Del Mar	8%	5%
Imperial Beach	6%	0%
Encinitas	5%	0%
Solana Beach	2%	2%
Oceanside	2%	0%
National City	2% *	0%
Carlsbad	1%	1%
Escondido	1%	0%
Lemon Grove	1%	0%
Chula Vista	0%	0%

* Effective 1/1/09

HEALTH & DENTAL INCREASES

Plan Year	Kaiser	Health Net	Health Net ELECT	Delta Premiere	Delta PMI
2001	12.8%	0%	12%	5.7%	4.1%
2002	10.1%	19.3%	26.7%	3.2%	3.5%
2003	12.3%	12%	12%	8.4%	4.1%
2004	16%	13%	21%	0%	0%
2005	4.6%	6.1%	7.2%	0%	1.2%
2006	13%	6.6%	5%	0%	0%
2007	4.2%	12.8% (Created HN Silver & Gold)		6.15%	0%
2008	14.4%	10.5% (HN Silver)	10.5% (HN Gold)	-4.13%	2%
2009	0%	10.0%	13.2%	0%	0%

HEALTH CARE COSTS



COST CONTAINMENT

- Staff have closely monitored expenditures
 - Cost-reduction and Revenue Efficiency (CARE) Committee – Employee Driven
 - Position Review Committee
 - Purchasing Review Committee

COST CONTAINMENT

Currently 37 vacant positions

3 - City Manager's Office	2 - Library	13 - Police
2 - Community Services	2 - Finance	6 - Community Development
3 - Fire	1 - Human Resources	1 - MIS
2 - Engineering	1 - Public Works	1 - Planning

PROJECTED SAVINGS = \$ 1,084,109

* As of January 2009

ENHANCED REVENUE

- Actively seeking Grants
- Revenue from Tax Increment Fund - AB1290
- Increase in Economic Development
 - Plaza Bonita Mall Expansion

FY 09 STRUCTURAL DEFICIT

- During Mid-Year Review, Council authorized staff to balance the budget with General Fund Contingency Reserve Fund Balance
- After covering the GAP, Contingency Reserve Balance = \$ 7.5 million

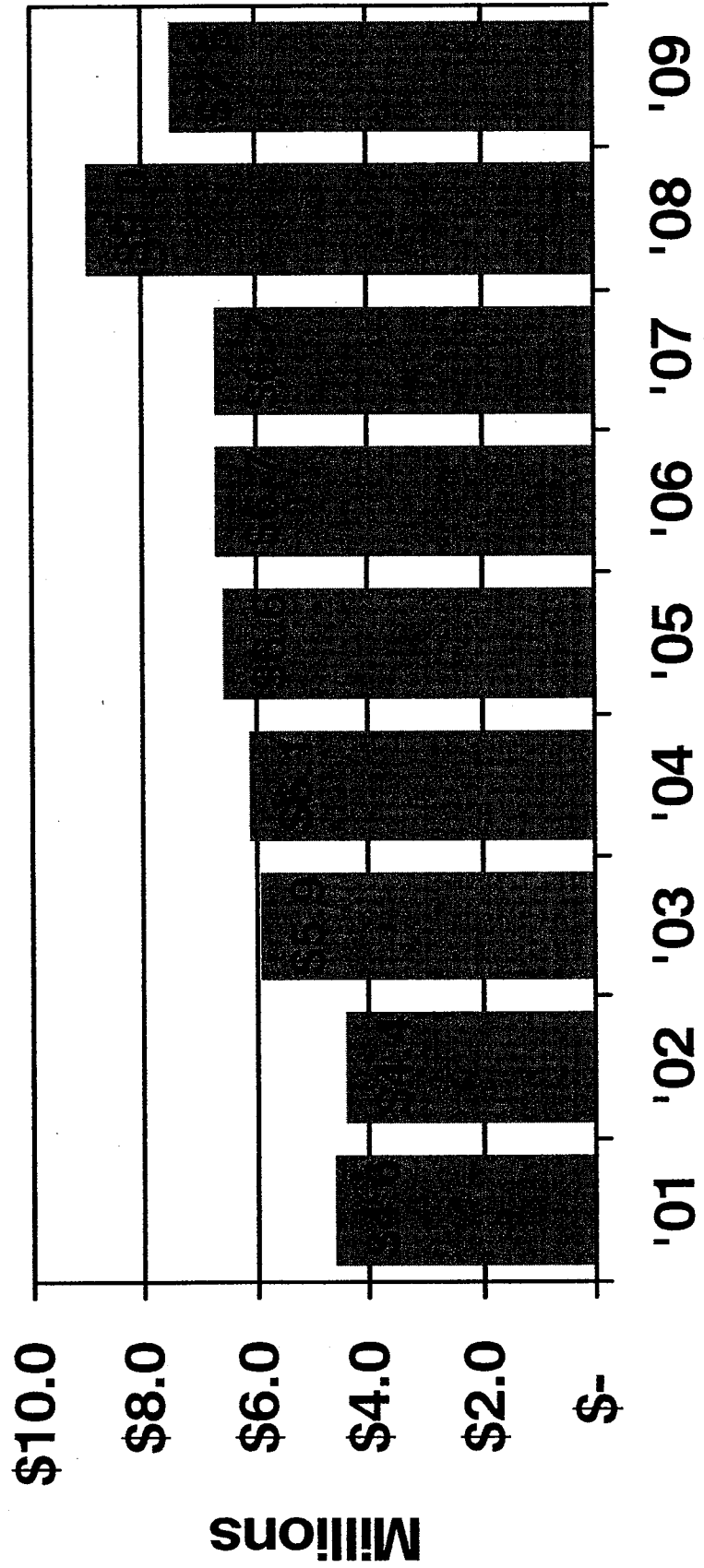
First time in 5 years reserves have been used to balance the budget

GENERAL FUND STRUCTURAL DEFICIT

Estimated FY 09 Revenue	\$37,403,981
Estimated FY 09 Expenditures	40,746,991
FY 08-09 Structural Deficit	(3,343,010)
Tax Increment Revenue - AB1290	778,398
Salary Savings	1,084,109
FY 08-09 Structural Deficit	(\$1,480,503)

RESERVE POLICY

- Contingency Reserve
 - General Fund Reserve: 25% - 50% of operating expenditures is current Policy
 - Begin FY09/10 with \$7.5, which is 19% of current policy



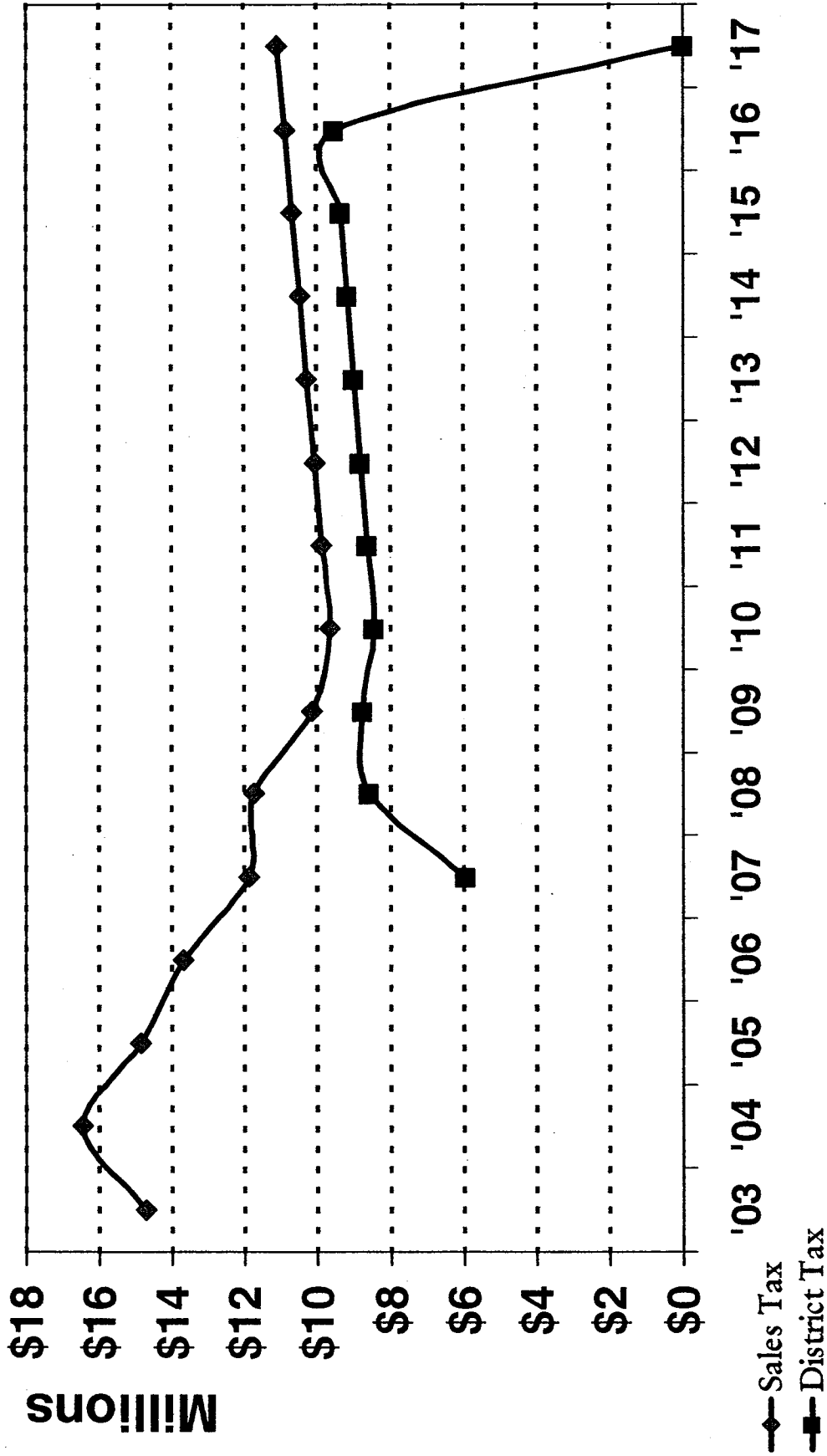
GENERAL FUND FINANCIAL TRENDS

SALES TAX REVENUE

- Statewide additional 1 cent tax effective 4/1/09
 - Overall cap of 10.25
- City's Bradley Burns Tax (1%) is declining
 - Automobile revenue down 8%
 - Building & Construction down 17%
- District Tax revenue is on target
 - (\$7 to \$9 million)

GENERAL FUND

SALES TAX HISTORY & FORECAST



GENERAL FUND REVENUE FORECAST

Revenue Category	Actual 07-08	Projected 08-09	Forecast		
			09/10	10/11	11/12
Sales Tax	\$11.8	\$10.2	\$9.7	\$9.9	\$10.3
District Tax	8.5	8.6	8.5	8.7	8.8
Property Tax	3.2	3.0	3.1	3.2	3.2
Franchise Fee	1.4	1.5	1.5	1.5	1.6
Transient Occupancy Tax	.9	.9	1.2	1.2	1.2
Other Revenue	13.3	13.2	13.2	13.2	13.2
TOTAL REVENUE	\$39.1	\$37.4	\$37.2	\$37.7	\$38.2

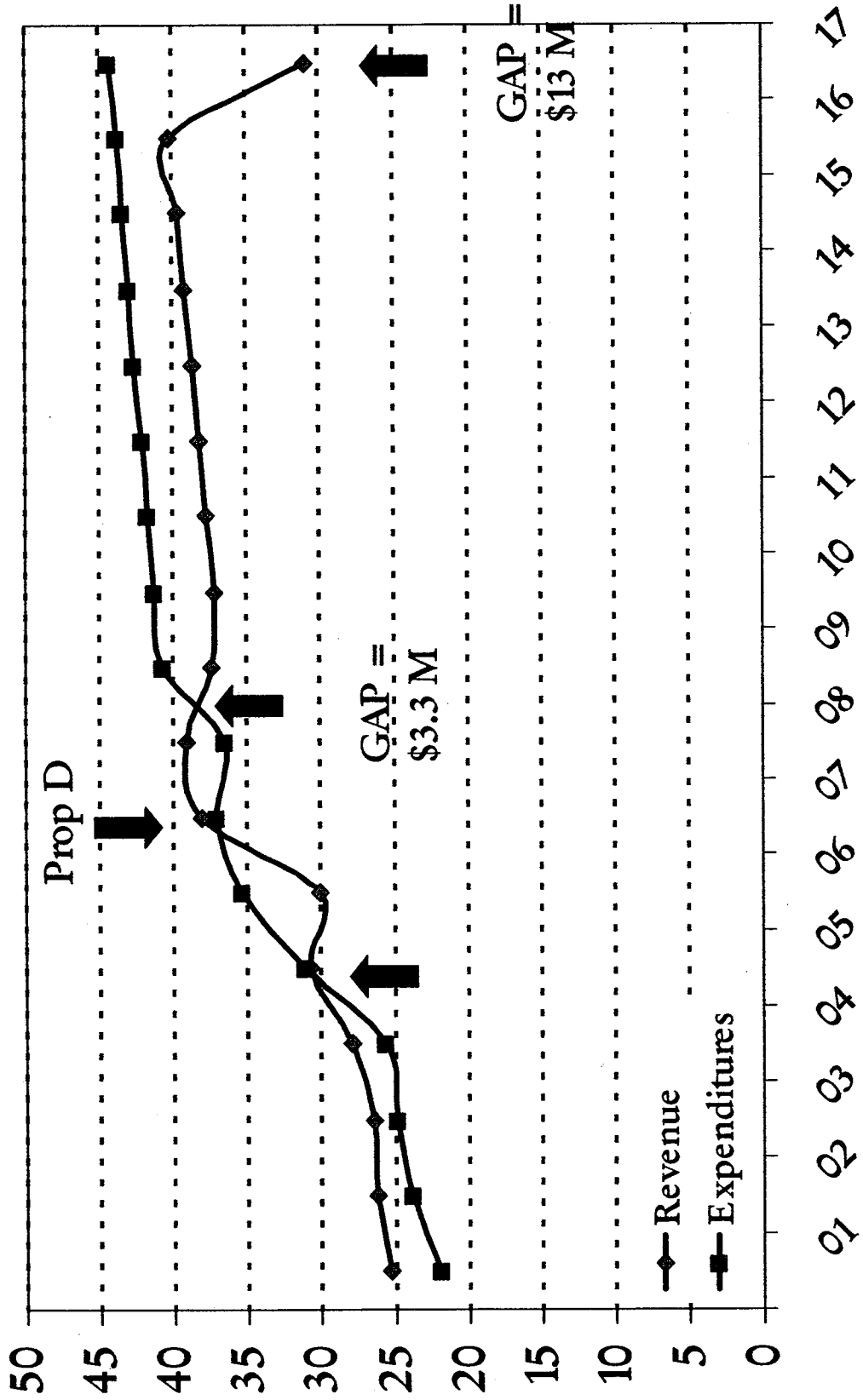
* Assumes 2% increase in all revenue categories except for other revenue. Other revenue does not factor an increase

GENERAL FUND REVENUE FORECAST

Revenue Category	FORECAST				
	12/13	13/14	14/15	15/16	16/17
Sales Tax	\$10.3	\$10.5	\$10.7	\$10.9	\$11.1
District Tax	9.0	9.2	9.4	9.6	0.0
Property Tax	3.3	3.4	3.4	3.5	3.6
Franchise Fee	1.6	1.6	1.7	1.7	1.7
Transient Occupancy Tax	1.3	1.3	1.3	1.4	1.4
Other Revenue	13.2	13.2	13.2	13.2	13.2
TOTAL REVENUE	\$38.7	\$39.2	\$39.7	\$40.2	\$31.0

* Assumes 2% increase in all revenue categories except for other revenue. Other revenue does not factor an increase

GENERAL FUND REVENUE & EXPENDITURE FORECAST



LOOKING AHEAD

- Sales Tax Revenue is anticipated to continue to decrease
- State takeaways to balance State Budget
- Continue to seek grants
- Continue to reduce expenditures
- 5%, 10% and 15 % cuts requested by City Manager's office

Reserves cannot continue to fill the GAP

**OTHER SPECIAL
REVENUE FUNDS**

SPECIAL REVENUE FUNDS

Gas Tax Fund

✓ Okay

Proposition A Fund

✓ Okay

Library Fund

✓ Okay

Sewer Service Fund

✓ Okay

Nutrition Center Fund

➤ Approximately \$ 1.4 million
General Fund obligation due to
Tax Increment Fund

TAX INCREMENT FUND

BACKGROUND

- Consists of 1 project area with 7 subareas
- Each subarea receives tax increment revenue and has expiration ranging from 2010 – 2025
- Additional 10 years tax increment revenue to pay debt

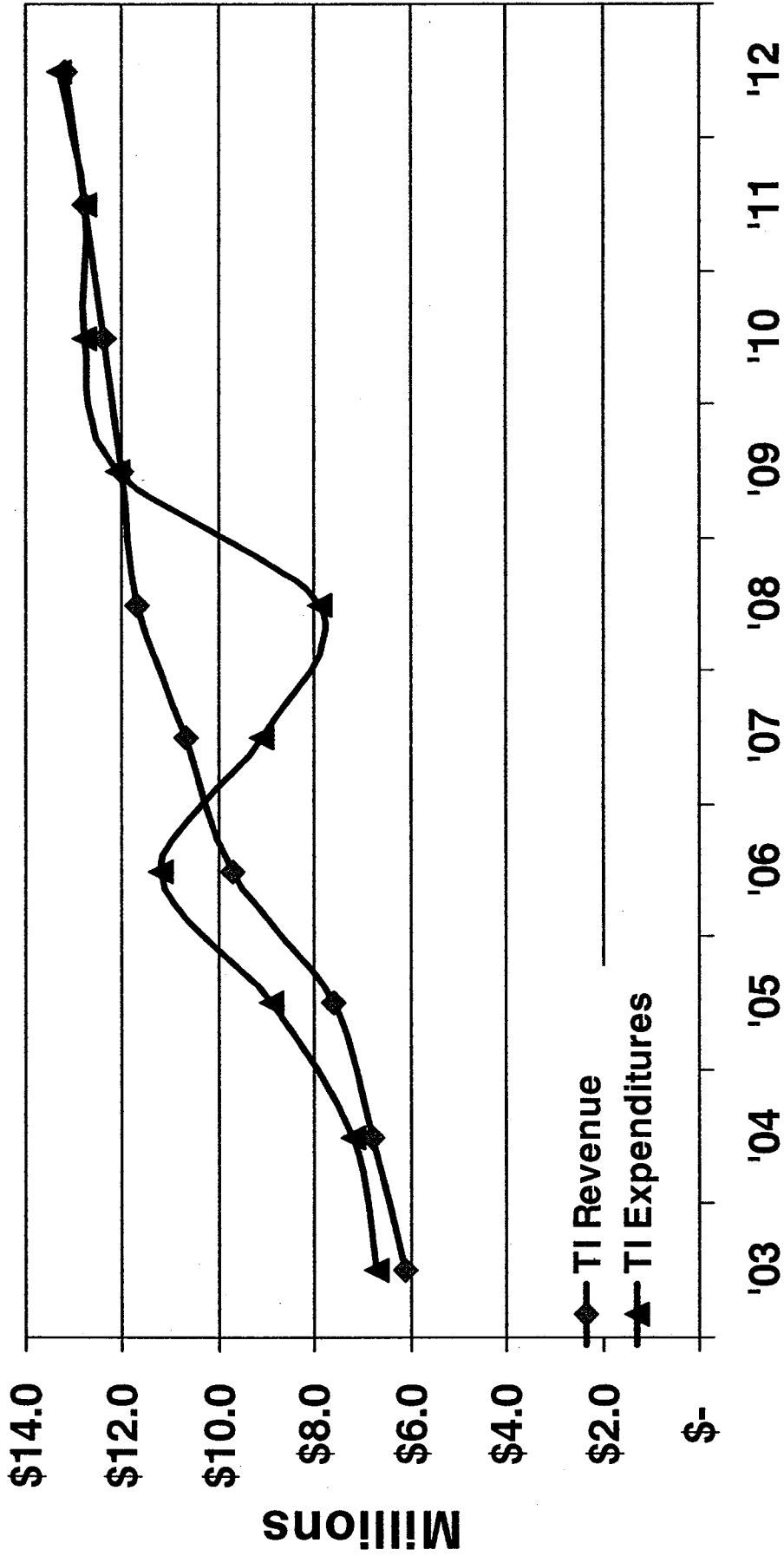
BACKGROUND

- Tax Increment Revenue is restricted for specific purposes
 - Payment of Debt Service
 - Payment of Statutory Pass Through Payments
 - Payment of Operating Expenses
 - Funding of Capital Projects

TI REVENUE & EXPENDITURES

DESCRIPTION	ACTUAL 07/08	ESTIMATE 08/09	FORECAST		
			09/10	10/11	11/12
TI Revenue	\$11.7	\$12.0	\$12.4	\$12.8	\$13.2
Expenditures:					
Administration	2.8	5.9	6.2	6.5	6.8
TABs	3.1	3.1	3.2	3.4	4.0
AB1389/1290	.2	.2	1.5	1.5	1.5
ERAF	0	1.0	0	0	0
Pass Through	<u>1.8</u>	<u>1.9</u>	<u>1.9</u>	<u>1.0</u>	<u>1.0</u>
Total Expenditures	7.9	12.1	12.8	12.8	13.3
Difference	\$3.8	(\$.1)	(\$.4)	\$0	(\$.1)

TIF HISTORY AND PROJECTION



TAX INCREMENT PROJECTS

- TI Reserves, 6/30/08 = \$ 7.8 million
- More Projects than Available Funds
 - Marina Gateway
 - 8th Street Public Improvements
 - Paradise Creek Park & Housing project

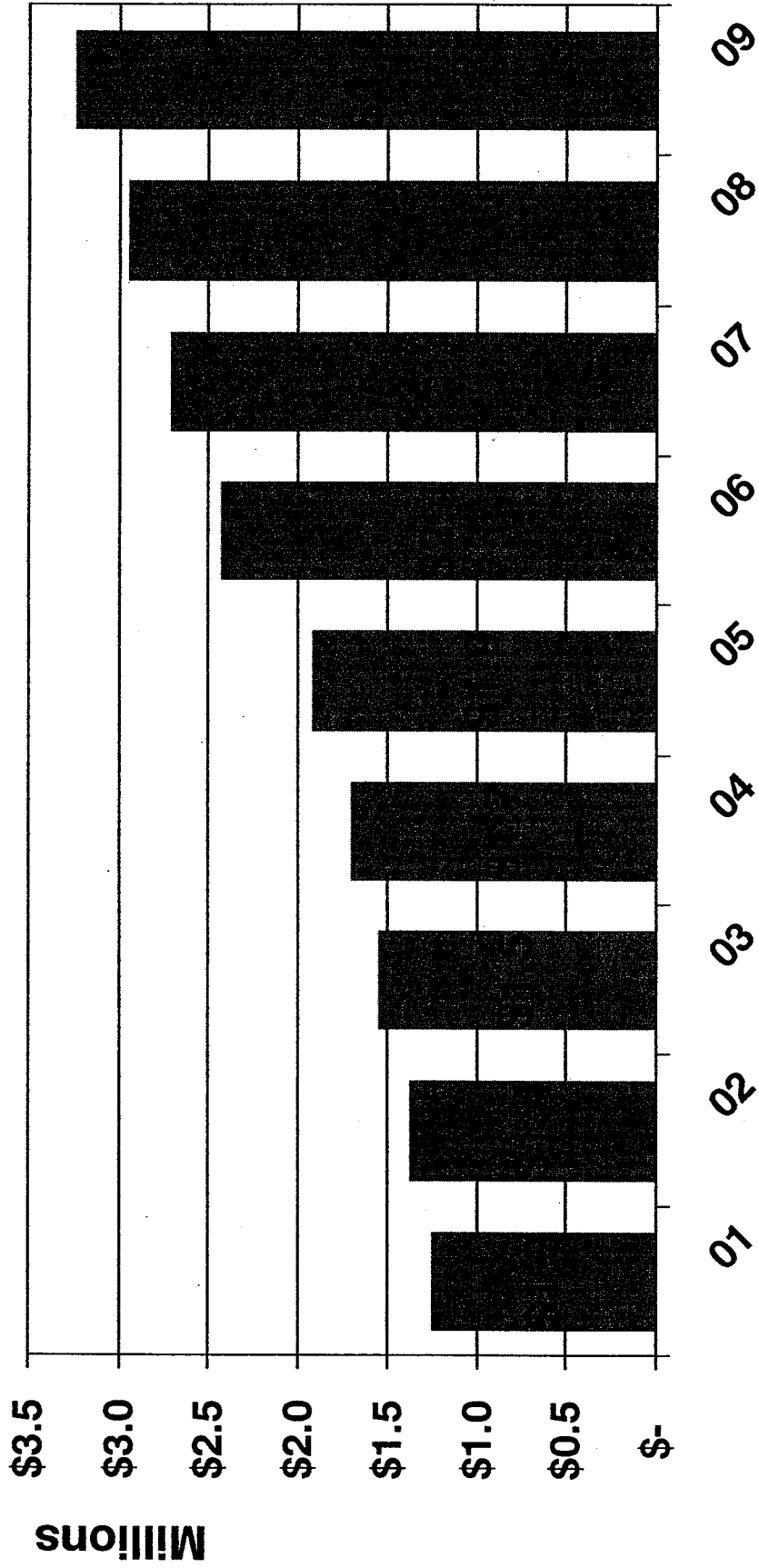
TAX INCREMENT FUNDING

- State Take Aways
 - ERAF payment due May 2009 = \$1,062,028
 - ERAF shift may become permanent
- AB1290 Payments to eligible taxing entities
 - Annual Estimate = \$980,000

BACKGROUND

- 20% of Tax Increment Revenue must be 'set aside' for Housing
- Purpose is for increasing and improving the community's supply of low and moderate income housing

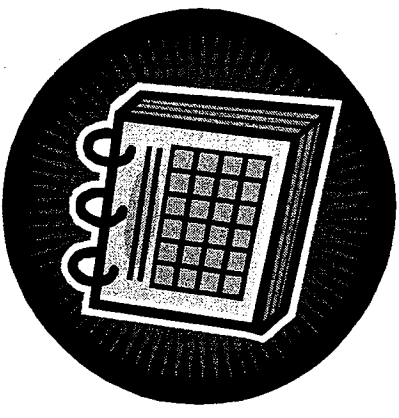
LOW & MODERATE INCOME HOUSING REVENUE



HOUSING PROJECTS

- National City Westside Infill Transit Oriented Development
- Senior Village Expansion
- Rehabilitation Program

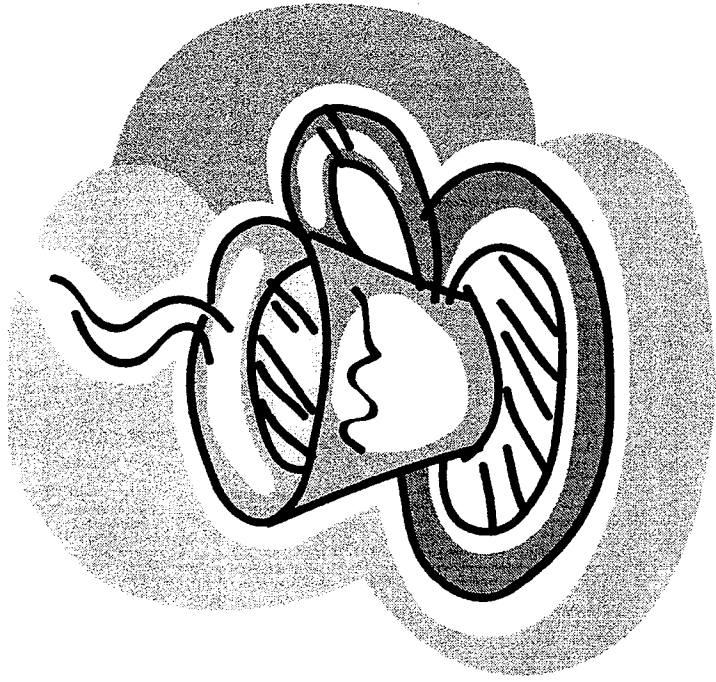
2009-10 BUDGET CALENDAR

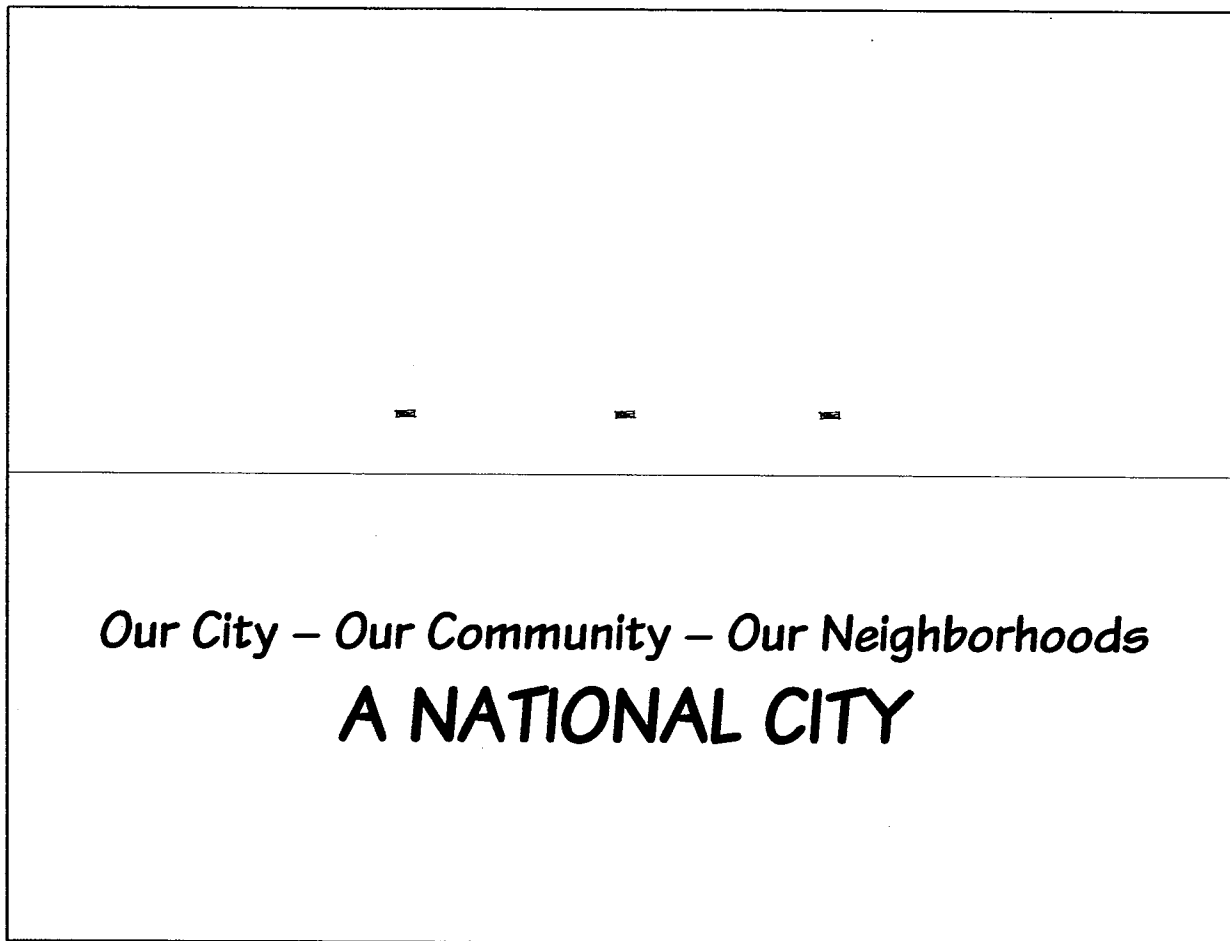


March 21, 2009	Finance & Planning Workshop
May 26, 2009	FY 2009-10 Budget Workshop
June 2 or 16, 2009	Budget Approval

QUESTIONS

15-Minute Break





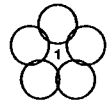
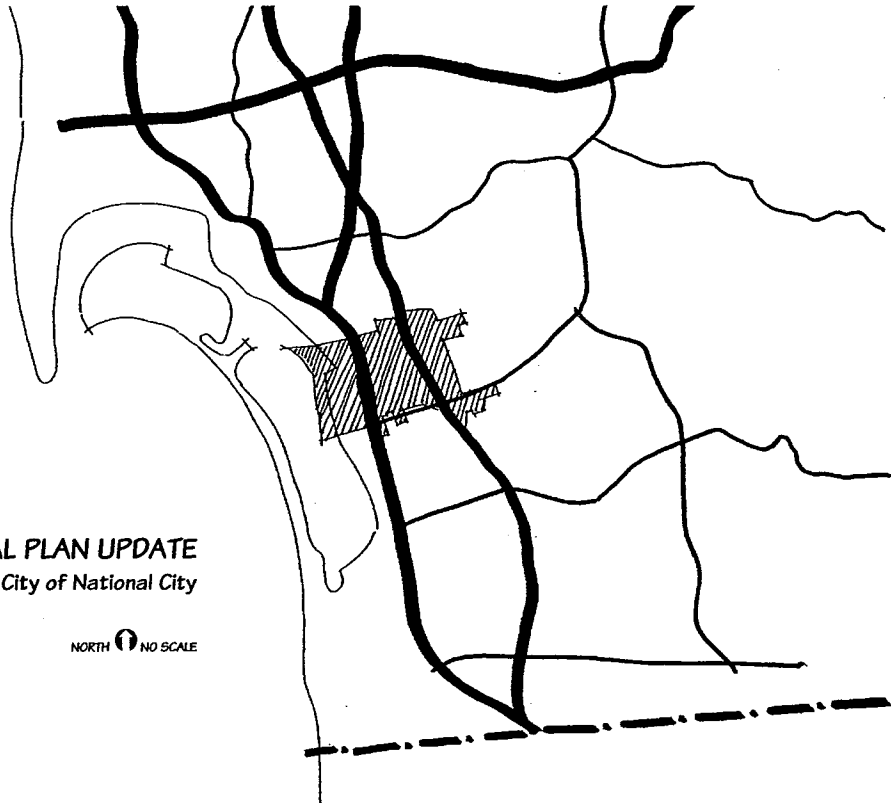
Our City – Our Community – Our Neighborhoods
A NATIONAL CITY

A Guiding Document to Adapt Priorities

A National City

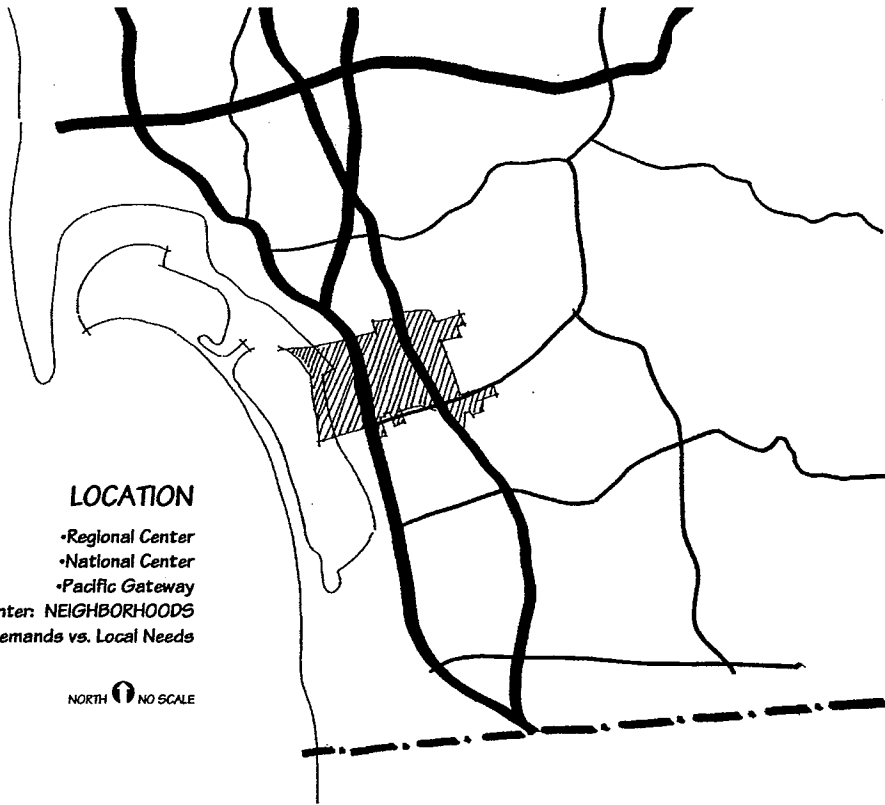
GENERAL PLAN UPDATE
City of National City

NORTH  NO SCALE



"In the Center of It All"

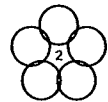
A National City



LOCATION

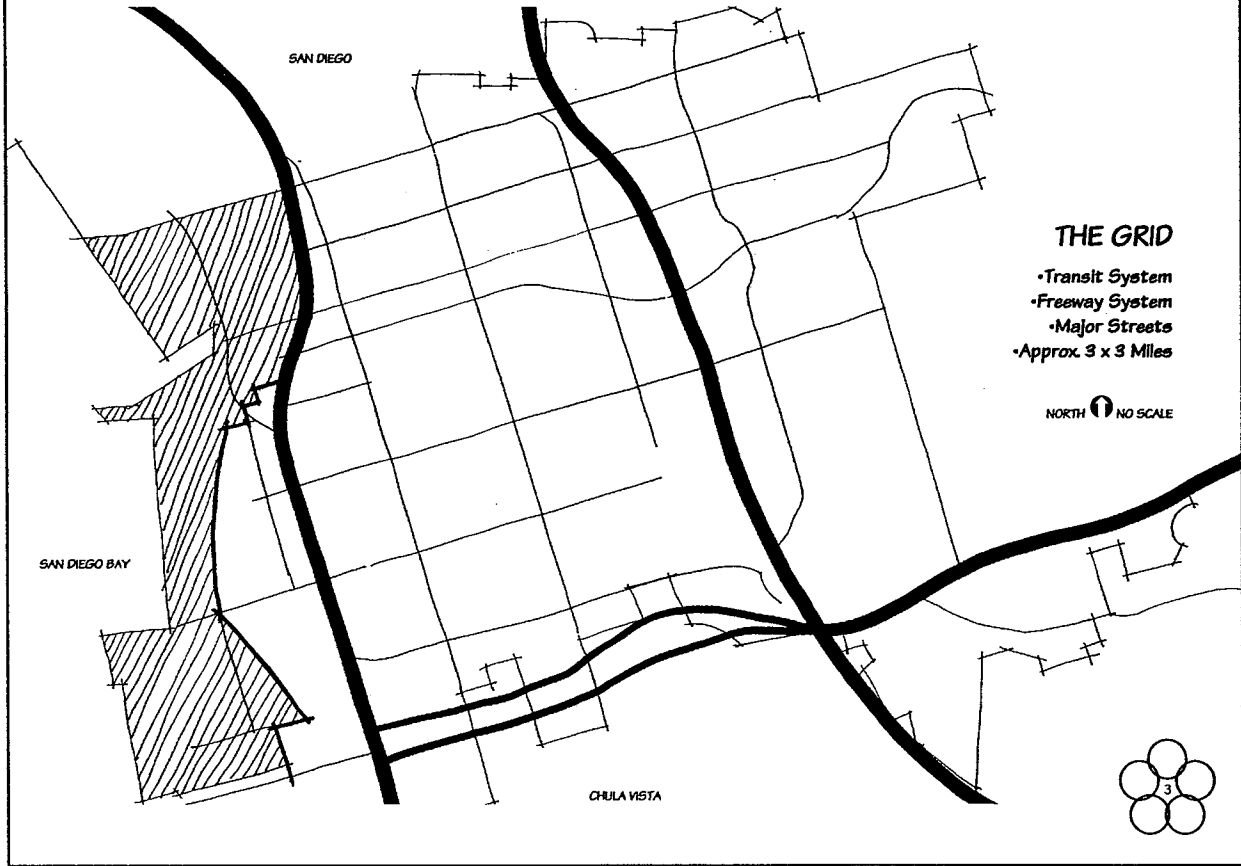
- Regional Center
- National Center
- Pacific Gateway
- True Center: NEIGHBORHOODS
- Regional Demands vs. Local Needs

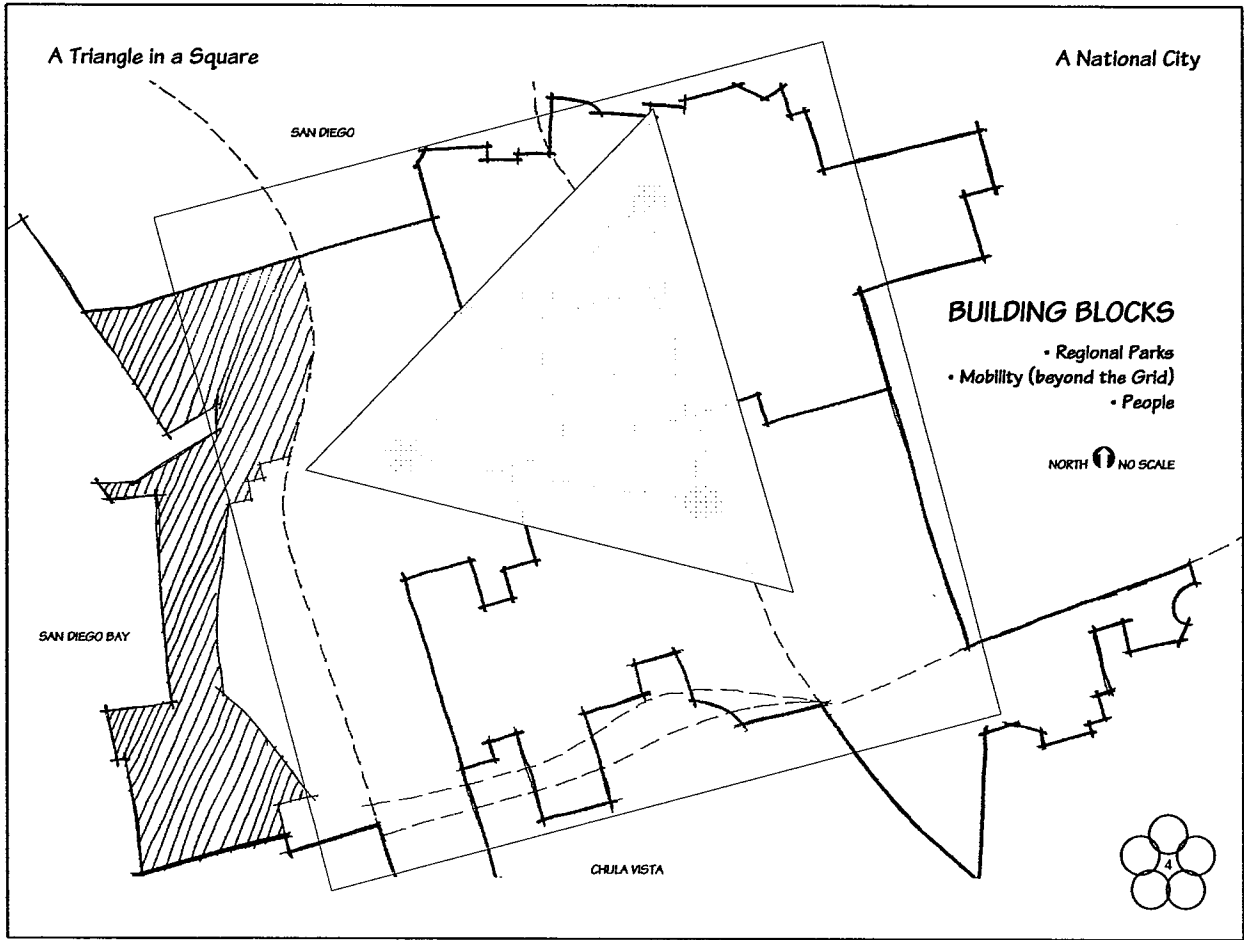
NORTH  NO SCALE



A Historic City with "Good Bones"

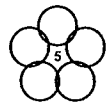
A National City





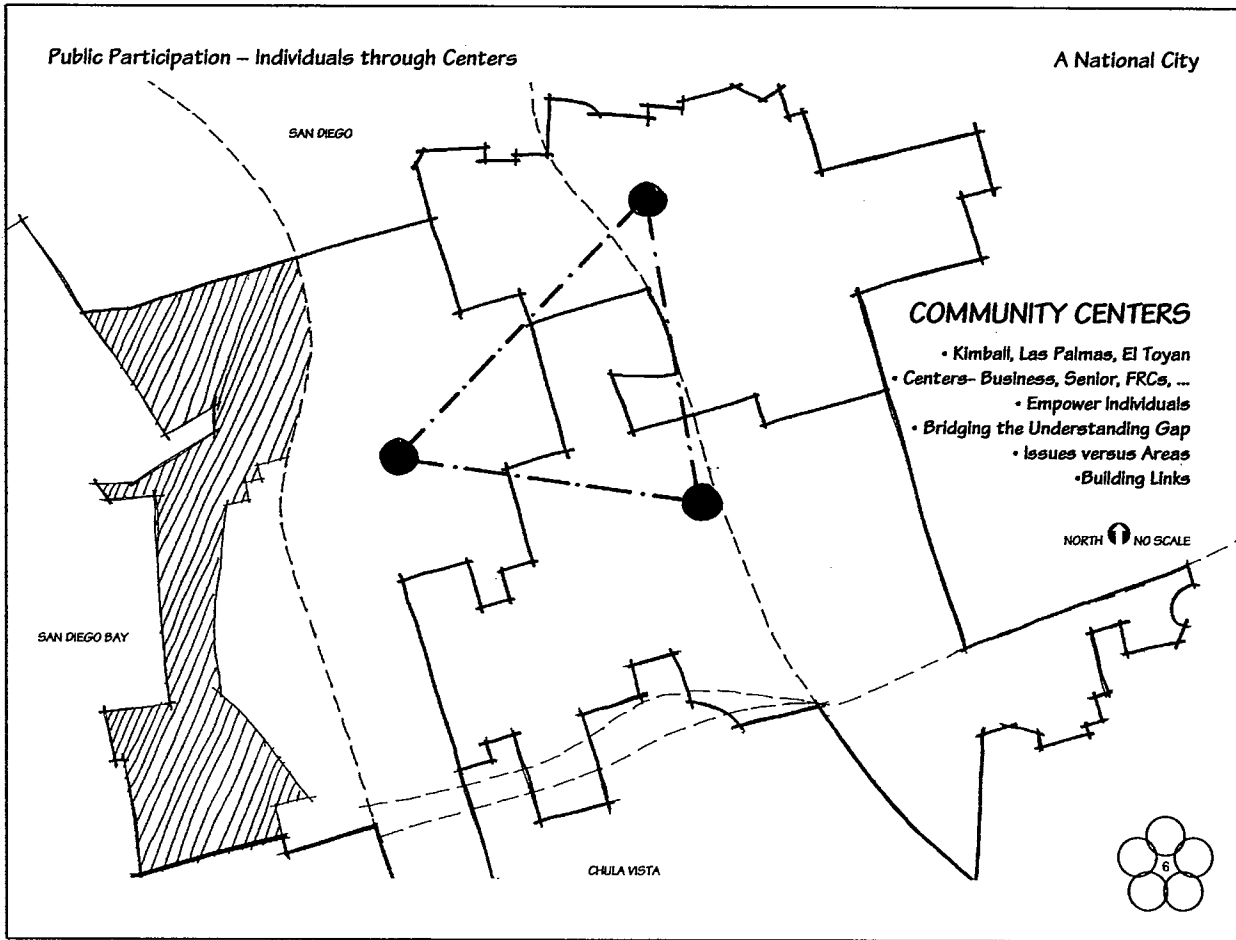
Our City is Our People
Residents/Businesses/Visitors

A National City



Public Participation – Individuals through Centers

A National City



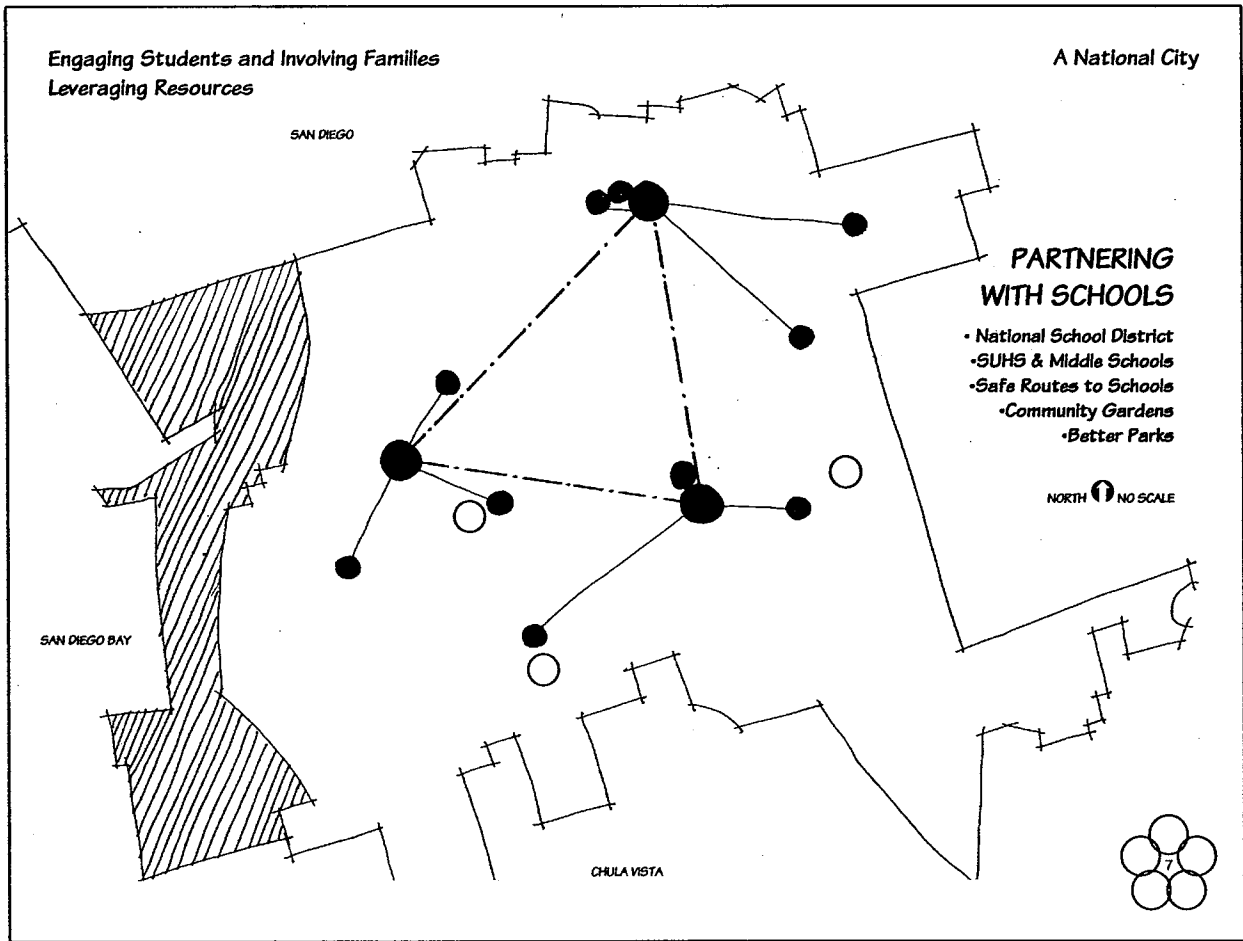
COMMUNITY CENTERS

- Kimball, Las Palmas, El Toyon
- Centers- Business, Senior, FRCs, ...
- Empower Individuals
- Bridging the Understanding Gap
- Issues versus Areas
- Building Links

NORTH  NO SCALE

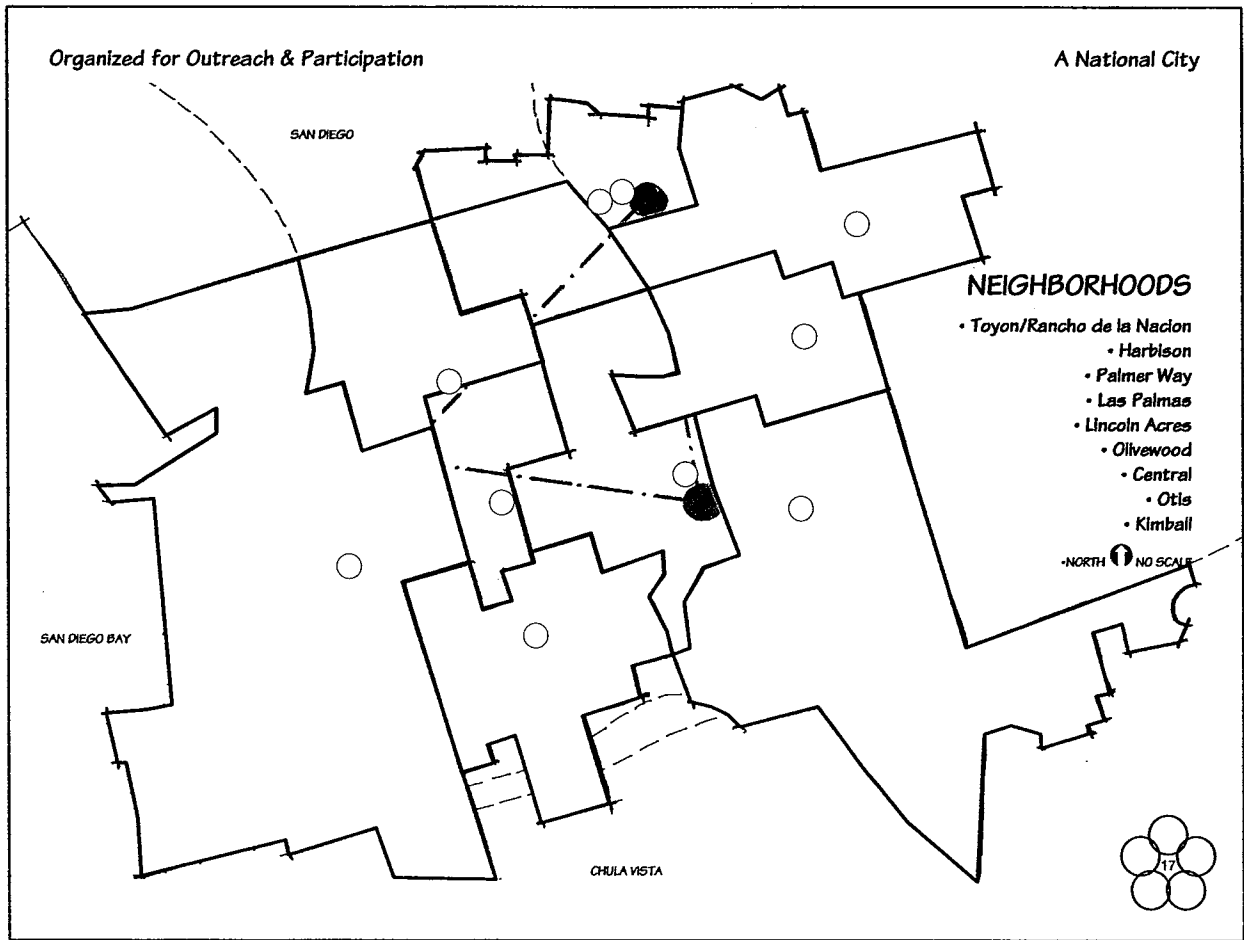
Engaging Students and Involving Families
Leveraging Resources

A National City



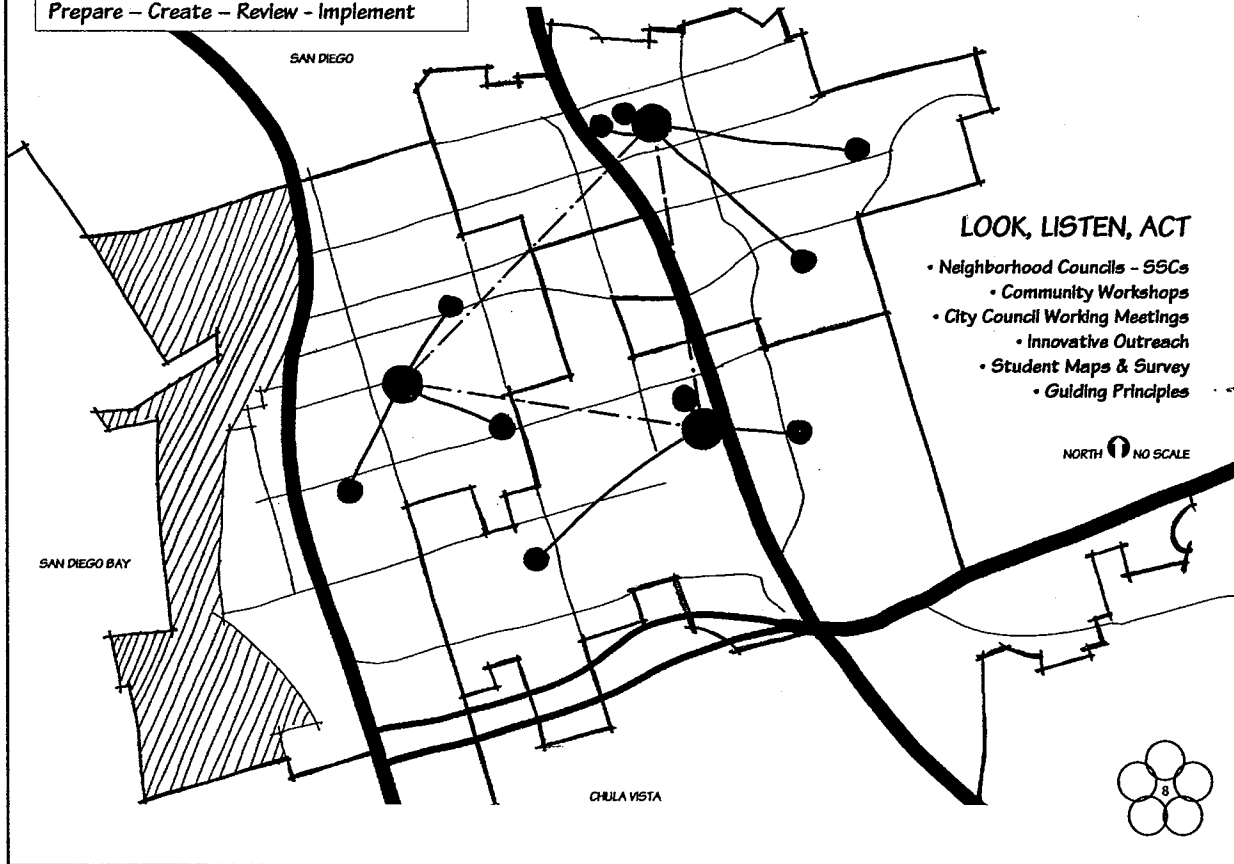
Organized for Outreach & Participation

A National City

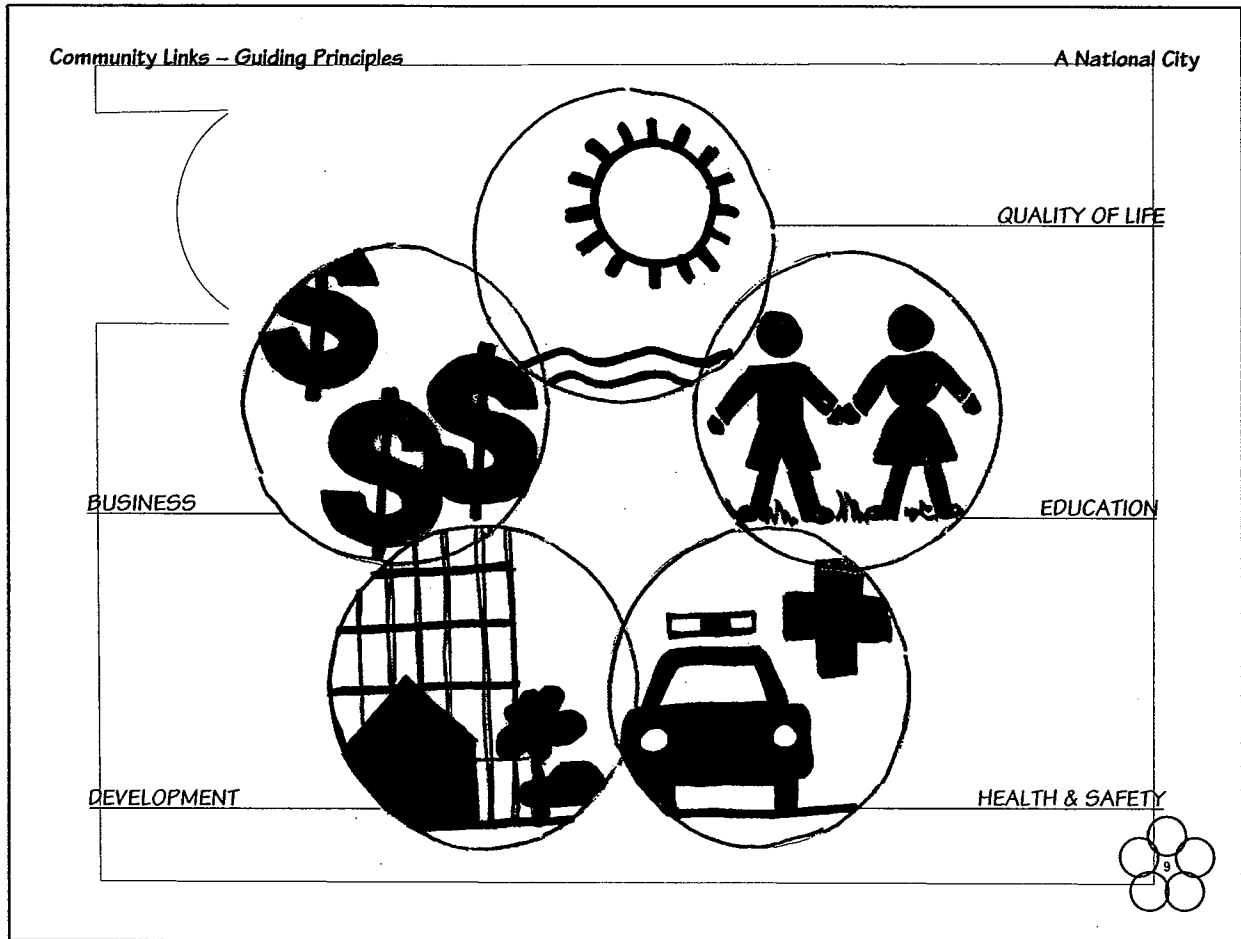


**Putting All of the Pieces Together:
Prepare - Create - Review - Implement**

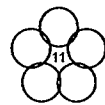
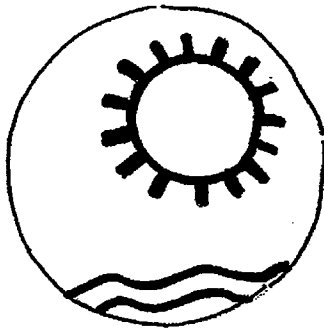
A National City



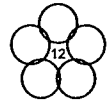




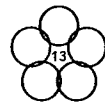
QUALITY OF LIFE



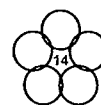
HEALTH & SAFETY



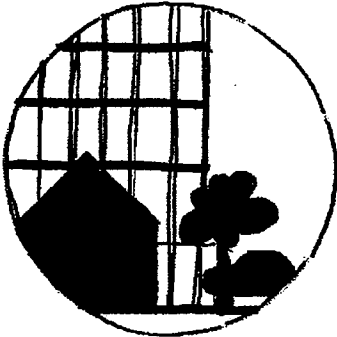
EDUCATION



BUSINESS

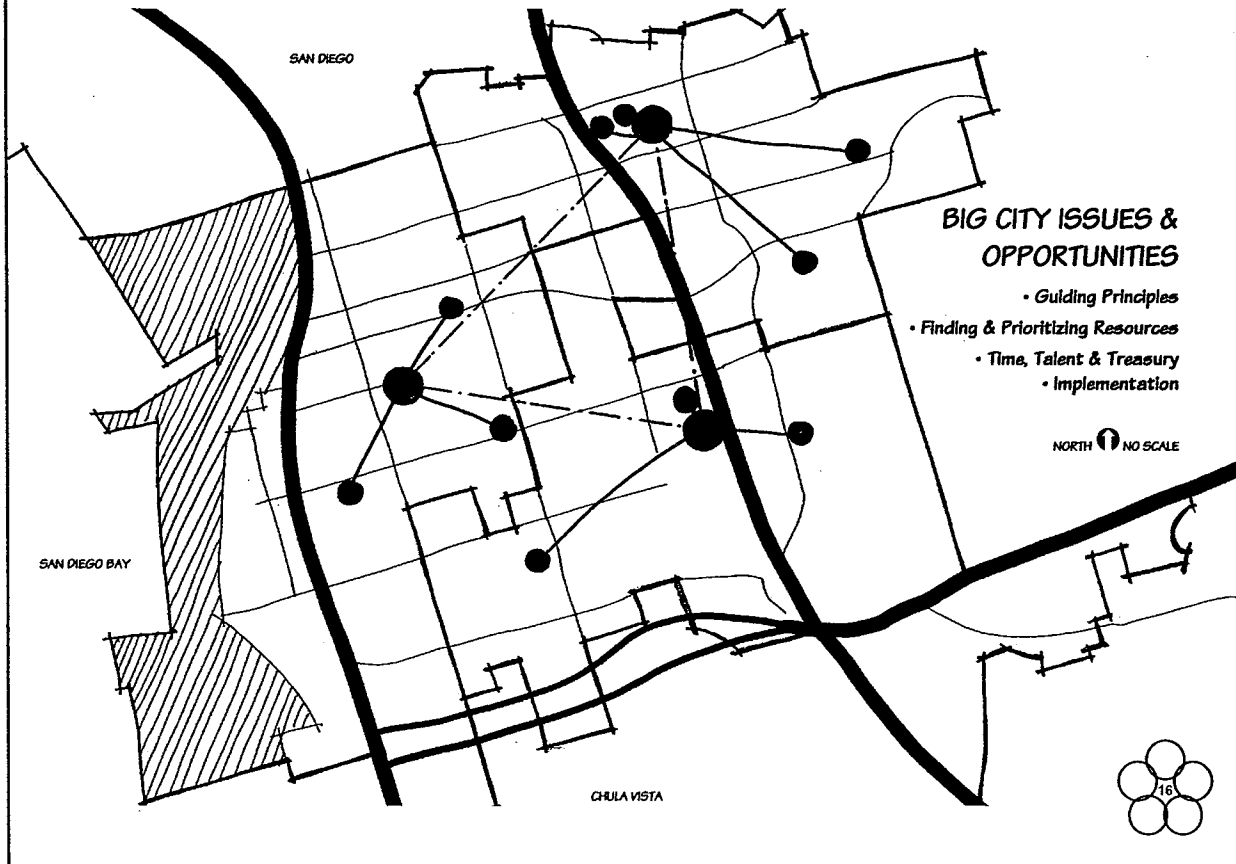


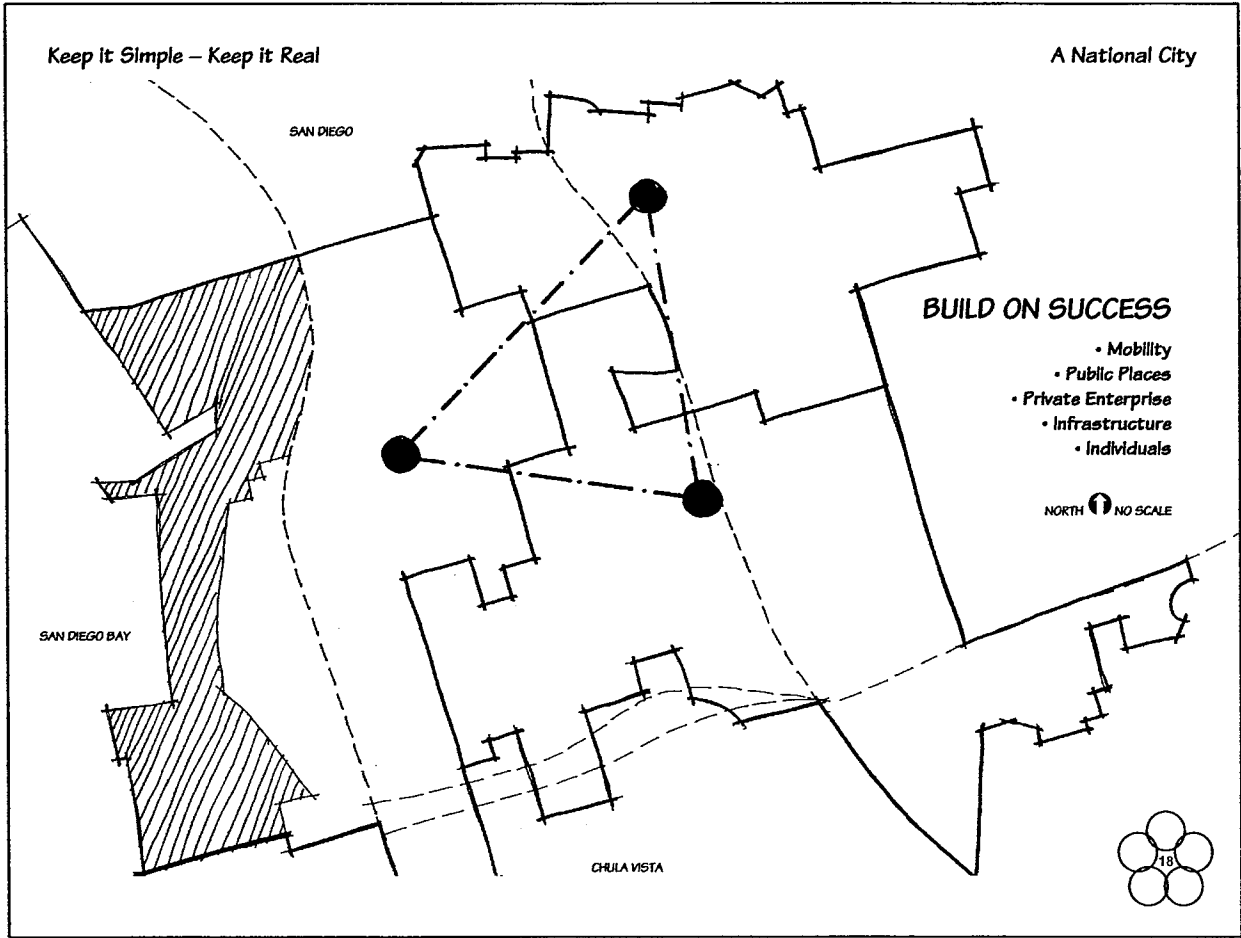
DEVELOPMENT

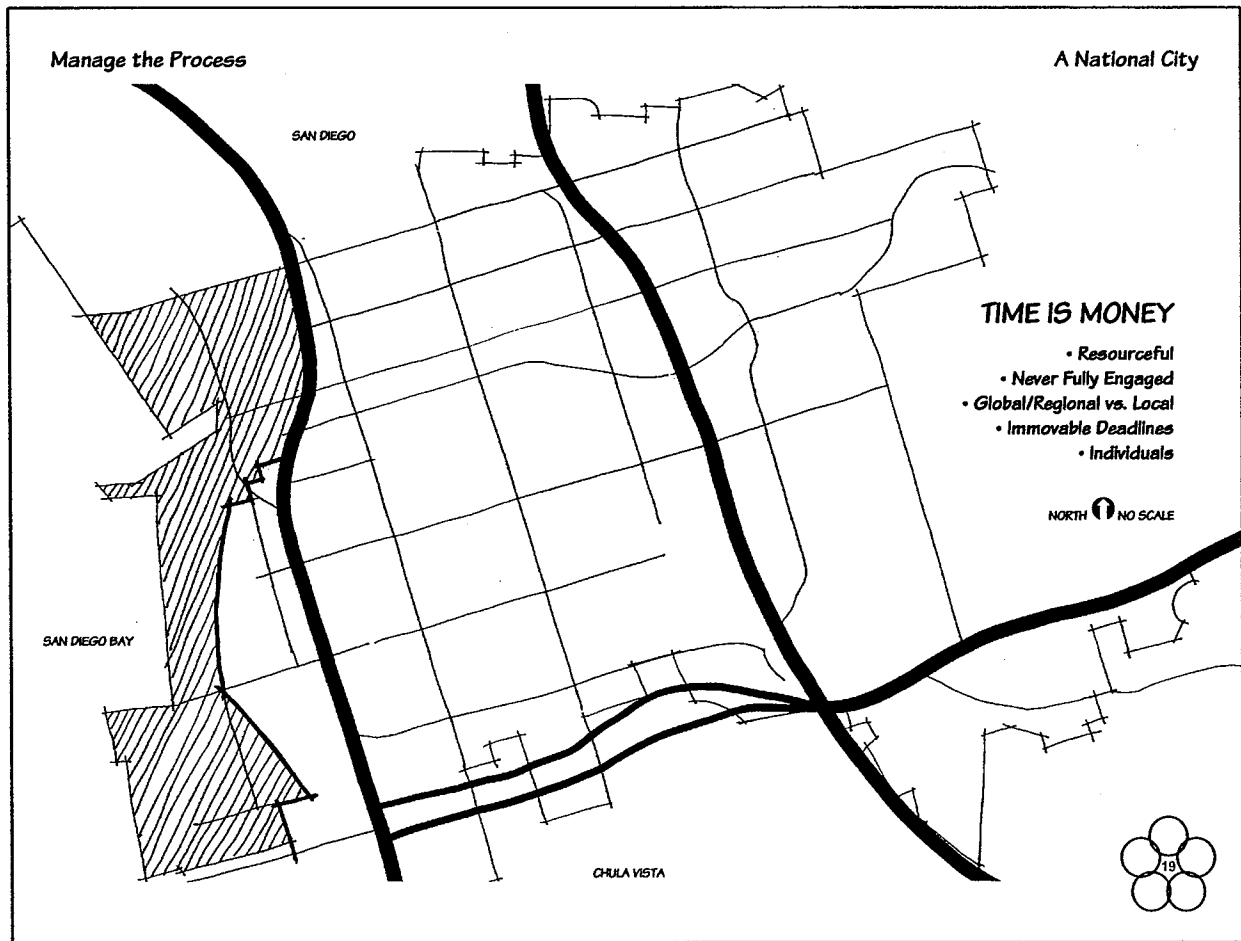


National City is a National City

A National City

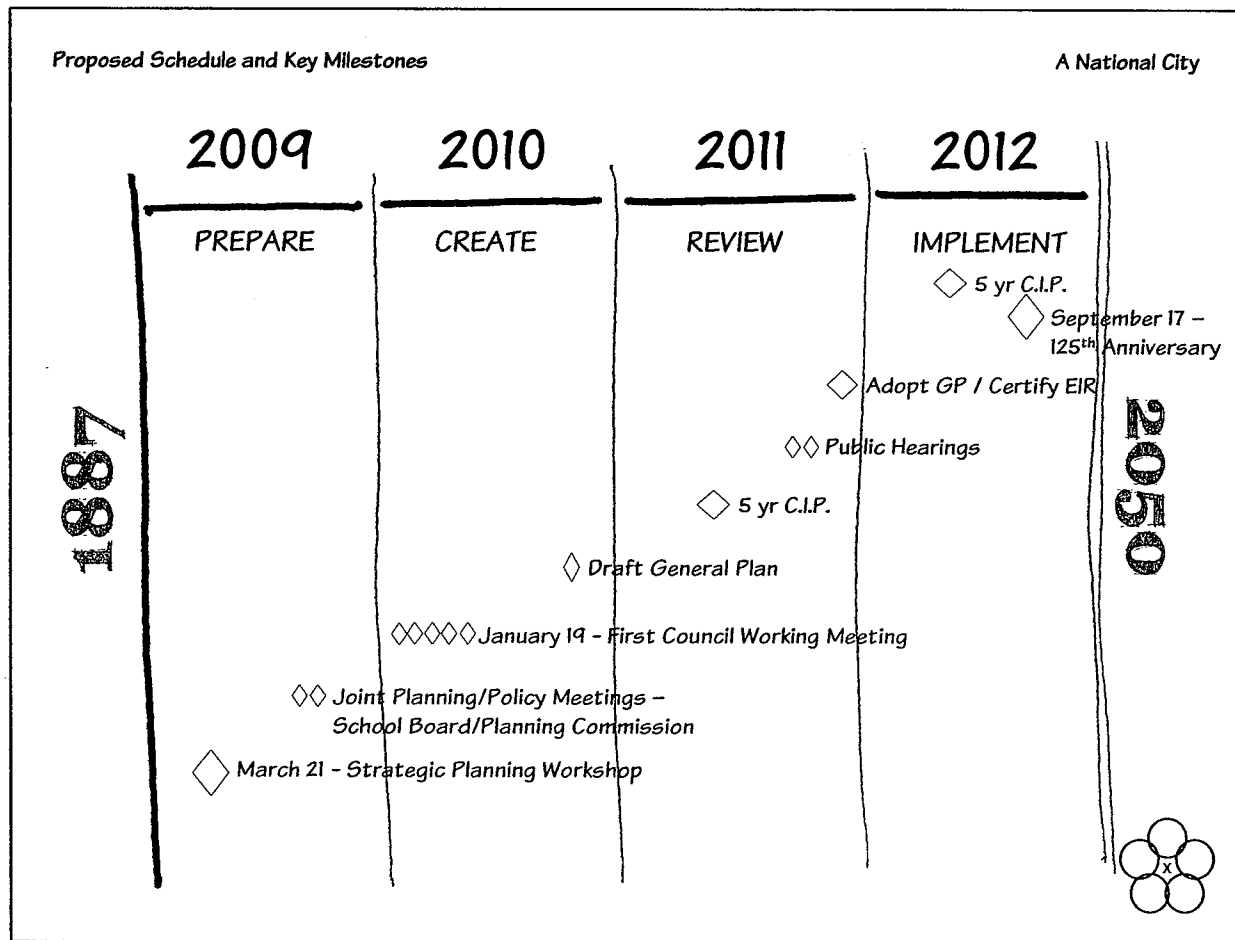






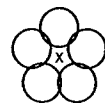
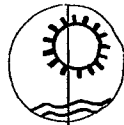
Proposed Schedule and Key Milestones

A National City



PAST CHECKLIST

- General Plan Last Updated 1996*
- Housing Element Updated 2008*
- New Library*
- Arts Center*
- Education Village*
- Fire Station*
- Preserve Historic Assets
(Granger-Kimball)*
- Marina and Sycuan Hotel*
- National City Boulevard*
- Highland Avenue*
- Safe Routes to School*
- Street Resurfacing Program*
- Parks Rehabilitation Project*
- Paradise Creek Educational Park*
- Plaza Bonita Expansion*
- Downtown Specific Plan*
- Port/City Concept Plan*
- Westside Specific Plan (EIR)*

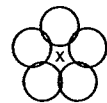


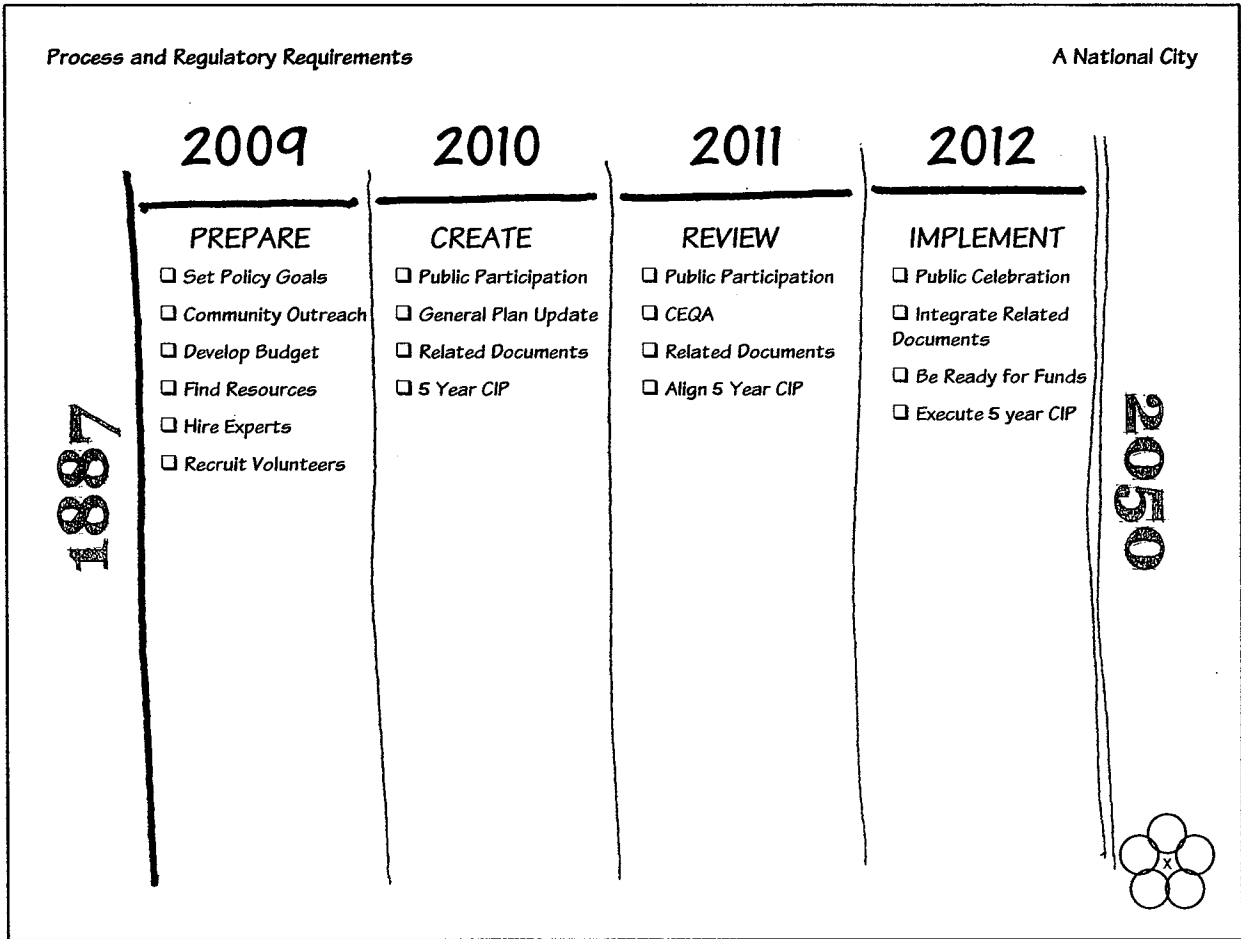


DRAFT FUTURE GOALS

(GUIDING PRINCIPLES TO BE FURTHER DEFINED THROUGH JOINT PLANNING MEETINGS)

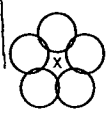
- *Improve Quality of Life*
- *Fiscal Sustainability*
- *Think Globally, Act Locally*
- *Improve Health and Safety*
- *Partner with Schools*
- *Build Needed Housing*
- *Improve Aging Housing Stock*
- *Improve All Circulation/Transportation*
- *Preserve Historic Resources*
- *Simplify and Enforce Land Use Regulations*
- *Leverage Resources & Build Value*
- *Create Economic Opportunities*
- *Anticipate Change and Plan Properly*

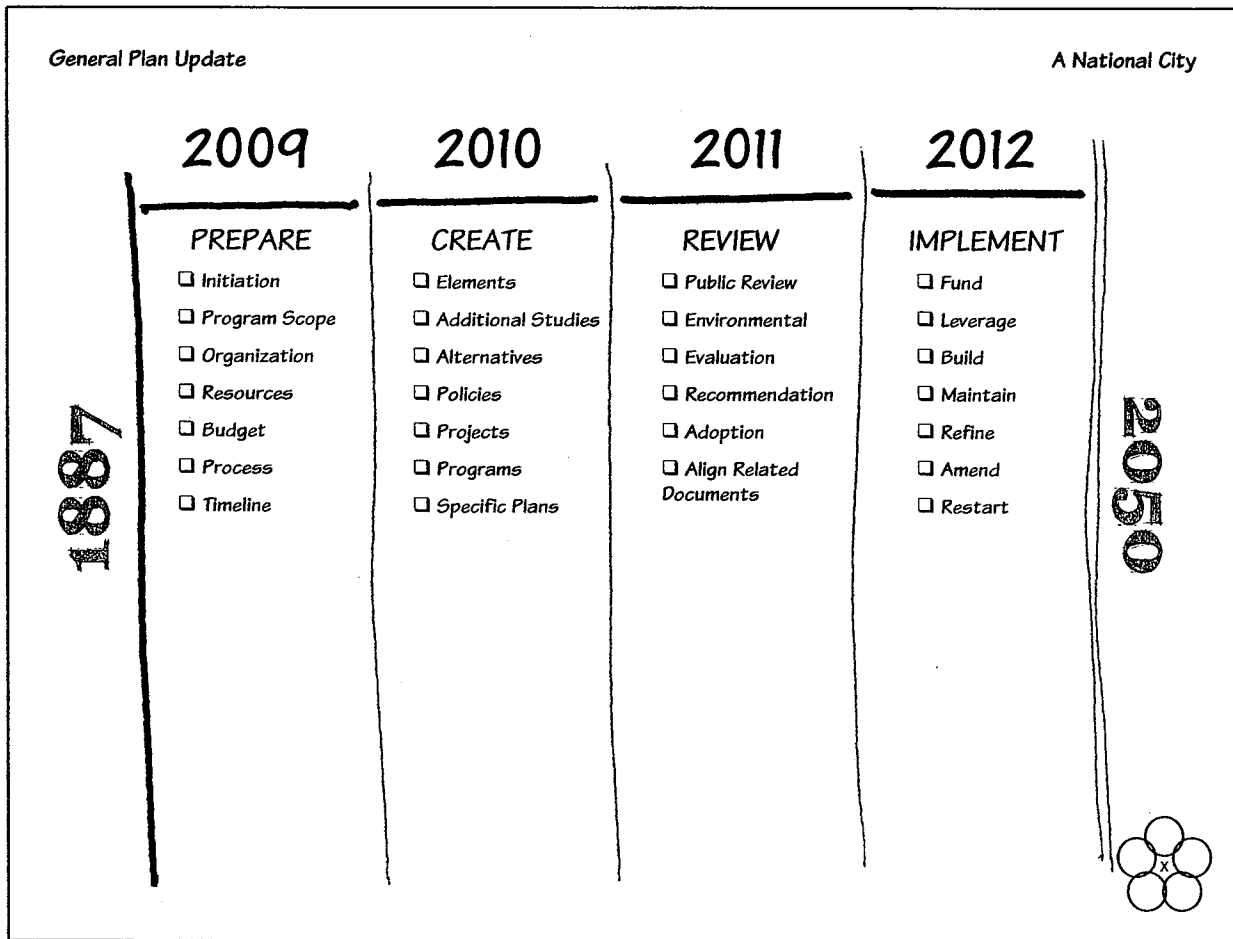




1887

2050





2009

PREPARING

- Scope of Work
- Timeline/Schedule
- Budget Development
- Funding Sources
- Participation Process
- Staff Resources
- Consultants
- Technical Resources
- Legal Counsel
- Regulatory Oversight

2010

PLANNING

- Council Workshops
- Community and Neighborhood Centers Workshops
- Neighborhood Councils
- Student/Youth Advisory
- Chamber of Commerce - Business & Industry

7 ELEMENTS

- LAND USE
- CIRCULATION
- HOUSING
- SAFETY
- NOISE
- CONSERVATION
- OPEN SPACE
- ENERGY
- ECONOMIC DEVELOPMENT
- HEALTH

2011

RELATED DOCUMENTS

- Land Use Code / Zoning
- Subdivision Ordinance
- Design Guidelines
- Strategic Plan
- Redevelopment Plan
- Local Coastal Program
- Specific Plans
- Master Plans
- Capital Improvements Program
- Parks & Recreation Master Plan
- Bikeways Master Plan
- Noise Ordinance
- Community Appearance Code
- CEQA Implementation Guidelines

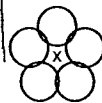
2012

PROJECTS

- Westside Infill TOD
- Senior Village Expansion
- Morgan Square Revitalization
- Cultural Arts & Education District
- Las Palmas Park Master Plan
- Navy TOD Jobs Center
- Gateway Shopping Center
- Granger Hall Project
- 805/Plaza TOD
- Marina Gateway
- Harbor Drive Trade Corridor
- Plaza Blvd Widening
- Drive-in/Swap Meet Redevelopment

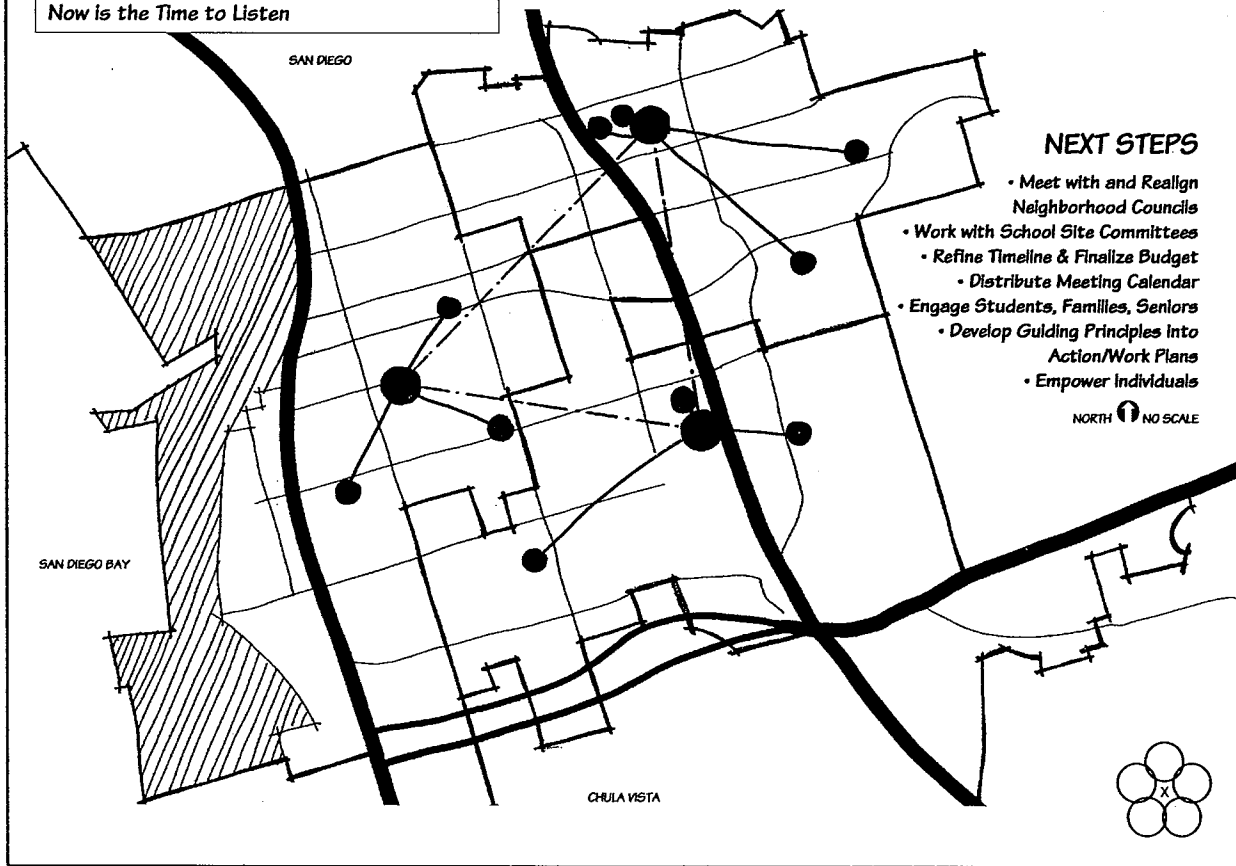
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National City's Story is Being Told Everyday
Now is the Time to Listen

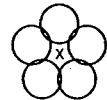
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NEXT STEPS

- Meet with and Realign Neighborhood Councils
- Work with School Site Committees
 - Distribute Meeting Calendar
- Engage Students, Families, Seniors
 - Develop Guiding Principles into Action/Work Plans
- Empower Individuals

NORTH  NO SCALE

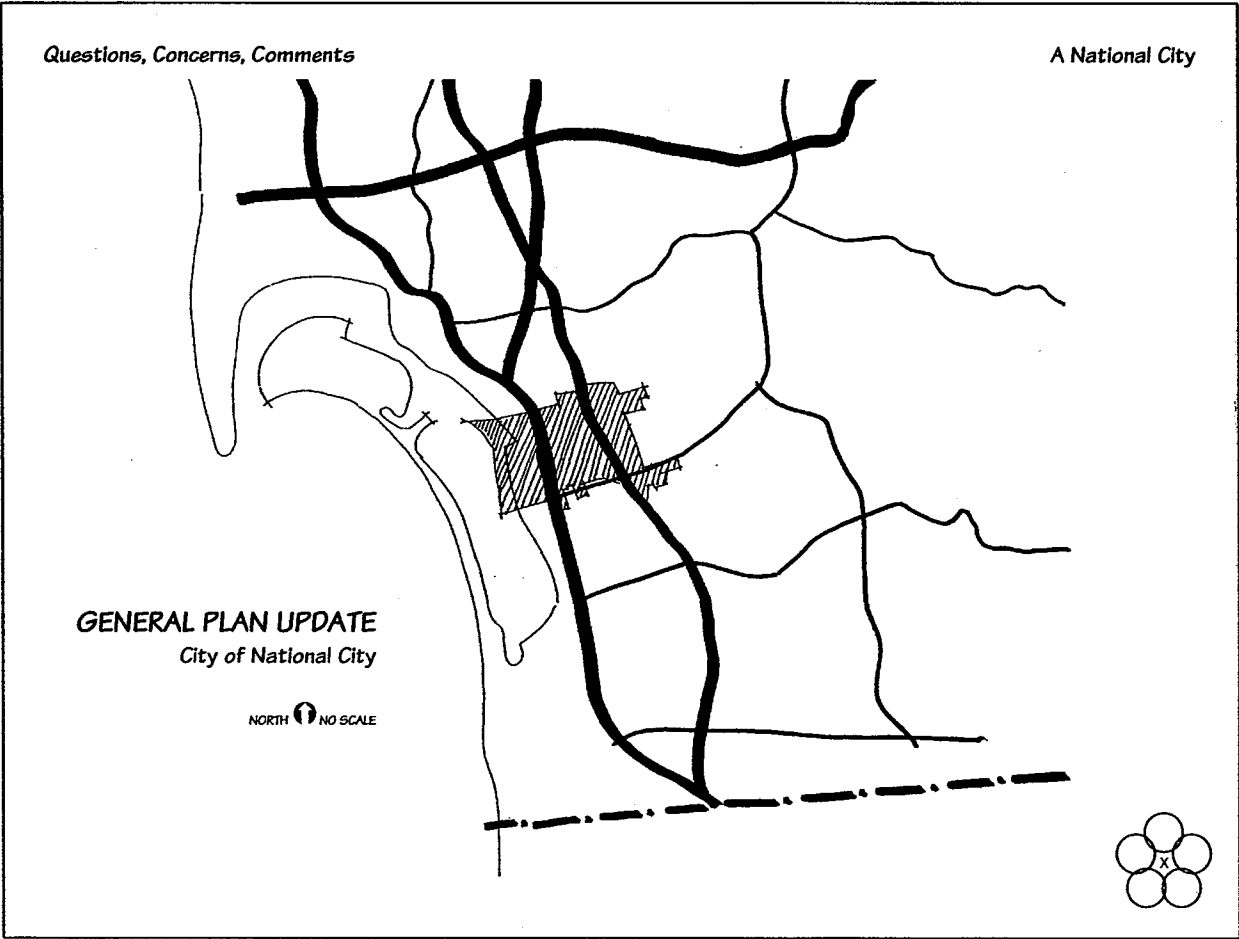
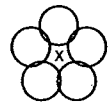


Questions, Concerns, Comments

A National City

GENERAL PLAN UPDATE
City of National City

NORTH  NO SCALE

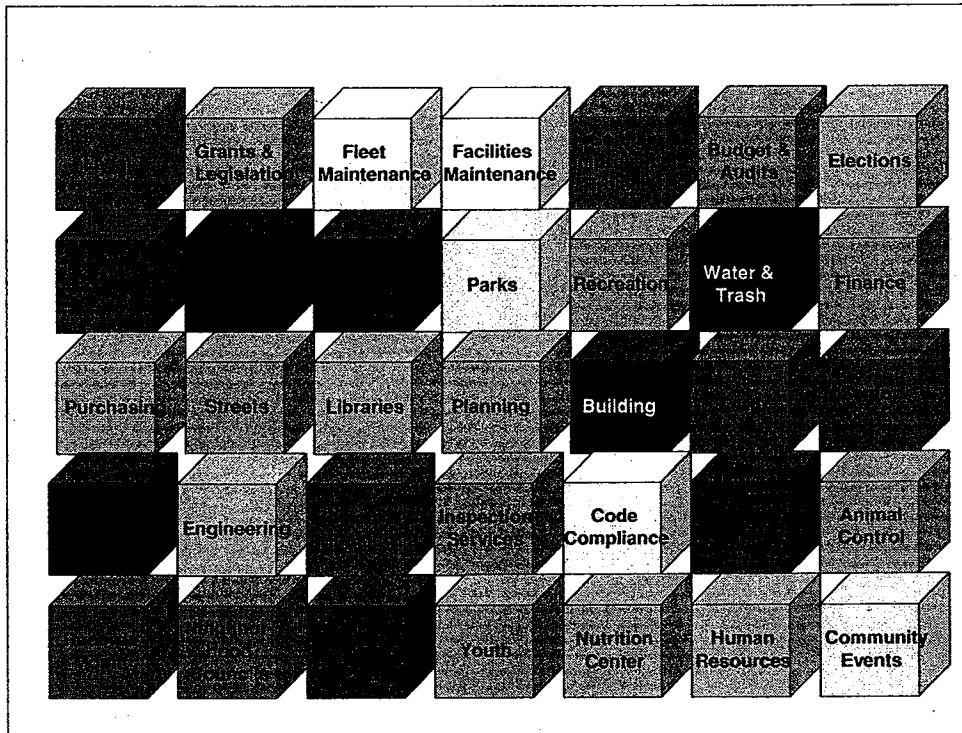


Service Levels

Striking the Balance Between
Service Needs and Sustainability



My presentation will focus on service levels throughout the organization. We've heard from our City Manager, Finance Director and Executive Director about the opportunities and challenges we face today, despite the steps we've already taken. And consistent with those presentations, city services are also very much impacted by the current economic situation.

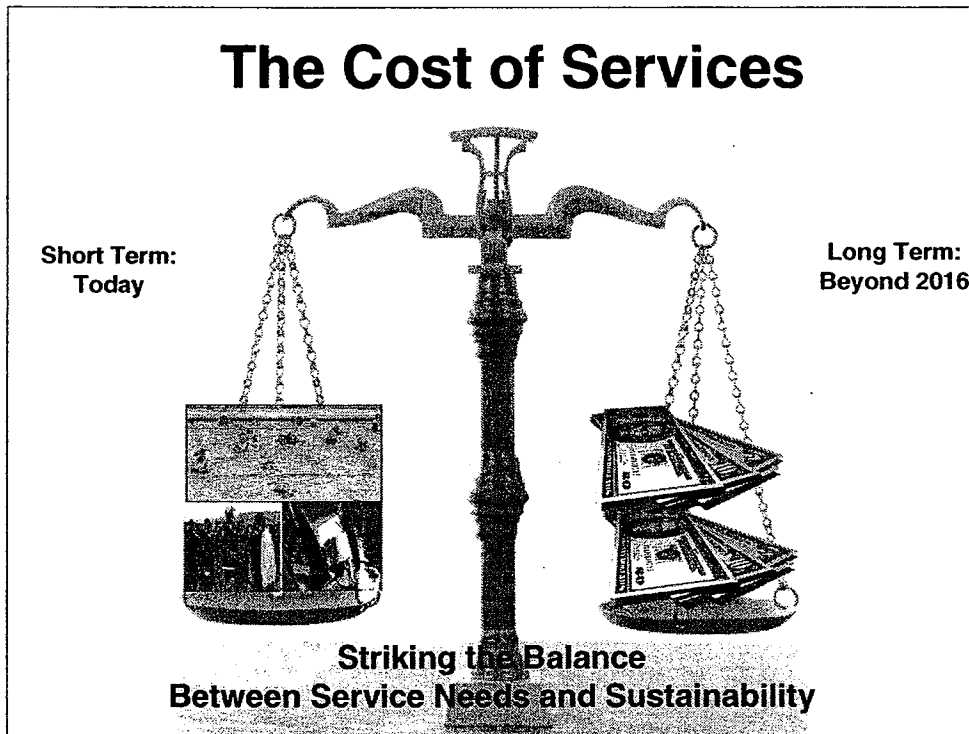


Click 1: We normally think of services as the core or basic services a city provides, such as.... I like to think of city services as building blocks that when stacked upon each other, provide the support & stability needed to carry out almost any City service.

Click 2: There are other services related to development and housing, as well as the services necessary to enforce the City's municipal code. These services include....

Click 3: Capital Projects and maintenance services are a must to ensure that our facilities are safe and well maintained, & that our vehicles and equipment be in top operating condition. These services include Facilities and Equipment Maintenance & the City's CIP Program.

Click 4: These next services are critical to the City running smoothly - they are often the employee's behind the scenes, paying the bills, buying equipment & ensuring every last detail is just right at City events. You can't have a police department without the behind-the-scene support - public works maintaining patrol cars, purchasing ordering uniforms, attorney's advising of new laws, & finance paying the bills. We also need employees to manage records, coordinate community meetings & events, organize youth programs, oversee budgets & audits, hire & train employees, serve seniors nutritious meals, conduct elections, and oversee the numerous grants & legislative efforts on behalf of the City.



NC is in a precarious spot – while we are in a better position than some cities, we’re also faced with striking the balance between service needs and being able to sustain them both for the Short Term & the Long Term, beyond 2016 when the sales tax sunsets.

As you will see in my presentation, a great deal of work has been accomplished by our departments over the last year; but we are once again faced with some uncertainty due largely to the economic situation and other factors not in our control.

Meeting the Challenge

- Across-the-Board Budget Reductions for FY's 08-09 & 09-10
 - 5%, 10%, 15%
- Department Strategic Plans
- Department SWOT's – An analysis of a department's strengths & weaknesses (internal) and opportunities & threats (external)
 - 14 departments; 5 divisions
 - 533 employees (350 FT; 183 PT)
 - Correlates to their ability to provide services

National City has been dealing with “challenges” since 2004. We've closed the library and swimming pool, turned off lights in the parks, we've reduced code enforcement, graffiti and recreation; we've suspended vehicle replacements; and froze positions. We've become lean and efficient. But we had to do it for a different reason as Chris and Jeanette have outlined. And, once again, we are preparing to meet the challenge.

The City Manager recently asked each department for 5, 10 and 15% cuts from their operating budgets.

Also, several departments have done Strategic Plans, which guides the department in carrying out projects, plans, and programs that build a sustainable economic base and provide quality of life to the residents and businesses of NC.

Also, each department prepared a SWOT, which is an analysis of a department's internal strengths & weaknesses and external opportunities & threats. I will highlight the results of the SWOTs and discuss areas of commonality amongst the departments. I also discuss how these areas impact the City's ability to provide short term and long term services to the community.

Strengths

- Community Support
 - District Sales Tax Maintained
- Engaged & Supportive City Council
- Active Boards & Commissions
- Dedicated & Knowledgeable Employees
 - Committed to the City's Core Values
 - Strong Regional Network

Some of the strengths identified by departments include...Community Support which was recently acknowledged again this past November by the voters to not repeal the 1-cent sales tax. Residents understand there is a cost to maintaining city services.

Core Values: We Pledge to Provide:

Customer Service – We provide excellent service to residents, businesses, visitors, and colleagues.

Courtesy – We treat everyone with dignity and respect

Commitment – We strive for excellence, as we serve the public and each other with integrity, compassion, responsiveness, and professionalism

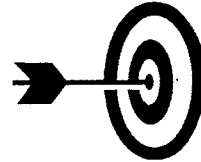
Communication – We communicate openly, honestly, and with clear, consistent messages

Collaboration – We work to achieve common goals and value our differences.

We have an excellent mix of employees from both the public and private sectors which allows for a strong regional network.

Hitting the Mark

A Year In Review



- **7-Day Operations**
 - Library, Code Enforcement, Graffiti Abatement, Pool
- **Public Safety Dramatically Improved**
 - EMS/Paramedic Program
 - New Police Storefront at Plaza Bonita Mall
 - 15-months without a homicide
 - Zero DUI traffic fatalities in over five years
 - State-of-the-Art Equipment
 - Public Education Programs
 - Disaster Preparedness
- **Grants totaling over \$14M**
 - Safe Routes to Schools
 - Homeland Security
 - CDBG/HOME/Section 8
 - Nutrition Center

These next slides highlight the past year which was accomplished through the City Council's vision, priorities, direction and teamwork. **READ PUBLIC SAFETY**

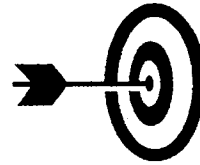
Service levels are higher – our library and pool are now open 7 days a week, as well as code enforcement and graffiti abatement services.

The City has more than doubled its effectiveness in winning outside grants, averaging over \$14 million per year over the past four years. In 2008 dollars, that amounts to about 1/5th of the city budget. **READ GRANTS**

1963 – last homicide free year

Hitting the Mark

A Year In Review



- **Enhanced Quality of Life**
 - New Arts & Culture Center
 - New Skate Park
 - City Park Rehabilitation & Enhancement (\$1.2M)
 - Soccer Field Designed
 - Community and Cultural Events
- **Improved Communication & Technology**
 - Webcasting, new City website – www.nationalcityca.gov
online service request; online E-News; online job application system; automated council agenda preparation
 - Interpretation and Translation Services
- **Lowered Carbon Footprint**
 - Gross Polluters - Compliance w/California & County Air Resources
 - 15 new police cars w/2 more coming; state-of-the-art police command vehicle; new street sweeper; hybrid “green” vehicles

The City Council places a great emphasis on enhancing quality of life for our residents which is evident by the projects. **READ PROJECTS**

Community events are a big part of what we do. The City sponsors and co-sponsors several very successful family events, such as 4th of July Carnival and Parade; Bayfront Concert; National Night Out Against Crime; Taste of NC; Auto Heritage Days;

Technology continues in the forefront of the Council’s priorities. Webcasting or video streaming allows our CC meetings to be viewed online; also allows for archived records. **PLAY VIDEO**

Public Works has removed 14 gross-polluter vehicles and 12 pieces of equipment from the fleet. This equipment will be replaced thru a grant.

Opportunities



- Port of San Diego
- Planning for Future Development
 - Increased Homeownership Opportunities
 - Senior Housing
 - Affordable Housing
- Operational Efficiencies
 - Consolidated departments & divisions
 - “One Stop Shop” for permits
 - Increased Organizational Development & Customer Service Training
- Technology Enhancements
 - Wireless Access Corridor(s)
 - Electronic Payments via Internet
 - Capitalizing on and expanding our existing technological platform for improved productivity and service
 - Making existing document database available to the public on the web

Even in difficult economic times, we must continue to seek and seize opportunities as they present themselves.

Continue working with the Port – Fair Share

Opportunities



- Public Safety
 - Improve ISO Rating, which helps businesses
 - Fire Aerial Truck Grant
 - Third Fire Station Study
- Enhanced Youth Involvement
 - Youth in Government Day
 - Youth Advisory Board
- 2010 Census
- Economic slowdown permits staff to revisit City services and needs
- Economic Stimulus Program

Coordination with the Census Bureau will have revenue and public awareness opportunities for NC.

Like all cities, NC is positioning itself for the stimulus money in the areas of CDBG & HOME, Transportation, Public Safety/Homeland Security; Environment; Energy; Telecommunications. Staff is closely monitoring the data, which is rapidly changing.

Weaknesses

- Aging Facilities, Fleet & Equipment
- Financial Constraints
- Technology Constraints
- Constant Training & Organizational Development Needed
- Some departments heavily dependent on part-time employees
- Promote our successes more

We must consistently look at ourselves in the mirror to ensure we are doing all we can to provide an efficient, cost-effective service to our residents. But as with any organization, we feel there are areas we can still improve on.

Threats



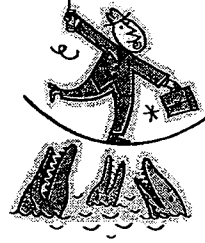
- What We Don't Know
 - How much more revenues will decline
 - When the economy will turn
- State Budget Crisis
 - 1 cent sales tax increase effective April 1, 2009
- May 19 Statewide Election
- Departments are faced with maintaining service levels with reduced budgets and resources
- Rising Health Care, Employee & Retirement Costs
- Increasing Operating Costs
 - Utilities, Fuel, Water, Materials
- Drought & Mandated Water Conservation

New Budget – Closing a \$41 Billion deficit. New Budget raises the State sales tax by 1 cent beginning April 1 for a little over 2 years (July 1, 2011) & raises income tax and vehicle license fees.

May 19 Statewide Election. If the voters approve Proposition 1A, these taxes would be extended an additional one year (July 1, 2012).

Retirement Costs: NC has begun to address retirement costs, beginning with our MEA who now contributes 2% into their retirement; the City Council, City Manager and City Attorney have recently followed their lead.

Threats



- Foreclosures & Aging Housing Stock
- Mandated Legislative Costs
- Decreasing Grant Opportunities
 - Federal, State, Local
- Built-out City with Limited Open Space
- Keeping up with Technology
 - Digital Divide
 - Automated City-wide permit tracking, GIS, website connectivity
- District Tax Sunset in 2016

The Cost of Services



**Striking the Balance
Between Service Needs and Sustainability**

Looking Ahead to 2010



- A difficult budget environment for next two years is anticipated
 - Contain Costs
 - Preserve the delivery of City services to residents and businesses to the extent possible
 - Continue to pursue new, and enhance existing revenue sources to recover costs of programs and services
 - Not commit future revenues or make long-term operating expenditure commitments without identified and sustainable revenue source
- Live within existing revenues
 - Strike the balance between service needs and affordability
- Continue evaluating services and service delivery
 - Do we continue to provide the same level of services?

In Closing...No Crystal Ball

Questions?

**City of National City
Strategic Planning and Budget Workshop
March 21, 2009 (9:00am)**

National City Chamber of Commerce Public Input by Jacqueline Reynoso, President/ CEO

NCCC thanks the City of National City for their ongoing contribution and support of the National City Business Community. National City Chamber represents 2/3 of the City's economic interests – Business and Visitors, and in many instances, residents. Local businesses and city visitors are critical to the City's economic livelihood and prosperity. National City residents benefit from the current sales tax measure; the economic impact is largely attributed to Business activity and visitors. National City businesses are the back bone to the City's economy. We will continue to serve as the portal for all business communications and representation.

We urge the City to continue partnering with the National City Chamber of Commerce to achieve 5 primary objectives:

1. The National City Chamber of Commerce serves as the business hub in National City. The NCCC proactively responds to Business needs and provides free business resources to its members. These services are much needed and especially critical in these difficult economic times. The NCCC will continue to partner with the City to continue providing these services.
2. Economic Development Program Administration including
 - a. Enterprise Zone Program
 - b. Technical Assistance Program
 - c. Economic Development Forgivable Loan Program
 - d. Storefront Improvement Program
 - e. Renewable Energy Program (partner with Businesses)
 - *** The question is always asked, "What is the City's return on investment on these programs. However, it is equally important to contemplate, what are the results of disinvestment in the business community...the reality is stark!"
 - ***The Chamber should be viewed as the economic development arm of the City. This is not a routine effort; it is vital to sustain our City at the forefront of Economic Progress.
3. Partner on Revitalization Projects
 - a. 8th Street and Morgan Square District Revitalization Program
 - b. Plaza Blvd. Street Widening Project- facilitate business cooperation and involvement
 - c. 8th Street Smart Growth Corridor TRANSNET project.
4. Serve as the Voice for Business and Serve as a Community Partner on
 - a. Public Policy issues
 - b. General Plan update
 - c. City's Strategic Planning
 - d. Community Relations

5. Collaborate on City Promotions and Marketing Initiatives

- a. Position National City as an attractive destination to shop, live, dine, and do business
- b. Market the City at Visitor Information Center
- c. Create City Marketing Material (local demographics, shopping and dining lodge, etc)
- d. Partner on Community Enhancement and Promotional events that highlight City destinations
 - i. National City's Farmer's Market highlights Downtown Morgan Square
 - ii. Taste of National City highlights Historic Brick Row
 - iii. Bayfront Expo and Job Fair highlights the waterfront and local industry
 - iv. Automobile Heritage Day highlights Community recreational facilities and our own "Central Park" – Kimball Park
 - v. Civic Engagement Day for youth highlights our commitment to youth civic involvement and education.