



Strategic Planning Workshop

November 5, 2019



Strategic Planning Process

- June 4 Kick Off Presentation - Customer Service
- July City Council Trainings - Courtesy & Collaboration
- September Workshop - 7 Cs Mission Statement
- Outreach October
 - Internal and External Surveys
 - Open House and Community Forum
 - Neighborhood Council Meetings
- Special October 29 Meeting (Now Tonight)
- November City Council Training – Crisis Communication
- December Resolution Adopting a New Strategic Plan
- 2020 - Budget Process and Work Plan

Format and Flow of Workshop

- John Gavares will Facilitate Tonight's Workshop
 - Dialogue versus Debate
 - No Intent to Vote Tonight
 - Present Community Survey Results
 - Focus Areas and Goals
 - General Direction from City Council

Debate versus Dialogue

- Magic of Dialogue (Yankelovich 2001)

Dialogue:	Assuming that many people have pieces of the answer and that together they can craft a solution
Debate:	Assuming that there is a right answer and that you have it
Dialogue:	Listening to understand, find meaning and agreement
Debate:	Listening to find flaws and make counter arguments
Dialogue:	Admitting that other's thinking can improve on your own
Debate:	Defending one's own views against those of others
Dialogue:	Discovering new options, not seeking closure
Debate:	Seeking a conclusion or vote that ratifies your position



Current Strategic Plan 2017-2022

- 5 Strategic Objectives with 25 Initiatives
 - Provide Quality Services
 - Achieve Fiscal Sustainability
 - Improve Quality of Life
 - Enhance Housing and Community Assets
 - Promote a Healthy Community



Focus of the Community Survey

The survey gathered resident input on these 10 City focus areas:

1. Balanced Budget
2. Communication and Outreach
3. Community Development
4. Customer Service
5. Economic Development
6. Health and Environment
7. Housing and Homelessness
8. Public Safety (Police & Fire)
9. Recreation and Library
10. Transportation Choices



Focus Areas and Goals

- 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
- Each Strategic Focus Area has 4 Goals, each of which will have supporting Initiatives and Tasks in a Work Plan
- Develop a Work Plan through the Budget Process



National City Residents, Businesses, & Visitors

Mayor and City Council

City Clerk

City Treasurer

- | | |
|--|---|
| <ul style="list-style-type: none"> City Hall
1243 National City Blvd.
MLK Jr. Community Ctr
140 E. 12th Street Police Department
1200 National City Blvd. Nutrition Center
1415 D Ave. Library
1401 National City Blvd. | <p>Boards & Commissions
Regional Assignments</p> <ul style="list-style-type: none"> Fire Station 31
2333 Euclid Ave. Fire Station 34
343 E. 12th Street Fire Station 33
2005 E. 4th Street |
|--|---|

City Attorney

- City legal advisor to City Council and City departments
- Civil litigation (City defense)
- City prosecutor (Municipal Code violations)

- Economic Development**
- Business Retain & Recruit
 - Storefront Upgrades
 - Adopt-A-Place/AROW
 - Opportunity Zones
 - Together We Can Campaign
 - Permit Streamlining
 - Port District (Commissioner)
 - Public Private Partnerships
 - Special Projects

City Manager

- PR & Communications**
- Community and Police Relations Commission
 - NC Connect (See ClickFix)
 - 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



Mission, 7Cs, and Customer Service

- Mission Statement and Core Values - 7 Cs
 - Commitment to Our Community and Customer Service
 - Culture of Courtesy, Collaboration, and Communication
 - Our Organization is Centered Around People
 - Health and Wellness
 - Training and Personal Development
 - Succession Planning
 - High Performing Teams
 - Goal to Become Top 100 Places to Work



Dialogue



Community Survey

Overview of Survey Process and Responses



The survey was open for public input from October 1 to October 21.



A total of 139 online surveys were received. (131 in English and 8 in Spanish)



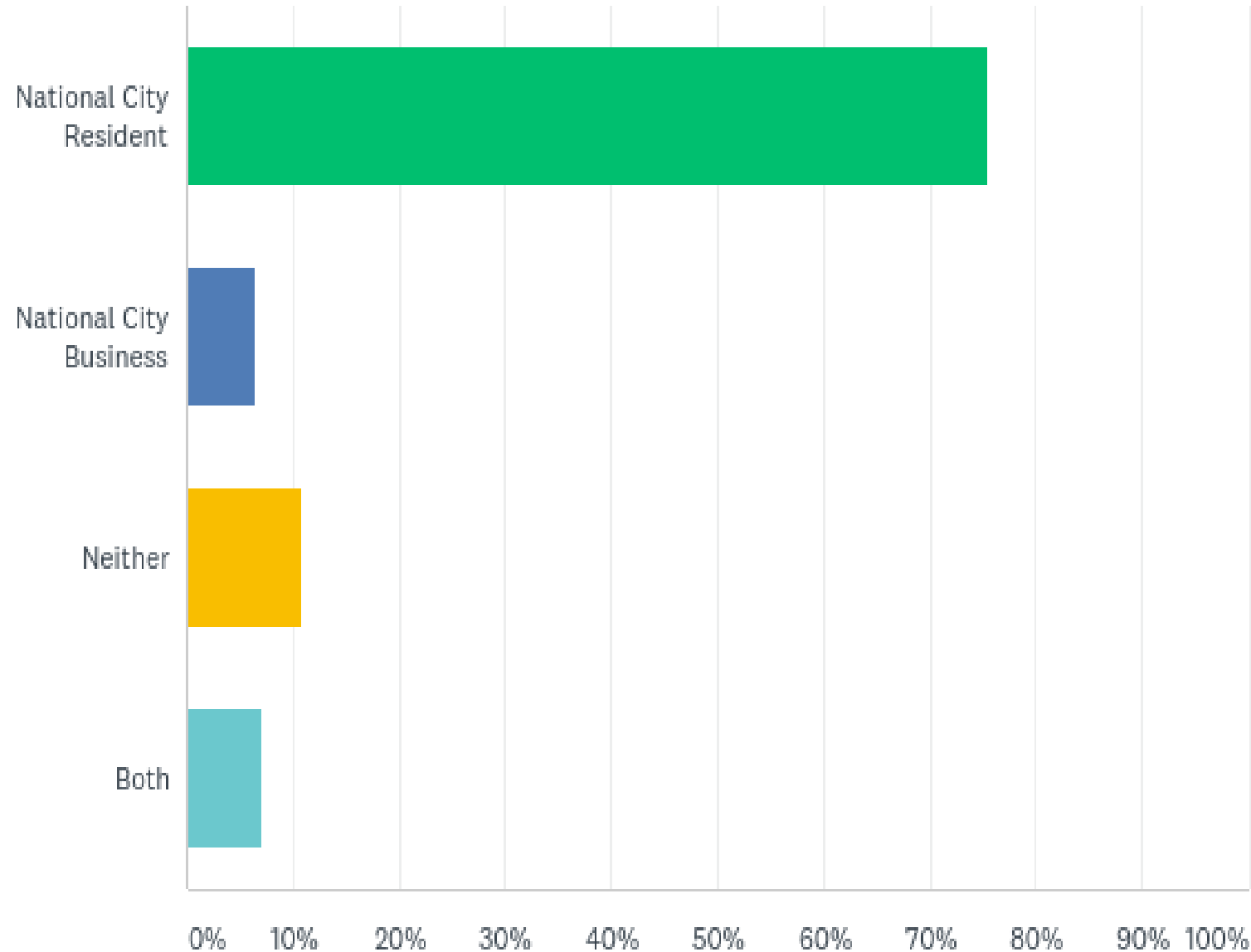
Community input was also received on “Survey Boards” between Oct. 8-21 at Community Forums. These were held at Library, City Hall, MLK, Senior Center and SUHI.



A total of 61 comments were provided to the survey’s open-ended question. The comment themes are included in this presentation.



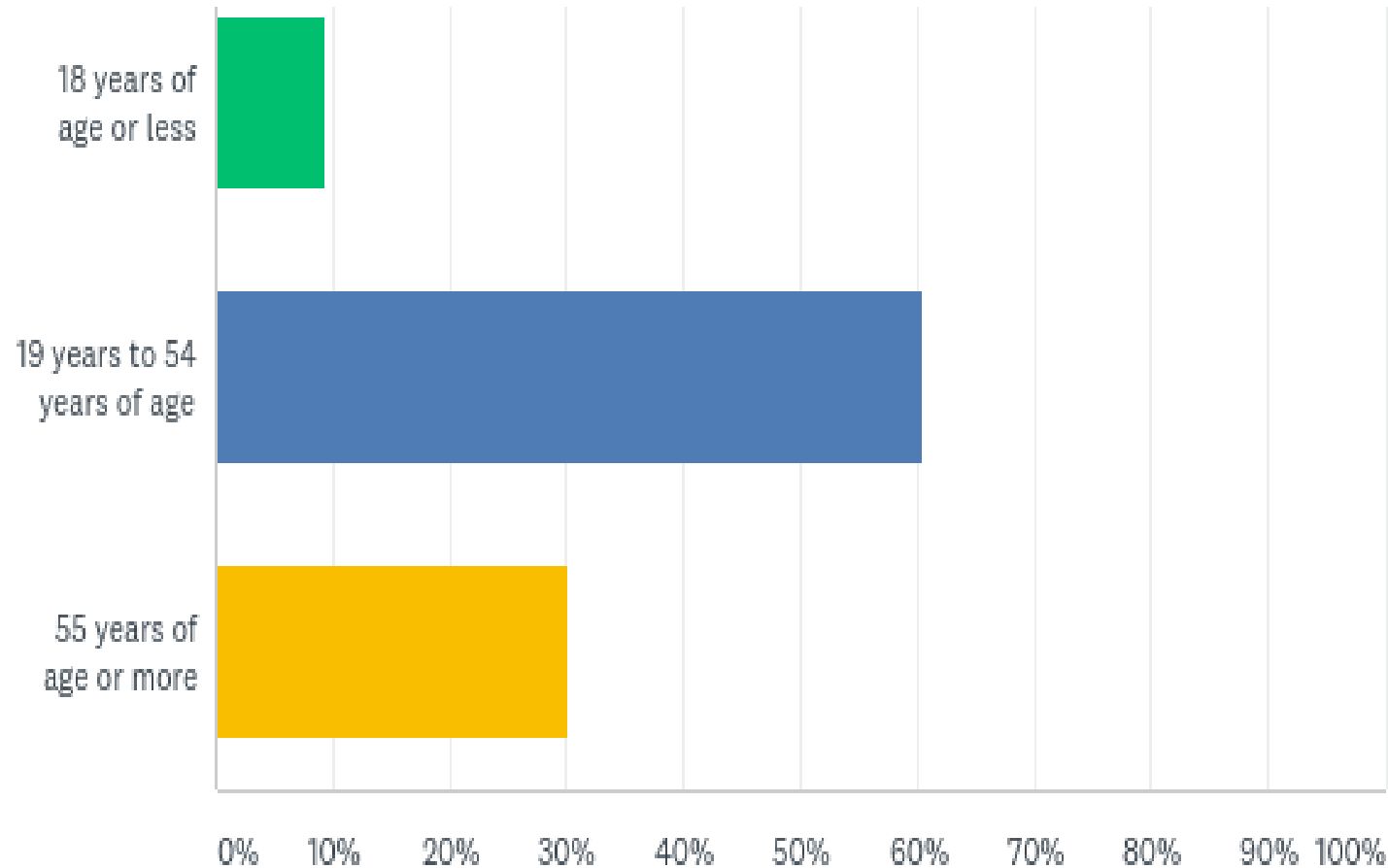
Demographics



Responder Information #1:
Here is how respondents categorized their status in National City.

Age Demographics of Responders:

Respondents were asked to select the category that best describes their age demographic. Here are the results:



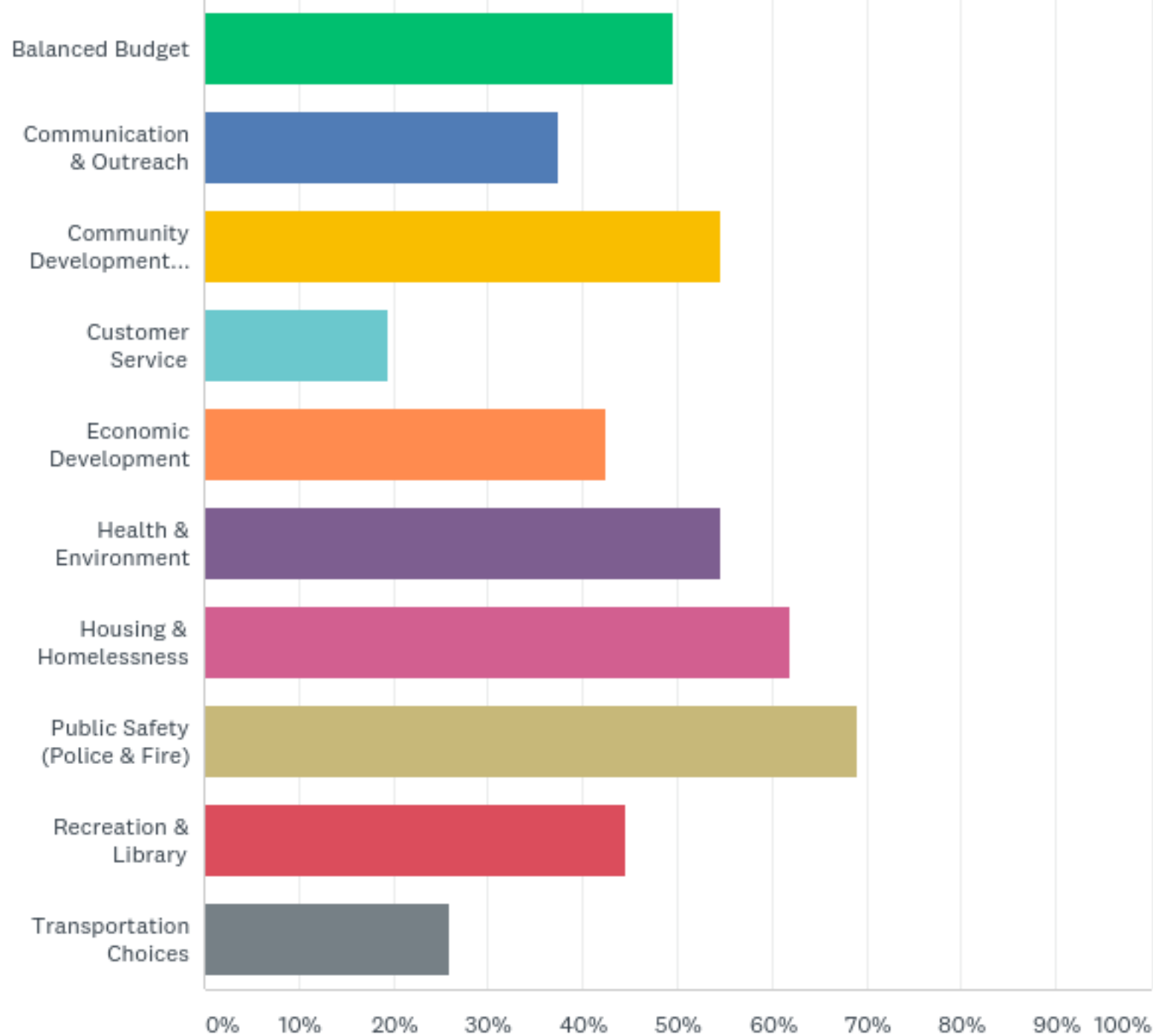


Top City Focus Areas

Top City Focus Areas

Responders were asked to review 10 City focus areas, and to select up to 5 that are most important to them. Here are the top focus areas:

- Public Safety (Police and Fire) 69.06%
- Housing and Homelessness 61.87%
- Health and Environment 54.68%
- Community Development (Planning, Building, Code Enforcement, Parking) 54.68%
- Balanced Budget 49.64%



Top City Focus Areas:

Responders were asked to review 10 City focus areas, and to select up to 5 that were most important to them.

Here are the results:



Dialogue

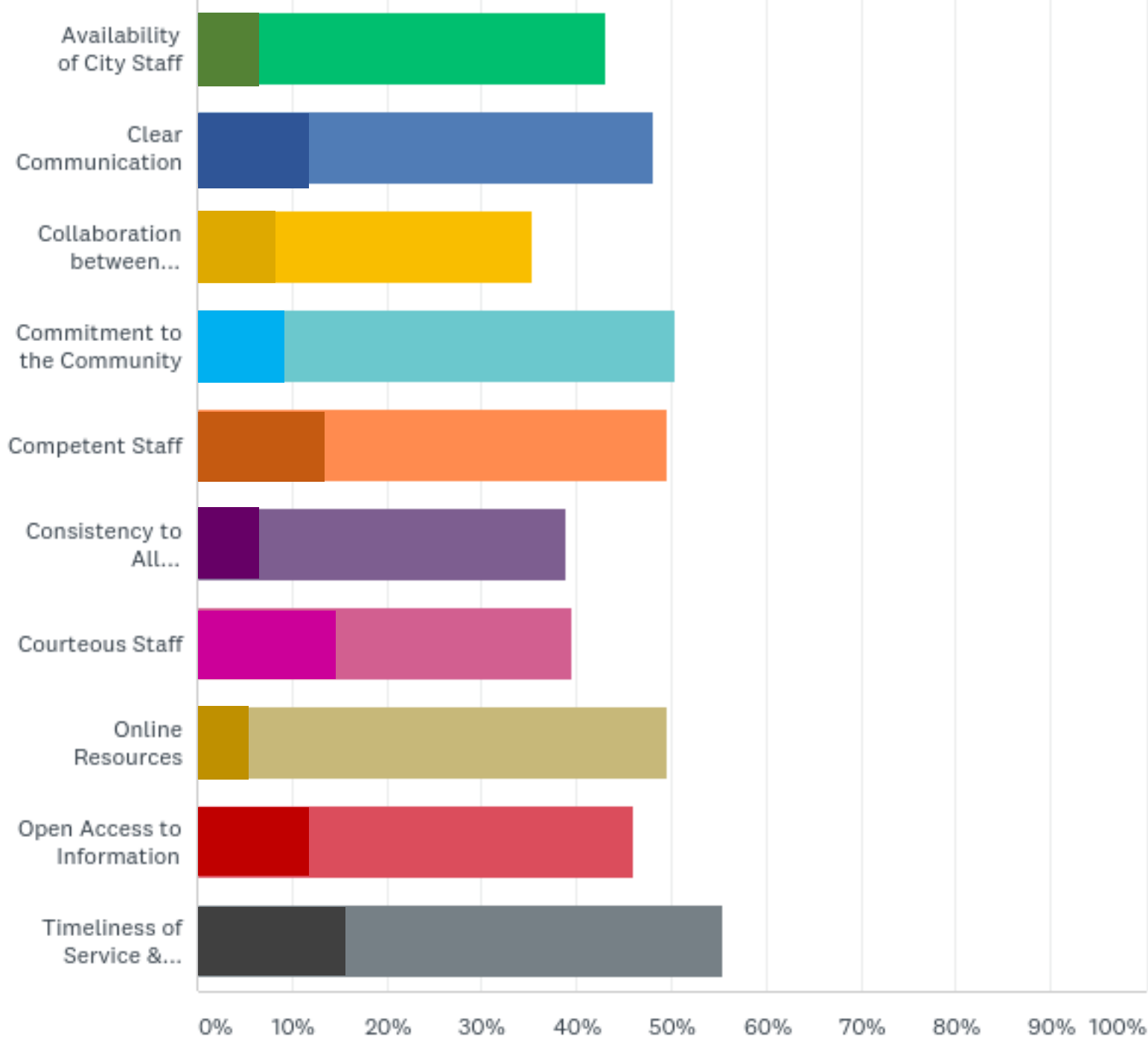


Customer Service

Customer Service

Responders were asked to review 10 strategies to enhance “customer service.” Here are the top strategies:

- Timeliness of Service and Responsiveness 55.40%
- Commitment to the Community 50.36%
- Online Resources 49.64%
- Competent Staff 49.64%
- Clear Communication 48.20%



Customer Service:
Prioritized strategies
that could help the City
achieve its “Customer
Service” goal.



Balanced Budget and Economic Development

Balanced Budget and Economic Development

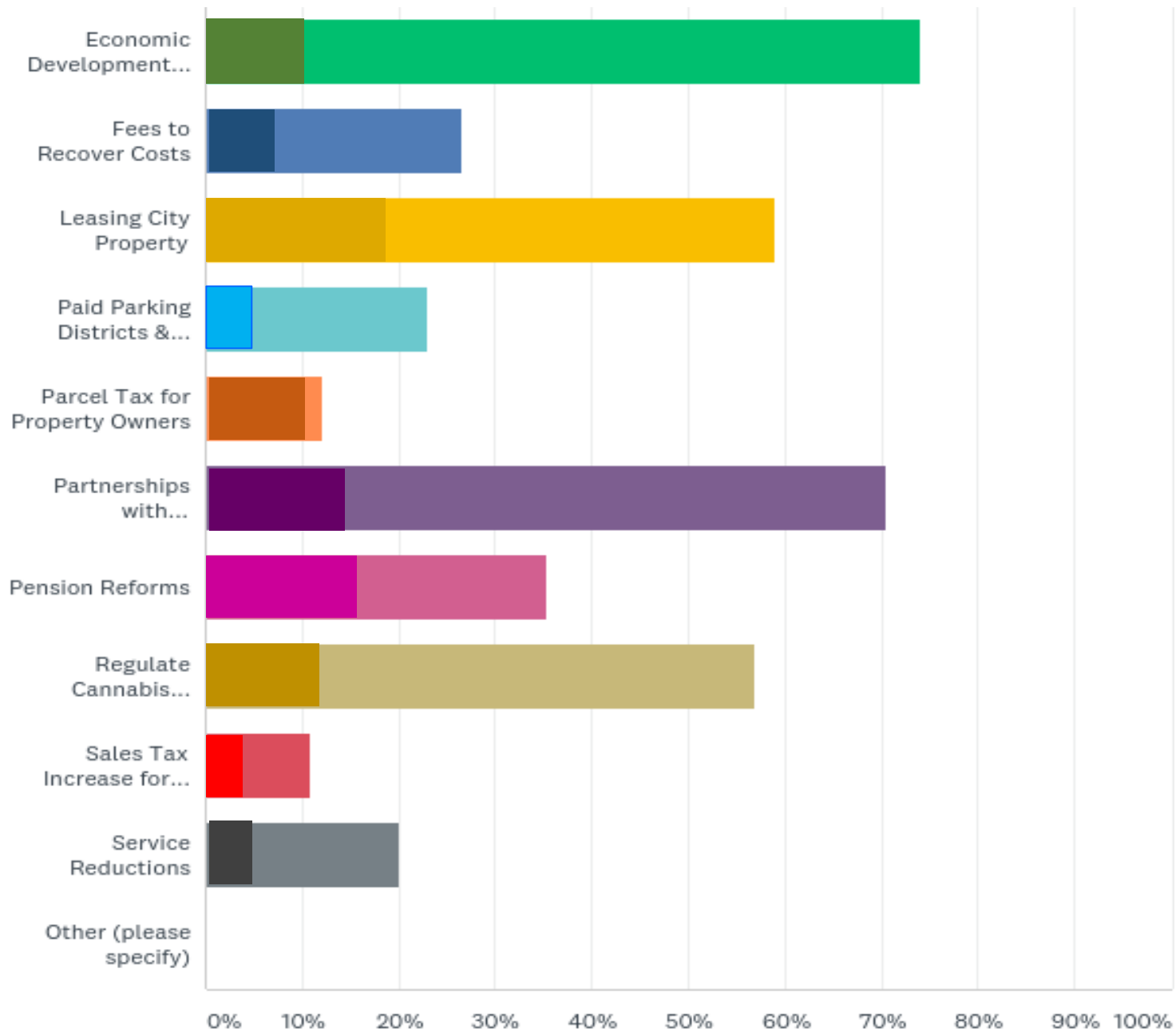
Responders were asked to review 10 strategies to “balance the budget” and top 10 “economic development” strategies. Here are the top ones for each:

Balanced Budget

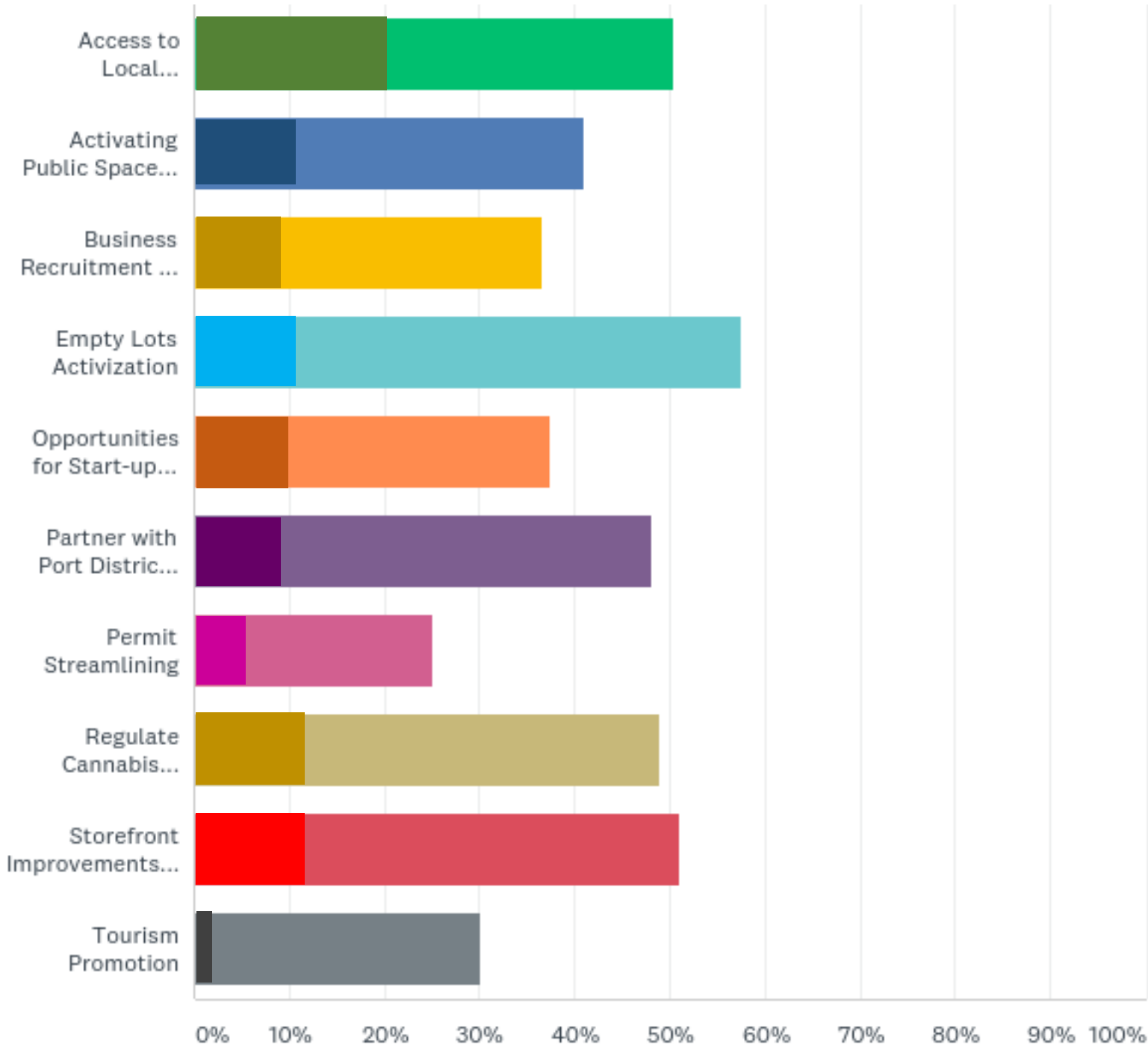
- Economic Development Initiatives 74.10%
- Partnership with Nonprofits to Provide Services 70.50%
- Leasing City Properties 58.99%
- Regulate Cannabis (Marijuana) 56.83%
- Pension Reforms 35.25%

Economic Development

- Empty Lot Activization 57.55%
- Storefront Improvements for Small Businesses 51.08%
- Access to Local Employment Opportunities 50.36%
- Regulate Cannabis (Marijuana) Industry 48.92%
- Partner with Port District to Increase Revenues 48.20%



Balanced Budget:
 Prioritized strategies to help the City achieve its “Balanced Budget” goal.



Economic Development:
Prioritized strategies that
could help the City achieve
its “Economic
Development” goal.

Balanced Budget and Economic Development Goals

Goal 1	Maximize Economic Development Strategies
Goal 2	Partner with Other Public Agencies and Non-Profits to Increase Revenue and Augment Services
Goal 3	Manage Pension and Other Employee Expenses
Goal 4	Optimize City Assets and Lease Property when Appropriate

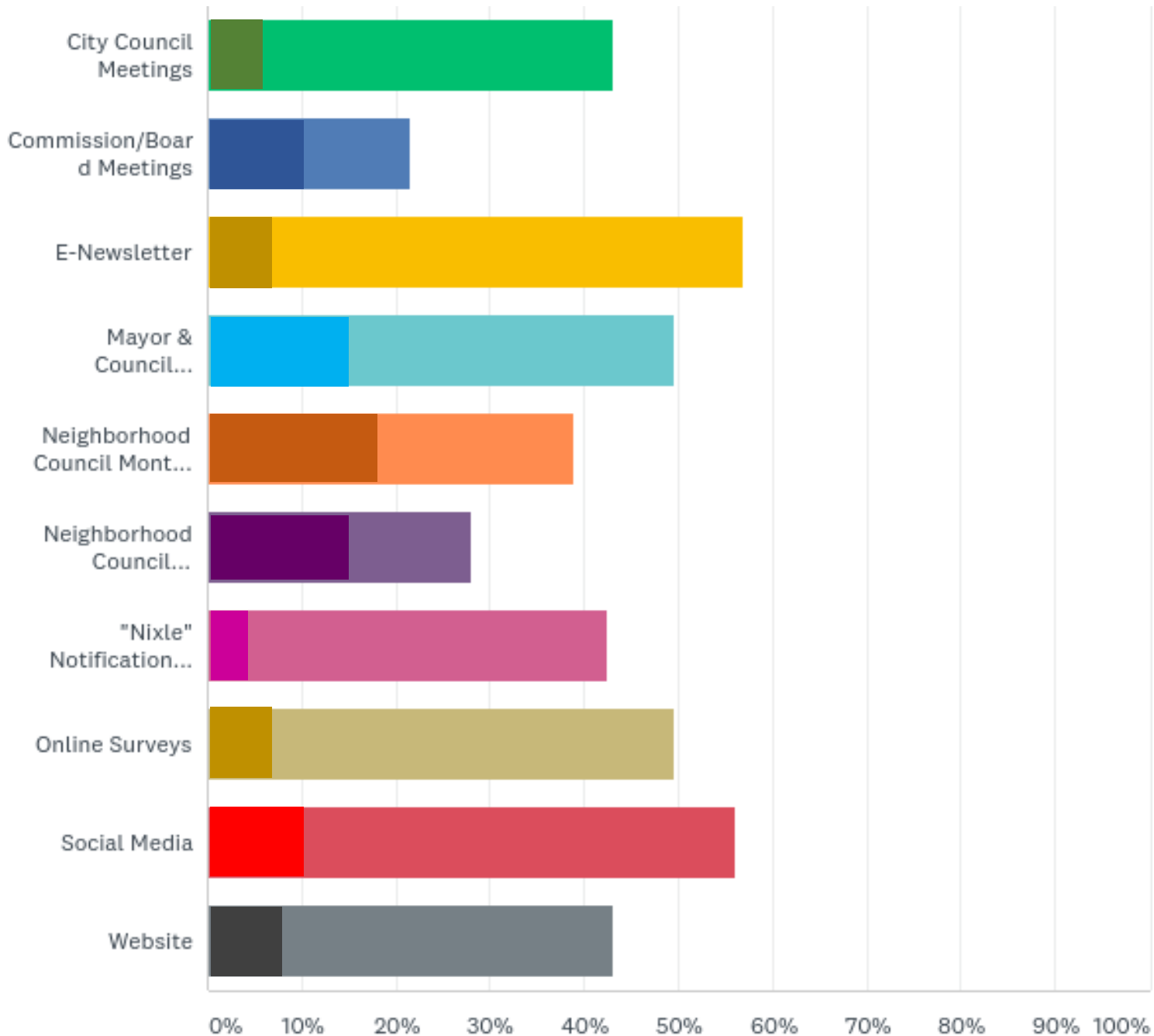


Communication and Outreach

Communications and Outreach

Responders were asked to review 10 strategies to improve “Communications and Outreach.” Here are the top 6 strategies:

- E-Newsletters 56.83%
- Social Media 56.12%
- Online Surveys 49.64%
- Mayor and Council Outreach Events 49.64%
- City Council Meetings 43.17%
- Website 43.17%



Communication and Outreach:

Prioritized strategies that could help the City achieve its “Communication and Outreach” goal.

Communication and Outreach Goals

Goal 1	Connect the Community with Timely and Transparent Information
Goal 2	Increase Meaningful Outreach through Quality Engagement
Goal 3	Improve Emergency Preparedness and Public Noticing
Goal 4	Promote Educational and Economic Opportunities

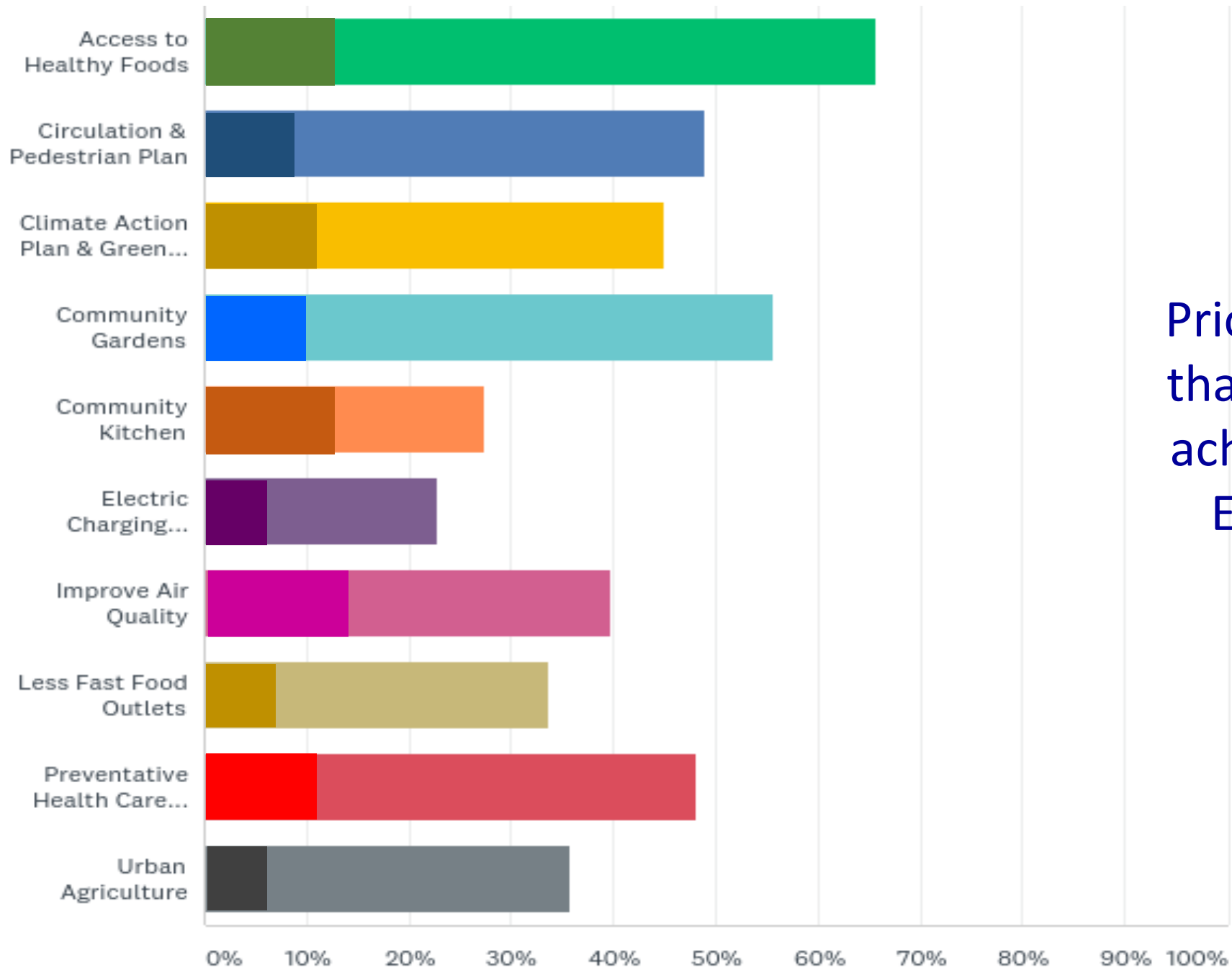


Health, Environment, and Sustainability

Health, Environment & Sustainability

Responders were asked to review 10 strategies to achieve its “Health, Environment & Sustainability” Goal. Here are the top 5 strategies:

- Access to Healthy Foods 66.91%
- Community Gardens 56.12%
- Preventative Health Care (Flu shots, Blood Pressure Checks, etc.) 48.92%
- Circulation and Pedestrian Plans 47.48%
- Climate Action Plan and Green Initiatives 46.04%



Health and Environment:

Prioritized 10 strategies that could help the City achieve its "Health and Environment" goal.

Health, Environment and Sustainability Goals

Goal 1	Update and Implement the Climate Action Plan
Goal 2	Support a Healthy Community through Active Living and Healthy Eating
Goal 3	Create Health and Education Hubs around Major Transit Stops
Goal 4	Support an Age-Friendly Community



Housing and Community Development

Housing and Community Development Goal

Responders were asked to review 10 strategies to address “housing and homelessness” issues and 10 “community development” strategies.

Here are the top ones for each:

Housing and Homelessness

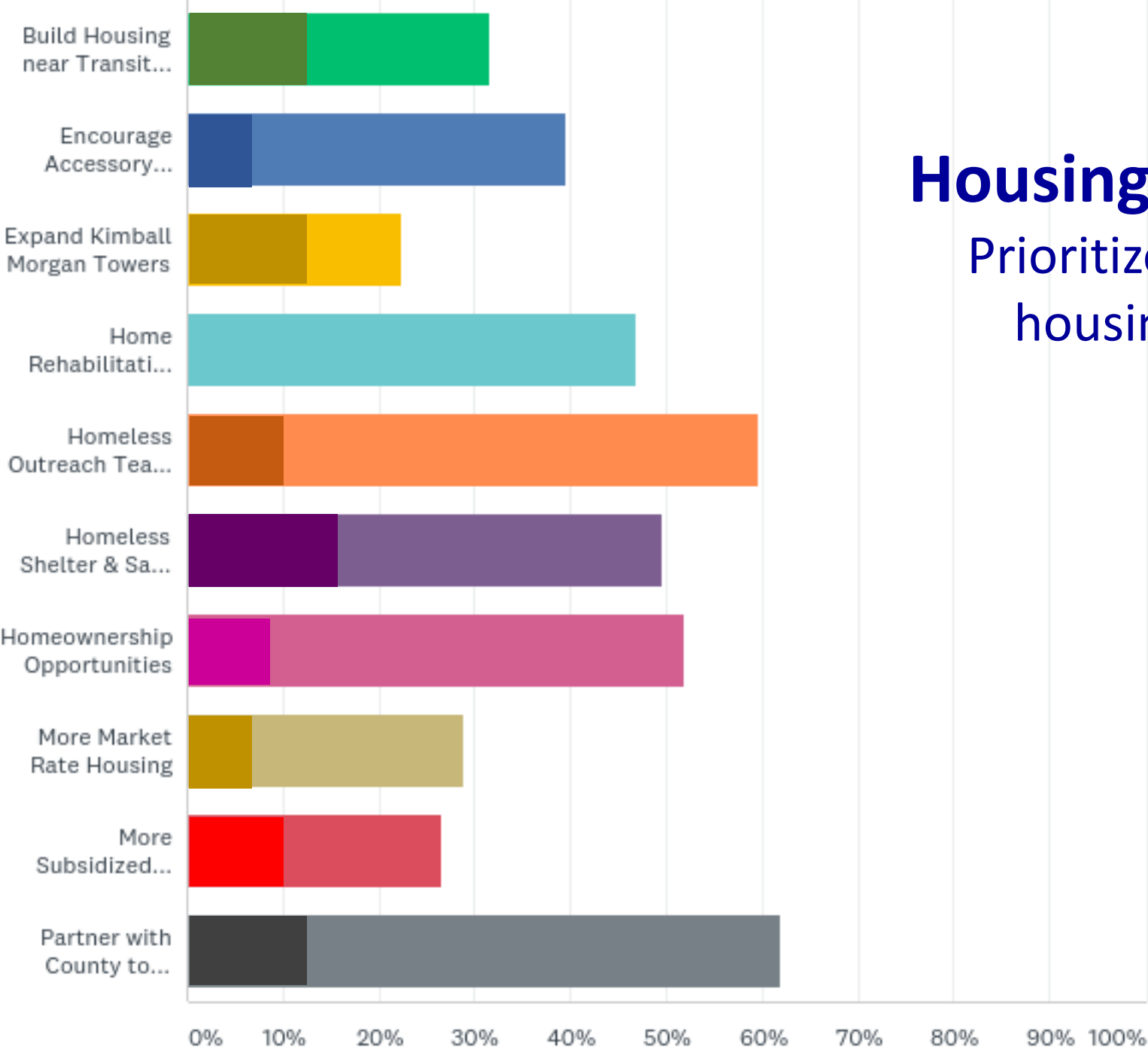
- Partner with County to address Mental Health 61.87%
- Homeless Outreach Team (HOT) (Police-led) 59.71%
- Home Ownership Opportunities 51.80%
- Homeless Shelter and Safe Parking Lot 49.64%
- Home Rehabilitation Program 46.76%

Community Development

- Graffiti Removal 72.66%
- Public Online Access for Permit Process 53.96%
- National City Connect (Mobile App Reporting Service) 49.64%
- Green/Environmental Policies 48.20%
- Adopt Age-friendly Planning Policies 43.17%

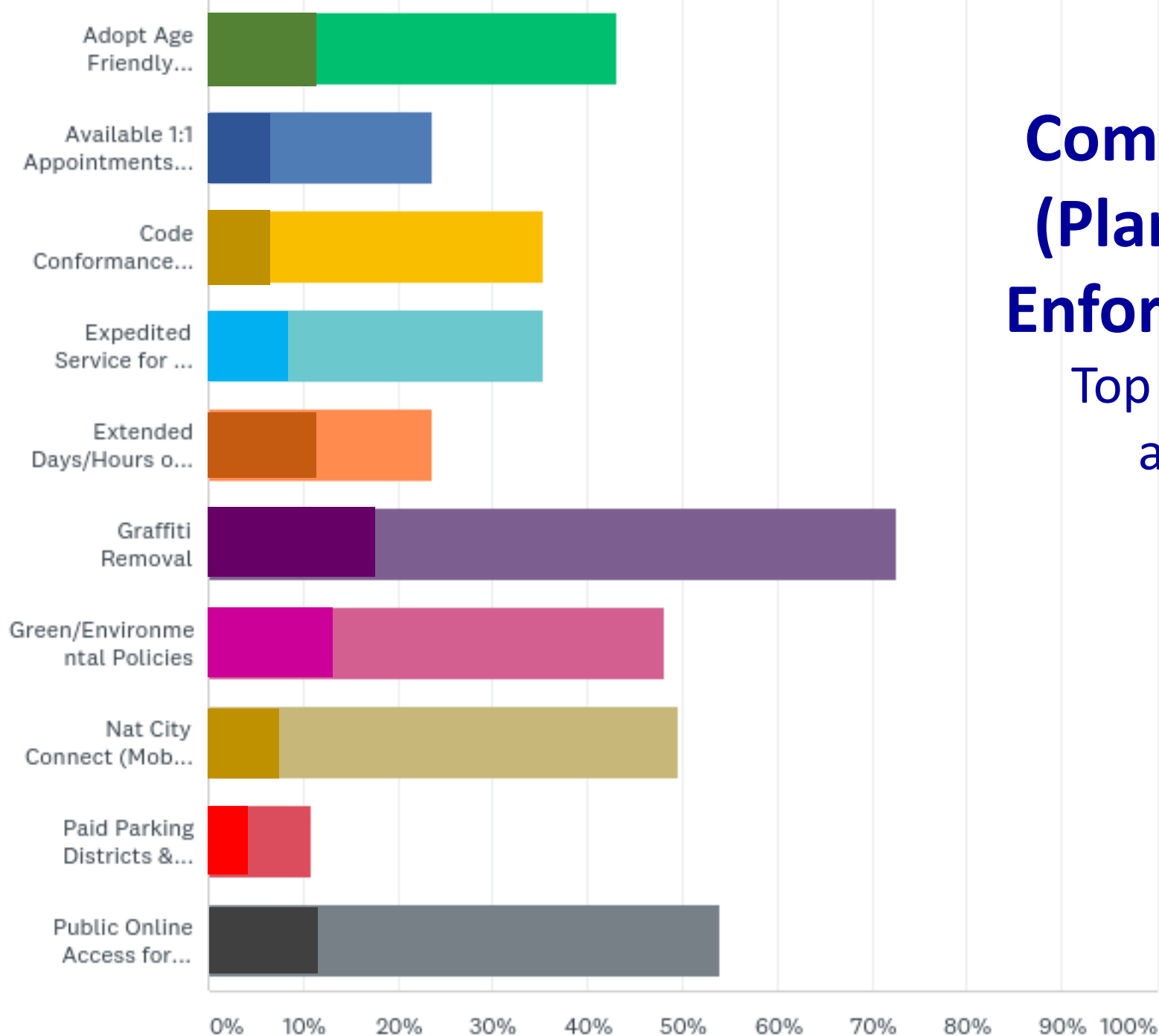
Housing and Homelessness:

Prioritized strategies to address housing and homelessness.



Community Development (Planning, Building, Code Enforcement and Parking):

Top strategies to help the City
achieve its “Community
Development” goal.



Housing and Community Development Goals

Goal 1	Pursue New Housing Options at All Income Levels
Goal 2	Ensure Preservation of Existing Affordable Housing Stock
Goal 3	Streamline Permitting and Improve Code Compliance
Goal 4	Enhance Role in Reducing Homelessness

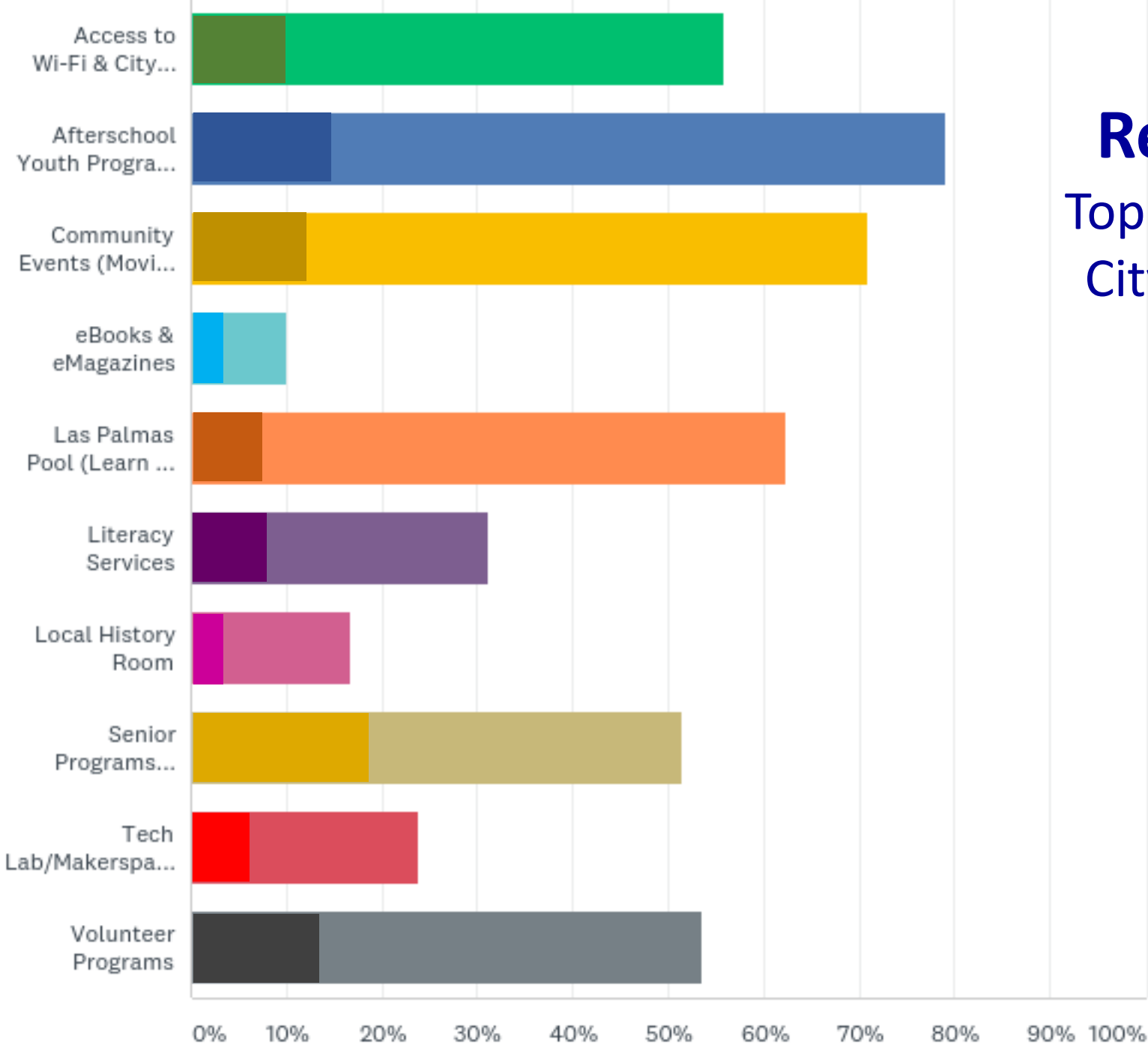


Parks, Recreation, and Library

Parks, Recreation, and Library

Responders were asked to review 10 strategies to achieve its “Parks, Recreation and Library” Goal. Here are the top 5 strategies:

- After-school Youth Programs (Sports, Dance, Arts & Crafts, etc.) (78.99%)
- Community Events (Movies in the Park, Kimball Holiday, etc.) (71.01%)
- Las Palmas Pool (Learn to Swim, Lap Swim, etc.) (62.32%)
- Access to Wi-Fi and City Computer Labs (55.80%)
- Volunteer Programs (53.62%)



Recreation and Library:
Top strategies that could help the City achieve its “Recreation and Library” goal.

Parks, Recreation, and Library Goals

Goal 1	Improve Outreach and Increase Participation
Goal 2	Organize Community Events and Support Other Gatherings
Goal 3	Seek Reliable Funding and Synergize with South Bay Partners
Goal 4	Develop Volunteer Program and Community Services Plan

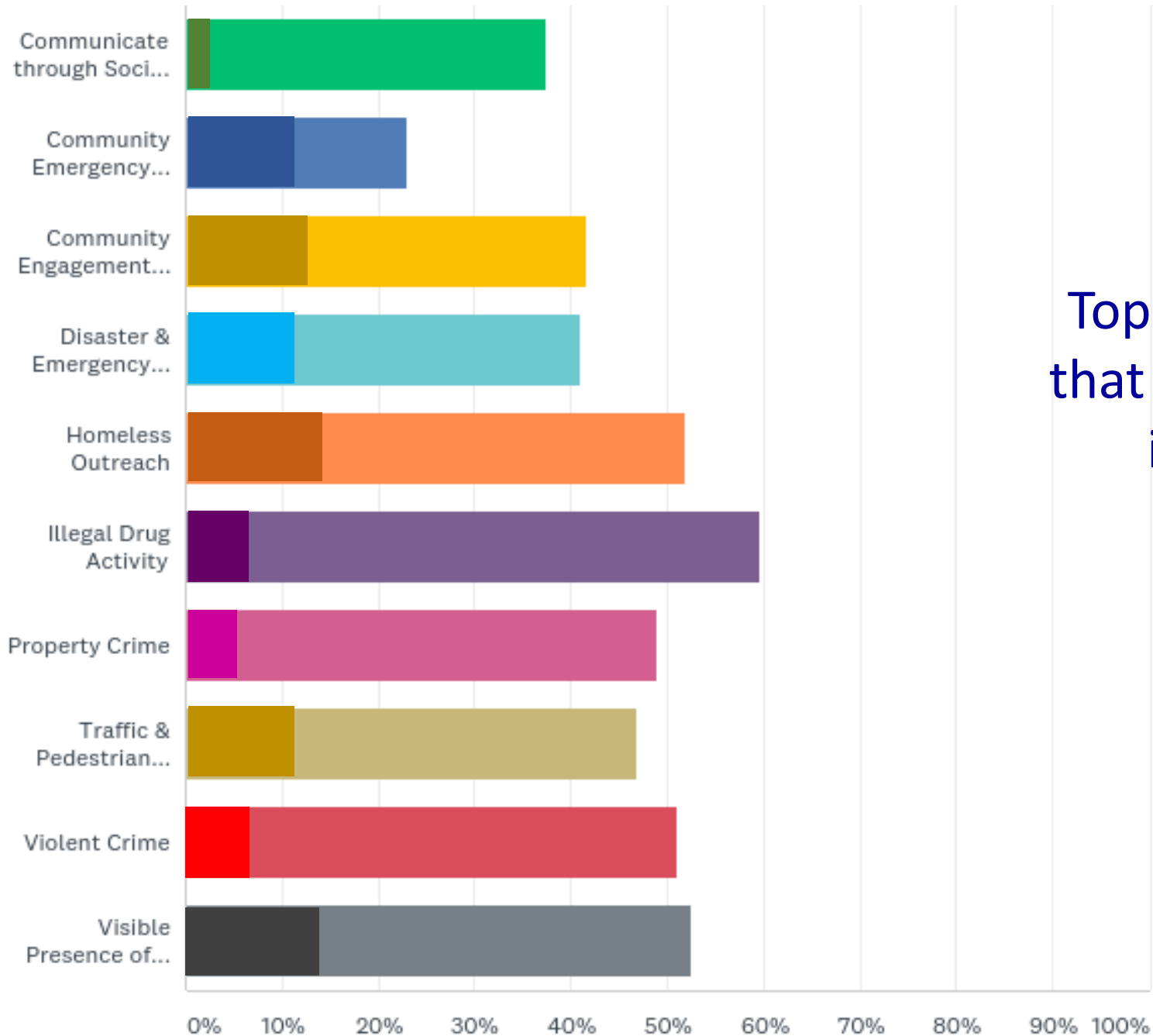


Public Safety

Public Safety

Responders were asked to review 10 strategies to achieve its “Public Safety” Goal. Here are the top 5 strategies:

- Illegal Drug Activity 59.71%
- Visible Presence of Public Safety Officers (Police and Fire) 52.52%
- Homeless Outreach 51.80%
- Violent Crime 51.08%
- Property Crime 48.92%



Public Safety (Police and Fire):

Top strategies and focus areas that could help the City achieve its “Public Safety” goal.

Public Safety Goals

Goal 1	Reduce Overall Crime and Illegal Drug Activity
Goal 2	Improve Operational Readiness and Community Resilience
Goal 3	Enhance Recruitment and Retention and Promote Public Safety Pipeline
Goal 4	Expand Community Engagement and Increase Visibility



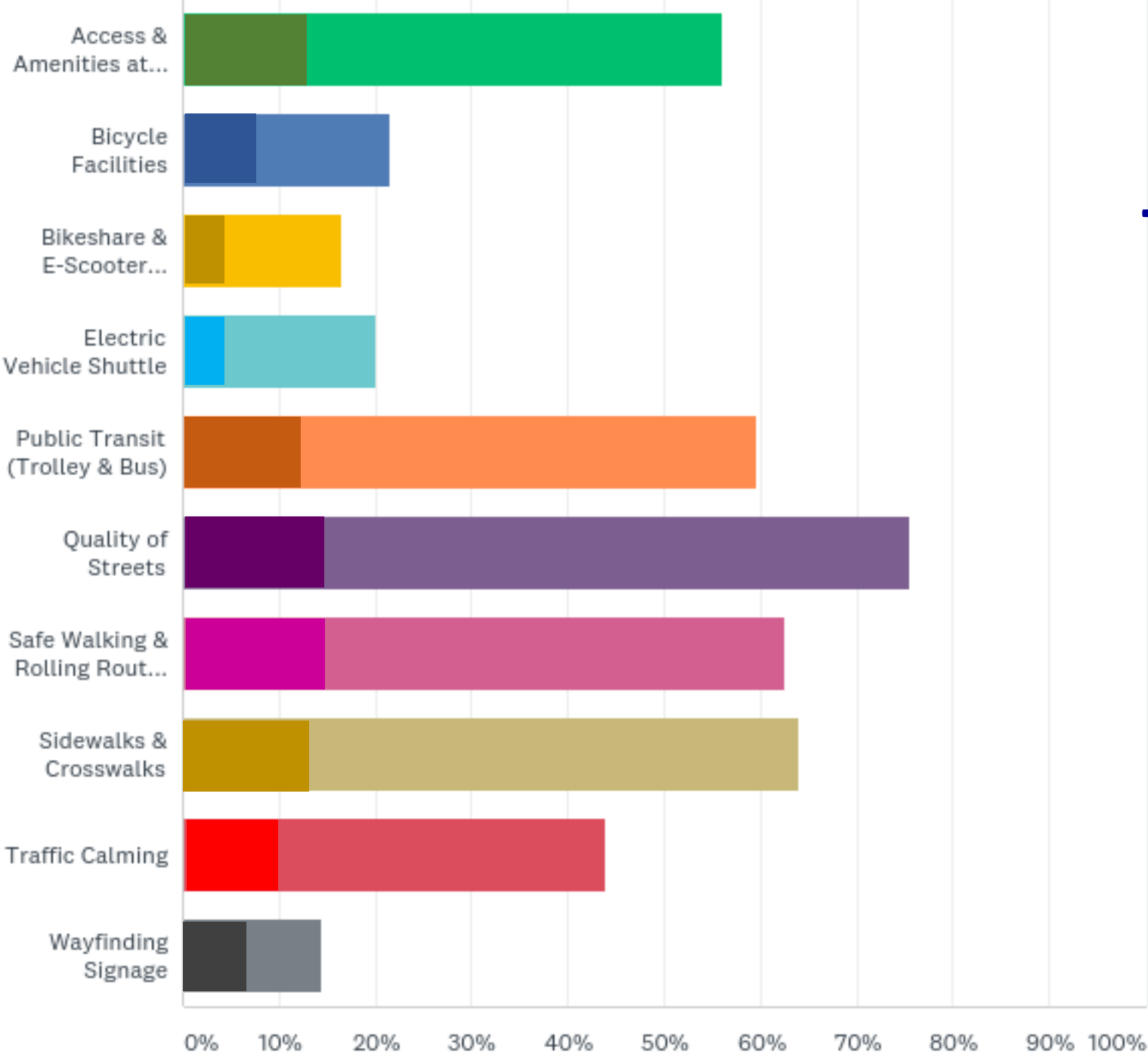
Transportation Choices and Infrastructure

Transportation Choices and Infrastructure

Responders were asked to review 10 strategies to achieve its “Transportation Choices and Infrastructure” goal.

Here are the top 5 strategies:

- Quality of Streets 75.54%
- Sidewalks and Crosswalks 64.03%
- Safe Walking and Rolling Routes to School 62.59%
- Public Transit (Trolley and Bus) 59.71%
- Access and Amenities at Bus Stops and Transit Stations 56.12%



Transportation Choices:

Here are 10 strategies that could help the City achieve its “Transportation Choices” goal.

Transportation Choices and Infrastructure Goals

Goal 1	Expand Mobility Choices by Improving Access to Transit, Biking, Walking, Rolling, and Parking Management
Goal 2	Improve Traffic Safety through Traffic Calming and Safe Routes
Goal 3	Update Capital Needs Assessment and Funding Strategies
Goal 4	Maintain Infrastructure and Establish Measurable Targets

Themes from Open-ended Responses

1. Commercial areas revitalized with thriving eateries, shopping opportunities, nightlife and improved storefronts
2. Marina enhancement through partnering with the Port
3. Public safety enhanced through more street lighting, police presence and blight removal
4. Parking availability and enforcement increased
5. Street potholes and rough roads repaired
6. Traffic flow improved
7. Pedestrian safety improved through pedestrian signs and flashing lights
8. Housing quality and quantity increased through streamlining, zoning, code enforcement and progressive ordinances, including streamlined ADUs (Granny flats)
9. Homelessness issues addressed through enforcement and access to mental health services
10. Community events which offer opportunities for resident volunteering

Closing Comments

- All Potential Strategies are Needed
- Strategic Plans Define City Council Priorities
- Guide Decisions on Allocating Resources
 - Align Staff with City Council Priorities
 - Refine Plans, Projects, and Programs
 - Cost Recovery, Service Levels, and Return on Investment (ROI)
- Budget is a Policy Document that Connects to a Work Plan
- A Work Plan is Efficient and Effective Management of City Resources



Public Comment



City Council Direction