

**We
built
THIS.**

ECONOMIC DEVELOPMENT DEPARTMENT WORK PLAN
FISCAL YEAR 2022



**CITY OF
CHULA VISTA**

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MESSAGE FROM THE DEPUTY CITY MANAGER

November 9, 2021

Dear Reader,

I am pleased to present the Economic Development Department's Work Plan for Fiscal Year 2022. In reflecting on the events and accomplishments of the prior year, it is abundantly clear that 2020 was a year like no other. It was a year that presented all of us with unprecedented challenges. In 2020, as a collective, we grappled with health, economic and environmental challenges and social and racial injustices were magnified. In working together across the city, our Department is poised to continue responding to, and addressing, these challenges. As a community, we saw tremendous endurance and resilience, particularly among our small business owners. We commend your efforts, celebrate your triumphs and will be here to help your recovery continue. As a city, we were able to rise to meet the challenges of our time and we will continue to do so.



Despite the challenges presented by 2020, I am proud of my hardworking staff for their dedication to providing services, assistance and value to Chula Vista residents and businesses. Under the guiding document of our previous work plan, 62% of the 43 goals we set have been accomplished. 14 of these efforts continue into FY2022 and 2 of those efforts (FREBE evaluations and Clean Business Check-ups) changed due to the way our work and response shifted during the COVID-19 pandemic. In response to the COVID-19 pandemic, my department authored a COVID-19 Economic Response and Recovery Plan unanimously approved by the City Council in May 2020. This plan contains 25 actions to provide the following services to aid in pandemic response and recovery:

- financial assistance,
- technical assistance,
- marketing and promotion,
- business friendly city policies and
- continuing economic development catalyst projects.

This plan has helped Chula Vista lead the way in COVID response and recovery as the first plan of its kind in San Diego County. As my department's work has been focused on COVID support and response, this plan served as our guiding document and program of work over the past 18 months in lieu of a 2020-21 department work plan. Of the 25 actions outlined in the Recovery Plan, our team achieved 100% completion as we quickly provided critical support services during the pandemic.

We Built THIS

In November 2020, Economic Development launched a small business support and recovery campaign called "We built THIS" to encourage local residents to "think small" as they shop, dine, stay and play in Chula Vista. The "We built THIS" initiative was created to shine a light on unique Chula Vista makers, restaurants, hotels and shops across the city, and educate the community about the businesses that create Chula Vista's vibrancy. The initiative earned over 2 million impressions to promote Chula Vista businesses and educate on the importance of supporting local businesses to reignite community pride and support pandemic recovery. Although the true reward of this campaign was the assistance provided to small businesses, our department also earned several national and international awards for this work.

MESSAGE FROM THE DEPUTY CITY MANAGER

The City developed [a set of videos and messages](#) around the theme:

“
We built THIS.
Business by business.
Family by family.
Neighborhood by neighborhood.
By frequenting our local businesses, we will rebuild
our community stronger than ever.
”

In light of the campaign’s success and the continuing relevancy of the message, our FY2022 Economic Development Work Plan is themed We built THIS. We are ready to build back our community stronger than ever with a focus on equity and inclusion and this plan contains the building blocks, policies and programs to do so. Join us as we continue to build.



Sincerely,

A handwritten signature in blue ink, appearing to read "Eric C. Crockett".

Eric C. Crockett
Deputy City Manager

ABOUT OUR TEAM

Prioritizing people, planet and prosperity

The Economic Development Department is organized into two divisions:

- Economic Development
- The Office of Sustainability

Together these divisions make up an Economic Development Department that strives to create quality employment, a clean and sustainable environment, shopping, dining and entertainment opportunities for our residents while championing smart city practices and increasing City revenues for vital public infrastructure and community services. This work translates into an enhanced quality of life for Chula Vista residents and businesses to enjoy.

Vision: To focus on facilitating real estate development and transactions in retail, commercial and industrial markets for today's businesses, supporting innovation and sustainability, assisting new development projects, developing partnerships and opportunities and continuing the promotion of Chula Vista as an economic catalyst in the South Bay. Economic development efforts strive to create quality work options for residents and increase revenues for vital public infrastructure and services.

Mission: To create a sustainable economy by providing the essential resources to businesses and the development community to promote, attract, retain and expand; employment opportunities, stimulate the local economy, expand the local sales and property tax bases; all while maintaining a positive balance between the economy, the environment and the community.

Goal: Maintain and enhance a high quality of life for the City's residents by developing and sustaining a healthy, strong and diverse economic base while promoting a healthy and sustainable community for everyone.



ABOVE: A very 2020 team picture day as a representation of 365+ days of virtual meetings and team calls. During FY2021, staff quickly pivoted to online/virtual operations and services.

COVID-19 RESPONSE BY THE NUMBERS

FY2021 Actions to Address the Pandemic

Critical Business & Workforce Assistance



\$1.3M

in grants to 280
small businesses

80,000



emails sent to
businesses
with resources



1,000+

direct assists to businesses



COVID-19
180-DAY ECONOMIC
RECOVERY PLAN
MAY 5, 2020 – NOVEMBER 2, 2020
ECONOMIC DEVELOPMENT DEPARTMENT
Adopted by the City Council May 5, 2020
Updated August 19, 2020

100%

25/25 Actions Completed from
COVID Economic Recovery Plan



2M campaign impressions to
support small businesses



national and international
awards

8

small businesses provided
with professional marketing
assets



Chula Vista residents provided
pathways to Tech careers

Sustainable & Steady Service

14



free Sustainability Series
webinars hosted

548,189

Pounds of Household
Hazardous Waste Collected

18

Zero Waste Plan
outreach events
(virtual and in-person)

160

commercial waste
reduction program
assistance meetings

626



energy saving actions taken in
the Energy Goals Campaign



74,539

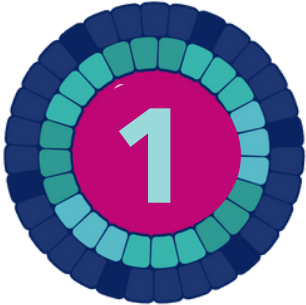
Tons of Recyclables
Diverted from the Landfill

16

EV charging ports funded
and installed at Landis Ave.
and Davidson St.

STRATEGIC FOCUS AREAS

Economic Development's guiding priorities



Expanding Business Support

Promote an environment for residents and businesses to prosper

- Provide exceptional concierge and customer service to all businesses by tracking all commercial, industrial and office projects to ensure on-time delivery of service.
- Provide services, programs and policies to help businesses recover from the economic impacts of the COVID-19 Pandemic.



Improving Collaboration & Outreach

Collaborate with regional and bi-national partners to strengthen the region and promote sustainable economic development

- Create a culture of stewardship, innovation and regional action that can lead to community prosperity and future economic gains
- Collaborate with regional economic development ecosystem partners



Strengthening Economic Vitality

Foster the economic development efforts of existing assets and key development projects

- Champion catalytic development projects such as the Chula Vista Bayfront, Millennia and the University and Innovation District as they drive job growth, expand workforce development, strengthen public revenues and improve the quality of life and vitality for residents and businesses.



Driving Innovation & Sustainability

Provide high quality infrastructure, services and programs that balance social, economic and environmental needs of current and future generations

- Implement strategies to provide a sustainable environment that supports people, prosperity and the planet.
- Lead the international smart city movement with state-of-the-art technology and data analytics tools that improve quality of life and contribute to economic growth.



Advancing Equity & Inclusion

Rebuild the local economy while prioritizing equity and inclusion

- Implement policies that promote and support small, minority, women, disabled, Veteran-owned businesses to foster a more inclusive local economy.
- Champion equity and inclusion across City policies and programs.
- Meet the moment of recovery from the COVID-19 pandemic and work to ensure the community's recovery is equitable.

THE PATH FORWARD

FY2022 Department Work Plan

About Economic Development

Economic Development staff work directly with businesses, trade and business organizations, stakeholders and internal City departments to facilitate new investment opportunities and create a business-friendly ecosystem within City Hall and the community that supports a stable and thriving economy. To accomplish this, staff is involved in efforts to move the City's key projects and economic engines forward. These projects include The Chula Vista Bayfront, the redevelopment of the 50-acre Rohr/Goodrich site, Millennia in the Eastern Urban Center, The University and Innovation District, the 53-acre Otay River Business Park, and other revenue and job generating uses.

Economic Development staff play a critical role in supporting and furthering the Department's strategic focus areas of expanding business support, improving collaboration and outreach, strengthening economic vitality, driving innovation and sustainability and advancing equity and inclusion.

FY2021 Economic Development Key Accomplishments

Throughout FY2021, staff's efforts were focused on assisting businesses through the many impacts from the pandemic.

- Through the passage of the COVID-19 Economic Recovery Plan, the first of its kind in the region, the City enacted a number of provisions that allow businesses to expand their operations outdoors, including on public sidewalks, in public parking spaces; and in city parks. The City also relaxed temporary signage requirements, as well as halted parking enforcement in commercial districts. 100% of the actions outlined in the plan were completed.
- The City partnered with The San Diego Workforce Partnership to launch a TechHire Program for Chula Vista residents. During the first six months, 34 individual participants received case management services. These 34 include:
 - 11 participants that were placed in subsidized internships which include positions such as Graphic Designers, Mobile Engineers, Salesforce Administrators, and Software Developers;
 - 4 individuals placed in full-time employment as Software Support Technicians, Software Analysts, UI/UX Designer, and IT Support Assistant.
 - 4 individuals placed in technical training with National University's Information Technology field to study cyber security.
- The City partnered with South County EDC to provide technical assistance and resources to Chula Vista businesses so they can access federal, state or other programs; such as Paycheck Protection Program, the California Competes Tax Credit and others.
- Through the Chula Vista CARES Small Business Grant Program, the city created and administered the program and awarded approximately \$1.3 million in grant funding to 280 businesses.
- The City waived late fees for new and renewed business licenses.
- Launched **We Built THIS** small business multi-media marketing support campaign with over 2 million impressions on social media encouraging people to shop, dine and stay local to support Chula Vista businesses. As part of the campaign, the audience is invited to take a visual journey into Chula Vista businesses at explorechulavista.com where they can watch a series of videos showcasing local businesses and why they choose to build not only their businesses, but often their families, friendships and lives in Chula Vista. From exploring the craftsmanship of transforming local trees into works of art at **San Diego Urban Timber**, watching the shear handiwork at **Barbershop Heaven** and considering a staycation at **El Primero Hotel** or the **Ayres Hotel**, to sampling unique delights at **Boochcraft**, **Agave Coffee and Café** and **TJ Oyster Bar** and discovering how wearable art is made at **D'Via**, viewers are treated to an inside peek at some of the many businesses that make Chula Vista shine.



- Communicator Award of Excellence for an Integrated Campaign in Economic Development
- Honorable Mention in Hermes Creative Awards for Pandemic Response
- International Economic Development Council Excellence in Economic Development Silver Award recipient for a Multimedia/Video Promotion

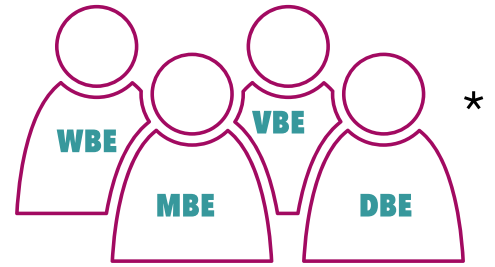
THE PATH FORWARD

FY2022 Department Work Plan

FY2021 Business Expansion & Retention



11,553
Registered Businesses



4,875

Brick & Mortar Businesses

(excludes businesses located outside of Chula Vista such as contractors, home-based businesses, apartment complexes, mobile-home parks, hotels/motels)

4,179 → **86%**

Small Businesses
(10 or fewer employees)

of businesses are small...but mighty
(10 or fewer employees)

617 Women-Owned
Businesses Enterprises

1,052 Minority-Owned
Businesses Enterprises

135 Veteran-Owned
Businesses Enterprises

60 Disabled-Owned
Businesses Enterprises

*Data is self reported through the business license application and renewal process and does not represent the entire universe of licensed business owners. Data represents ownership reported of brick and mortar businesses only.

FY2021 State of the Market

Industrial Space

99.3%

leased of 7.8M s.f. of inventory

0.7% Vacancy Rate

- 1.0% from prior period (1.7%)

\$1.20 market rent/s.f.

+7.4% from prior period (\$1.11)

Office Space

94.7%

leased of 3.4M s.f. of inventory

5.3% Vacancy Rate

- 0.6% from prior period (5.9%)

\$2.65 market rent/s.f.

+2.7% from prior period (\$2.58)

Retail Space

95.5%

leased of 10.6M s.f. of inventory

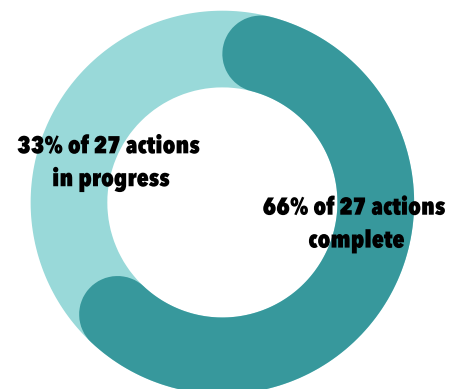
4.8% Vacancy Rate

+1.4% from prior period (3.4%)

\$2.45 market rent/s.f.

+1.0% from prior period (\$2.42)

FY2021 Work Plan Performance



Previous Work Plan Completion

\$91 M

of value added to Chula Vista from
new non-residential buildings

THE PATH FORWARD

FY2022 Department Work Plan

About The Office of Sustainability

In a sustainable economy, people live and conduct business in ways that are good for the prosperity of businesses, the community, and the environment. The Office of Sustainability is committed to providing a sustainable economy to enhance quality infrastructure, services and programs in a manner that balances the social, economic and environmental needs of current and future generations. This promotes people, the planet and future prosperity.

The Office of Sustainability strives to uphold these priorities through the work of the Conservation Division, the Environmental Services Division and in implementing the Climate Action Plan and the Smart City Strategic Action Plan. The Office supports the Department's strategic focus areas of strengthening economic vitality, driving innovation and sustainability, improving collaboration and outreach and advancing equity and inclusion.

The Conservation Division leads the City's energy and water conservation efforts, provides alternative transportation and climate action planning and actively collaborates with civic groups, business organizations, environmental and health advocates, academic institutions, internal City departments and other public agencies.

The Environmental Services Division provides comprehensive solid waste management services by: building partnerships and implementing best management practices; increasing public awareness through educational and informational programming; and pursuing cutting edge and emerging waste management technologies. The Environmental Services Division supports the Department's strategic focus areas of strengthening economic vitality, driving innovation and sustainability and advancing equity and inclusion.

The Office of Sustainability is responsible for leading the implementation of the Chula Vista's Climate Action Plan and the Smart City Strategic Action Plan, including regional efforts, that aim to leverage innovative technology and data tools to better serve and engage Chula Vista residents, enhance sustainability, improve public safety, promote local economic development and maximize tax payer dollars through increased efficiency of operations, and optimization of resources. The goals of the Smart City Strategic Action Plan are for the City to become more connected, responsive, transparent and innovative.

FY2021 Office of Sustainability Key Accomplishments

- The City of Chula Vista was awarded a \$997,833 grant award from Clean Mobility Options (CALSTART) to fund a community electric shuttle pilot program for seniors in the northwest portion of Chula Vista. The goals of the pilot program will be to improve mobility options for the senior communities, provide connections to public transit and key community services, improve social determinants of health related to transportation accessibility, reduce greenhouse gas emissions, improve air quality, and reduce congestion.
- The Chula Vista City Council voted unanimously on May 26, 2020 to adopt a Digital Equity and Inclusion Plan (DEIP), which lays out a series of actions the City will take to ensure every Chula Vista resident has affordable access to high-speed internet, as well as the skills and devices needed to use it. Chula Vista was the first city in San Diego County to adopt such a plan.
- The City partnered with the cities of Encinitas, La Mesa, Imperial Beach and San Diego for the launch of the San Diego Community Power (SDCP) on March 1, 2021 and committed all municipal accounts to the 100% renewable energy option which is a significant step towards our future goal for 100% renewable electricity for the region. Opting up to the 100% renewable electricity product from SDCP would help reduce the City's municipal GHG emissions by an estimated 3,000 metric tons of CO2 equivalent or 30% of total emissions.
- Staff presented 14 free webinars for community members as part of the new Sustainability Series with topics including biking, composting, water conservation, green buildings, electric vehicles, recycling and sustainable holidays.



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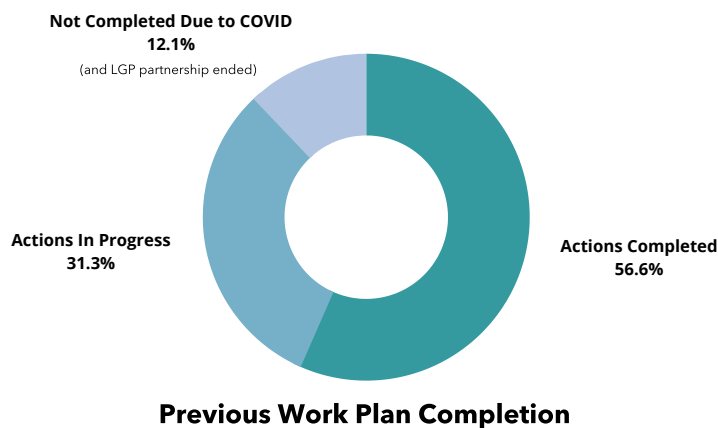
FY2022 Department Work Plan

FY2021 Office of Sustainability Key Accomplishments

- The City Council approved the Climate Equity Index in June 2021 as an important tool to promote equity through climate planning. The Climate Equity Index (CEI) provides a way to better understand equity in Chula Vista and to determine how climate planning can impact residents and track the impacts of actions over time. Chula Vista is the second city in the County to adopt a CEI.
- The City Council approved two new ordinances to support Climate Action Plan goals, reduce greenhouse gas emissions and improve building stock in Chula Vista by focusing on single and multi-family homes and commercial buildings over 20,000 s.f.
- The City of Chula Vista partnered with San Diego State University (SDSU) to install a second-life battery system at Veteran's Park and Recreation Center. The battery storage will be used to store energy from a roof solar PV system which a peak power can supply 56kW, nearly 70% of the electric power needed for the Recreation Center.
- The City demonstrated its stewardship and environmental responsibility by motivating its employees to learn and take initiative to reduce energy use at work and at home during the month-long Energy Goals campaign, with participants taking 626 energy saving actions in the month of October.
- Partnered with the California Lighting Technology Center at UC DAVIS on a California Energy Commission grant for Renewable Energy & Advanced Lighting Systems for Exterior Applications to retrofit existing light fixtures and provide resiliency during power outages at SDG&E Park and will partner with South Bay Community Services.
- City Council approved seven climate action recommendations from the Climate Change Working Group in April 2021, which will be the basis for the upcoming Climate Action Plan update in 2022.
- Staff held 12 in-person and 6 virtual presentations to community organizations featuring the draft Zero Waste Plan to educate a total of 204 total attendees. Groups include: CLEAN Sustainability Series webinar, First Friday, Commission on Aging, Healthy Chula Vista Commission, Parks and Rec Commission, Chula Vista Kiwanis, Bonita Kiwanis, Chula Vista Rotary, Chula Vista Women's Club, Chula Vista Chamber of Commerce's Public Policy Committee, Board of Directors and a presentation to Chambers members in City Hall Council Chambers.
- Staff performed 160 face to face commercial waste reduction program assistance meetings.
- 12 Sustainable Home Toolkits were deployed at Chula Vista library locations for checkout, providing library patrons with tools and equipment to improve the sustainability of their home or small business helping save money, cut energy and water use, and reduce waste and carbon footprint.
- The City's household hazardous waste program collected 548,189 lbs. (274 tons) of household hazardous waste(HHW) from 5,675 residents.
- The recycling program diverted 74,539 tons of recyclables from landfill disposal.



FY2021 Work Plan Performance



THE PATH FORWARD

FY2022 Department Work Plan

STRATEGIC FOCUS AREA #1: EXPANDING BUSINESS SUPPORT			
Goal	Supporting Actions	Division Lead	Timeframe
Support businesses in their economic recovery from the COVID-19 Pandemic	Create and administer parklet and sidewalk café grant program and cover sewer capacity fees for businesses	Economic Development	Ongoing
	Provide funding to small businesses in a second grant program	Economic Development	Q4 2021-Q1 2022
	Choose Chula smart phone app Pilot Program	Economic Development	Q3 2021 - Q4 2021
Provide exceptional customer service to all businesses by tracking all commercial, industrial and office projects to ensure on-time delivery of service and permit issuance	Ensure 90% of Tenant Improvement Permits are processed on time.	Economic Development	Ongoing
Provide additional information to businesses to support their operational success and recovery to operate in Chula Vista	Continue providing newsletters to businesses (must have an email address on file with business license).	Economic Development	Ongoing
	Update the Economic Development Department webpages to improve accessibility and promote ease of use.	Economic Development	Q2 2022
	Create a business resources guide to assist prospective and new businesses with navigating the process of opening, funding and expanding their businesses	Economic Development	Q1 2022

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FY2022 Department Work Plan

STRATEGIC FOCUS AREA #2: IMPROVING COLLABORATION & OUTREACH			
Goal	Supporting Actions	Division Lead	Timeframe
Provide support and foster relationships with larger employers in the community	Hold CEO and industry meetings with larger employers (25+ employees)	Economic Development	Q2 2022
Strengthen economic development ecosystem relationships within the region	Build and strengthen relationships with ecosystem partners: Chula Vista Chamber of Commerce, Asian Business Association, Hispanic Chamber of Commerce, Black Chamber of Commerce, Third Avenue Village Association, South County EDC, San Diego Regional EDC, Small Business Development Center, small business funding institutions (e.g. My Neighborhood National Bank)	Economic Development	Ongoing
	Convene working group meetings to educate/share on resources/services from ecosystem partners and to advance impactful initiatives and partnerships	Economic Development	Q1 2022
	Collaborate regionally in the update to the Comprehensive Economic Development Strategy (CEDS) to ensure Chula Vista's representation	Economic Development	Q4 2021 - Q1 2022

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FY2022 Department Work Plan

STRATEGIC FOCUS AREA #3: STRENGTHENING ECONOMIC VITALITY			
Goal	Supporting Actions	Division Lead	Timeframe
Continue the City's efforts on the University-Innovation District to create a bi-national, multi-institutional center for higher education in Chula Vista	Continue conversations and explore next steps with ASU Local and Purdue Global	Economic Development	Ongoing
	Continue work on the Overlay Zone effort with HomeFed	Economic Development	Ongoing
	Discuss formation and timing with University Subcommittee to establish a proposed university nonprofit	Economic Development	Ongoing
	Complete marketing campaign and go-to-market strategy for university and industry audiences	Economic Development	Ongoing
	Participate strategically in legislative advocacy as needed (e.g. AB 1097)	Economic Development	Ongoing
	Continue supporting the development of Millenia Smart Park to spur office development	Economic Development	Ongoing
Pursue disposition and development agreement for City owned property 707 F Street	Champion a legislative fix to AB 1486, Surplus Lands Act (SB 51, Durazo)	Economic Development	Q3 2021
	Secure a disposition and development agreement by 2024	Economic Development	Q4 2023
Participate with Third Avenue Village Association Business/Property Improvement District to ensure continued revitalization, success and investment in the City's downtown core	Assist with timely TI processing for new businesses	Economic Development	Ongoing
	Support the addition of new events and marketing efforts	Economic Development	Ongoing
	Provide business grants for curb and sidewalk cafes	Economic Development	Q3 2021

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FY2022 Department Work Plan

STRATEGIC FOCUS AREA #3: STRENGTHENING ECONOMIC VITALITY			
Goal	Supporting Actions	Division Lead	Timeframe
Prioritize and monitor Asset Management to maximize use of city's real property assets	Negotiate the rental or lease of city-owned properties that enhance revenues to the General Fund for public services	Economic Development	Ongoing
	Negotiate and assist in implementing master licensing agreements for micro and macro cell sites throughout the city	Economic Development	Ongoing
Assist in the implementation of the Bayfront Redevelopment	Participate and assist with securing the CLRRRA Agreement	Economic Development	Q4 2021
	Participation on implementation of the Gaylord of the Pacific Resort and Convention Center	Economic Development	Ongoing with ground breaking Q1 2022
	Provide opportunities for local procurement of food, materials and labor during the active construction period	Economic Development	Ongoing with ground breaking Q1 2022
	Create a policy to provide licensed Chula Vista food trucks exclusive access to provide food to construction and trade workers during the construction and building process	Economic Development	Q1 2022
	Analyze a local restaurant delivery program to provide food from Chula Vista restaurants to construction and trade workers during the construction and building process	Economic Development	Q1 2022

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FY2022 Department Work Plan

STRATEGIC FOCUS AREA #3: STRENGTHENING ECONOMIC VITALITY			
Goal	Supporting Actions	Division Lead	Timeframe
Assist in the development of the SPA for the Collins Aerospace / United Technology Campus 50 Acre SPA	Partner with Development Services on planning and review of a regional technology park SPA that supports high-paying jobs on the Bayfront and is consistent with land uses desired for the Bayfront development	Economic Development	Q3 and Q4 2021
	Work with the SDRWQC Board on implementing the Clean Up and Abatement Order so that the land can be brought back to a vibrant land use	Economic Development	Ongoing
Continue the TechHire Program for Chula Vista residents to access internships, full-time tech jobs and training opportunities	Partner with San Diego Workforce Partnership to continue the successful TechHire Program and provide access to 40 Chula Vista residents for the program	Economic Development	Ongoing

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FY2022 Department Work Plan

STRATEGIC FOCUS AREA #4: DRIVING INNOVATION & SUSTAINABILITY			
Goal	Supporting Actions	Division Lead	Timeframe
Update the 2017 Climate Action Plan Update	Update the City's 2017 Climate Action Plan	Office of Sustainability	Q1 2022
	Implement Climate Equity Index	Office of Sustainability	Q3 2021 and ongoing
Update and create Smart City policies that address areas of community concern while continuing to advance the smart city platform	Engage with the community through outreach and education events such as workshops	Office of Sustainability	Q4 2021 and Q1 2022
	Create a data protection policy for Council consideration	Office of Sustainability	Q4 2021
Organic Waste Education and Implementation (SB 1389)	Implement an organic waste diversion program for residential and commercial generators and in compliance with State of California regulations	Office of Sustainability	Q4 2021
Develop a single-use plastics ban	Develop a policy for City Council consideration	Office of Sustainability	Q1 2022
Adopt the City's first Zero Waste Plan	Create a pathway to reduce the production of waste	Office of Sustainability	Q1 2022
Create policies to support a rescued urban wood/reclamation hub	Create City policies and a "playbook" to encourage the use of rescued urban timber by creating a closed loop system, driving economic development through job creation and education opportunities and implementing components of the CAP	Office of Sustainability	Q1 2022
	Update City's Tree Replacement policy to include urban tree rescue	Office of Sustainability	Q1 2022

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FY2022 Department Work Plan

STRATEGIC FOCUS AREA #4: DRIVING INNOVATION & SUSTAINABILITY			
Goal	Supporting Actions	Division Lead	Timeframe
Implement awarded Mobility Grant from CCDC and CMO for total of \$2M	Implement senior shuttle services in western Chula Vista	Office of Sustainability	Q1 2022 and ongoing
Implement the Digital Equity and Inclusion Plan	Establish public broadband services at publicly owned properties for equitable community use to address the digital divide	Office of Sustainability	Ongoing
	Complete fiber exchange agreement with Media 3	Office of Sustainability	Q4 2021
Benchmarking Ordinance Implementation	Continue implementation of the approved Benchmarking Ordinance	Office of Sustainability	Ongoing
	Coordinate with SDG&E Codes and Standards team for support of marketing or program as it ramps up	Office of Sustainability	Q3 2021 and ongoing
Update the City Operations Sustainability Plan	Work with inter-departmental Green Team to update the current plan	Office of Sustainability	Q2 2022
Guide installation of the CALeVIP electric vehicle chargers at a City parking lot near Third Avenue	Collaborate with partner and various City departments and funding agency to ensure deadlines and milestones are being met	Office of Sustainability	Q4 2021
Implement partnership with UC Davis Lighting Technology Center on a California Energy Commission EPIC Grant	Coordinate with UC Davis and South Bay Community Services on implementation of multi-year EPIC grant	Office of Sustainability	Q3 2021
Continue to improve and lead collaboration and outreach to the community to advance Smart City initiatives	Collaborate with essential departmental and regional partnerships: City of San Diego, City of Carlsbad, Port of San Diego, San Diego Airport Authority, SANDAG, San Diego Regional Climate Collaborative, Cleantech and others	Office of Sustainability	Ongoing

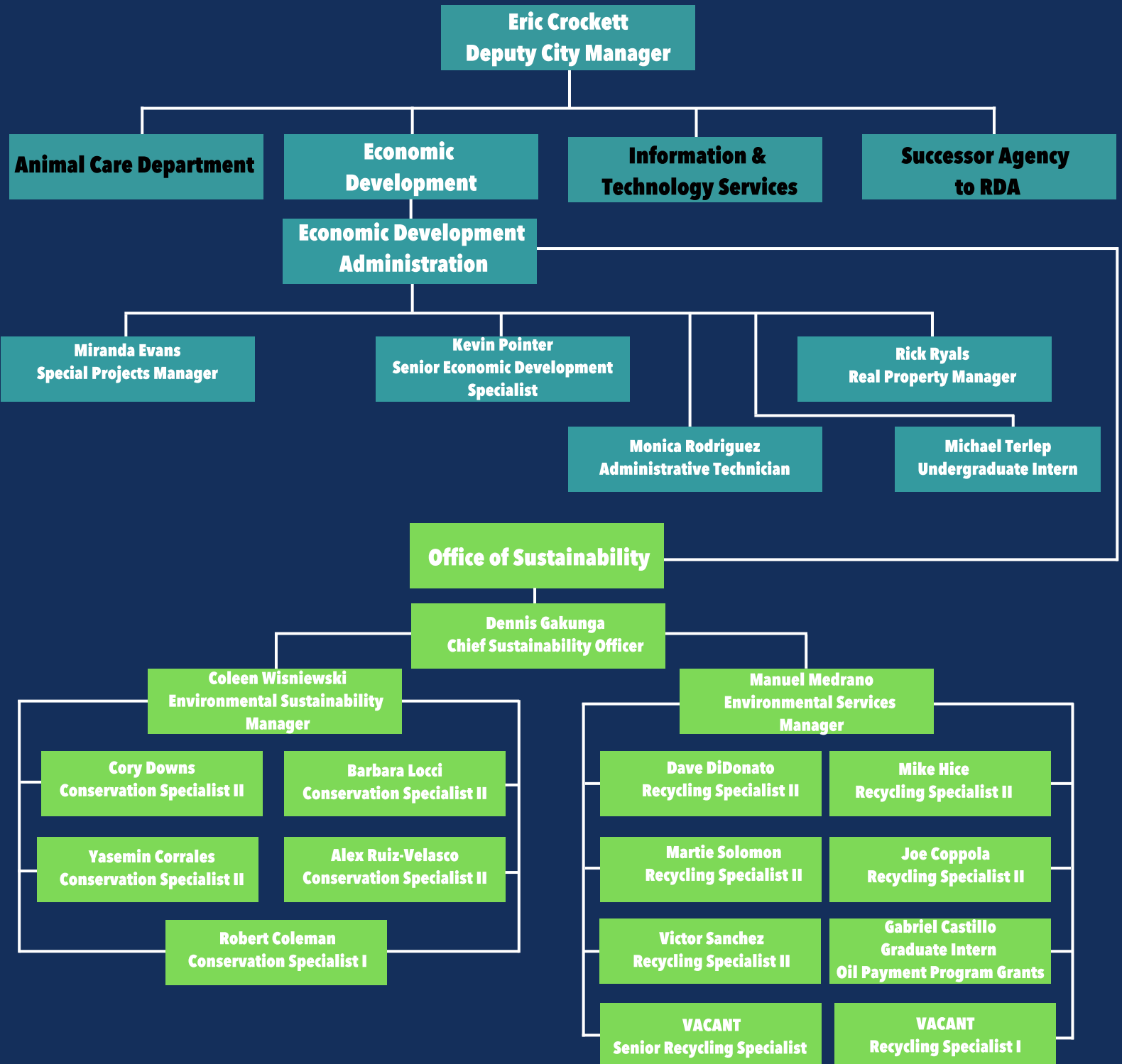
THE PATH FORWARD

FY2022 Department Work Plan

STRATEGIC FOCUS AREA #5: ADVANCING EQUITY & INCLUSION			
Goal	Supporting Actions	Division Lead	Timeframe
Champion the pursuit of city-wide policies and practices to advance equity and inclusion	Complete an equity and inclusion audit of internal and external practices and solicit RFPs for qualified firms to create an Equity and Inclusion Action Plan	Economic Development	Q4 2021
	Lead a working group of internal departments including Finance and the City Attorney's Office to develop an inclusive procurement policy for City Council consideration to prioritize doing business with local Chula Vista businesses and WBEs, DBEs, MBEs and VBEs	Economic Development	Q1 2022
	Provide opportunities for tailored services and equitable access to capital and financial literacy for WBEs, DBEs, MBEs and VBEs based on city-obtained data in the business license process	Economic Development	Q1 2022
	Identify local engineering and trade contractors that the City needs and create a list of small, local contractors eligible to provide services to the City and work with Finance and Engineering to develop a policy	Economic Development	Q1 2022
	Continue participation with San Diego Regional EDC's Inclusive Growth Initiative	Economic Development	Ongoing



ECONOMIC DEVELOPMENT DEPARTMENT ORGANIZATIONAL CHART



ECONOMIC DEVELOPMENT

The Senior Management Team

Eric Crockett, Deputy City Manager



Eric Crockett is the Deputy City Manager for the City of Chula Vista and plays a catalytic role in guiding the community's sustainable economic development. As Deputy City Manager, Eric manages 45.25 full-time equivalent (FTE) positions in Economic Development, The Animal Care Department and Information and Technology Services. Eric also oversees the Successor Agency to the Redevelopment Agency.

Eric contributes a wealth of knowledge to the City accumulated from over two decades of experience working in local government, specifically in economic development, redevelopment, brownfield property transactions, affordable housing, planning and engineering.

He currently focuses his efforts on the redevelopment of the Chula Vista Bayfront, the revitalization of Western Chula Vista and the attraction of a new four-year university or universities to Eastern Chula Vista. He holds a master's degree in Public Administration from San Diego State University, is a certified planner and is an active member of the Urban Land Institute.

Favorite aspect of working in Chula Vista: "Helping community members and applicants navigate the bureaucracy is something I take pride in and have fun doing. I have the privilege of working directly with true entrepreneurs in our community to provide them with the tools they need to be successful. I get to come to work every day and collaborate across all departments in City Hall on projects like nowhere else."

Miranda Evans, Special Projects Manager



Miranda Evans is a self-described civic dreamer and doer. She has served the City of Chula Vista for over three years using her background in development services and administration to provide assistance and concierge services to Chula Vista businesses and to support city leadership in managing and advancing a variety of special projects in Economic Development and the City Manager's Office. One of the special projects under her purview is the University-Innovation District and bringing the City's long-time vision of a multi-institutional, bi-national university to fruition.

Miranda holds a master's degree in Public Administration from San Diego State University, a graduate certificate in City Management from Villanova University, a professional certificate in Leading Smart Communities from Pepperdine University and is currently studying to earn a master's degree in Political Psychology from Arizona State University as part of the university's second cohort. She is a proud member of the ICMA where she was accepted into the nationwide Emerging Leaders Development Program. She also participates with the Council of Development Finance Agencies and the International Economic Development Council.

Favorite aspect of working in Chula Vista: "I love what I do and enjoy the people I get to do it with. City leadership provides me with the opportunity to use my superpowers of curiosity, creativity and problem solving to provide exceptional work products to benefit businesses and the community. Having the privilege of working on the most exciting projects in the region keeps me energized."

ECONOMIC DEVELOPMENT

The Senior Management Team

Manuel Medrano, Environmental Services Manager



Manuel Medrano began his career with the City of Chula Vista in January of 2000 as an intern while attending San Diego State University. Manuel's experience has been developed by working on all of the City's waste reduction and recycling programs under the tutelage of excellent former environmental program developers.

Manuel's interest in sustainability was cultivated while growing up in Tijuana, Mexico as he saw a strong need for environmental stewardship and the importance to protect natural resources. In his youth he often visited family in Chula Vista and finally moved as a teen to western Chula Vista where he still resides and is raising his family.

Manuel sits on the boards of the California Resource Recovery Association, the California Product Stewardship Council, was selected as a commissioner in the California Statewide Commission of Recycling Markets and Curbside Recycling and is President of the California Association of Recycling Market Development Zones.

Proudest Achievement working for the City of Chula Vista: "My contributions to several key environmental health, safety and quality of life protection programs for my very own city make me proud. These programs continue to help our residents and businesses and are recognized as sample programs for other communities."



Dennis Gakunga, Chief Sustainability Officer

Dennis Gakunga leads and directs the City of Chula Vista's Office of Sustainability team and the Smart City program. His responsibilities include managing the implementation of Citywide sustainability programs, policies and smart city initiatives. Dennis is on the Board of Directors for Cleantech San Diego and the leadership team of the San Diego Regional Smart Cities Collaborative, a multi-agency initiative involving the City of San Diego, Carlsbad, Port of San Diego, San Diego International Airport and SANDAG.

His previous experience includes serving as a Department Director and Assistant Director for multiple municipalities and public agencies in Texas and California.

Dennis has also worked as a management consultant for Deloitte Consulting, IBM Business Consulting and PWC Consulting. He holds a master's degree in Public Administration from Syracuse University and a B.S. in Information Systems and Management Sciences from the University of Texas, Arlington.

Favorite aspect of working in Chula Vista: "I enjoy working closely with city leadership, department heads, staff, as well as City residents, businesses and regional agencies on various programs, policies and initiatives to help the City realize its vision to become a world-class smart and sustainable city."

ECONOMIC DEVELOPMENT

The Senior Management Team

Kevin Pointer, Senior Economic Development Specialist



Kevin Pointer supports the department's key Economic Development strategic focus areas by providing advanced level technical and analytical work with the goal of generating economic prosperity in the community. In his role he develops and implements programs that provide direct business support to the thousands of Chula Vista businesses seeking to locate, thrive and grow in Chula Vista. In his 18-plus years of working in local government, he has gained extensive experience in areas including economic development, real estate and land use planning. Some of Kevin's key responsibilities include the development of City-owned 707 F Street, supporting the economic vitality of the City's historic Downtown District, and helping businesses recover from the economic impacts of the pandemic.

Kevin holds a master's degree in Public Administration from San Diego State University, a bachelor's in Urban Studies and Planning from UC San Diego and a Certificate in Public Participation from the International Association of Public Participation. He is currently pursuing a Real Estate Finance, Investments and Development certificate from University of San Diego.

Favorite aspect of working in Chula Vista: "I love driving real and positive change that has a direct impact on the lives of business owners, employees and residents in our community. One of the most rewarding experiences I have had is developing and administering a grant program that directed \$1.3 million in CARES Act funding to 270 businesses to sustain them through the pandemic."

Coleen Wisniewski, Environmental Sustainability Manager



Coleen Wisniewski joined the City in 2016 and has over 19 years of program management experience in the conservation field. Coleen manages a team involved in coordinating community-focused programs related to energy efficiency, renewable energy, green buildings, alternative fuels, greenhouse gas emissions, climate change, water conservation, watershed protection and general sustainability. She previously managed the City's Local Government Partnership with SDG&E and focuses on sustainable city operations. Coleen is an Advisory Board Member at the San Diego Regional Climate Collaborative. Prior to joining the City, Coleen worked with various NGOs where she managed environmental programs that tracked California's ocean health and associated water quality and climate change issues, taught educational curricula for adults and children and worked with fishing cooperatives in Baja California, Mexico to monitor Marine Protected Areas. Coleen has a B.S. in Biological Sciences from Rutgers University.

Favorite aspect of working in Chula Vista: "I get to work with most of the departments in the City, promoting sustainability across all sectors and helping to ensure there is always a sustainability focus wherever possible in the work the City does."

ECONOMIC DEVELOPMENT

The Senior Management Team



— HAPPY —

Retirement

Rick Ryals, Real Property Manager

Rick Ryals brings 40 years of municipal real estate management experience to his role as Real Property Manager. In this capacity he is responsible for all aspects of municipal real estate including appraisals and valuations, right-of-way acquisition and relocation services, as well as the disposition, management, control and disposal of the City's real estate assets. Rick is well respected in his field and has a proven track record of integrating private sector business principles into agency practices to increase efficiency and minimize staff cost.

After a four-decade career in municipal government, Rick will be celebrating his retirement in December 2021. His sense of humor, quick wit, institutional knowledge and can-do attitude will be sincerely missed by his friends and colleagues.

Proudest Achievement working for the City of Chula Vista: "I am proud of my work rearranging the management of our assets to increase utilization and generate income to make them more sustainable. In reflecting back on my tenure with the City, I am most proud of creating from the ground up, and implementing, a Real Property Services discipline within the city."

CONTACT US

We'll Get Back to You

Business Assistance & Concierge Service

business@chulavistaca.gov

Eric Crockett, Deputy City Manager

ecrockett@chulavistaca.gov

Miranda Evans, Special Projects Manager

mevans@chulavistaca.gov

Dennis Gakunga, Chief Sustainability Officer

dgakunga@chulavistaca.gov

Manuel Medrano, Environmental Services Manager

mmedrano@chulavistaca.gov

Kevin Pointer, Senior Economic Development Specialist

kpointer@chulavistaca.gov

Coleen Wisniewski, Environmental Sustainability Manager

cwisniewski@chulavistaca.gov



ECONOMIC DEVELOPMENT DEPARTMENT WORK PLAN F Y 2 0 2 2

City of Chula Vista City Hall
276 Fourth Avenue
Chula Vista, CA 91945
www.chulavistaca.gov

Produced by Miranda Evans, Economic Development / City Manager's Office



Here to serve you: business@chulavistaca.gov



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