



**CITY OF SAN DIEGO  
OFFICE OF COUNCILMEMBER RAUL A. CAMPILLO  
SEVENTH DISTRICT**

**MEMORANDUM**

DATE: January 14, 2022

TO: Jeff Kavar, Interim Independent Budget Analyst

FROM: Councilmember Raul A. Campillo, Seventh Council District *Raul A. Campillo*

**SUBJECT: Budget Priorities for Fiscal Year 2023**

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Thank you for the opportunity to share my priorities for the City of San Diego's Fiscal Year 2023 (FY23) Budget. I want to express my gratitude to your office for all the expertise and advise you have shared with me and my staff during my first year serving the constituents of District 7.

Per the City's *FY2023-2027 Five-Year Financial Outlook*, the FY23 Budget is projected to have a \$66.8 million baseline shortfall. While this is substantive, the remaining funds allocated to the City under the American Rescue Plan Act (ARPA) will greatly help balancing this deficit in FY23. Pension payments are also estimated to be \$31 million below initial projections in the upcoming fiscal year. Although Transient Occupancy Tax projections in the last two quarters showed encouraging numbers, the COVID-19 omicron variant and the risk of future variants still present serious challenges to our region.

With the Mayor's proposed department service level improvements to address Get It Done backlogs, compliance needs, and funding for new facilities, the shortfall to mitigate after using ARPA funds and excess equity is \$97.9 million. While these investments represent valuable efforts to improve service levels, your office has rightfully noted the need to phase-in these positions in a realistic manner that considers the already existing vacant positions.

For District 7, I am supportive of staffing increases that would address 72-hour parking violations, missed collections, streetlight and sidewalk reports, as well as street resurfacing. A

gradual increase to Parks and Recreation garbage can collection, and crews working on pothole repairs, urban forestry and traffic signal repair would also benefit the City as a whole, but filling current FY22 budgeted vacant positions should be prioritized. The consideration of adding 205.00 FTEs in FY23 should therefore first be evaluated against current vacancy levels in those job classifications, and recruitment challenges that likely require special salary adjustments.

My priorities for FY23 include intentional investments to support workers as part of the Office of Labor Standards Enforcement, and the Office of Child and Youth Success. The City also needs to provide assistance to our regional industry partners, the arts and culture community, non-profit organizations and small businesses, to ensure that they have the necessary tools for financial recovery. I am asking that the neighborhood services that my constituents rely on be maintained at current levels, and that significant funding be allocated toward the implementation of the updated Climate Action Plan, and active transportation infrastructure.

In addition, public safety spending should focus on equitable recruitment and restorative justice for youth; housing and homelessness spending should be based on the needs of particularly vulnerable groups; and local government should be made more accessible to residents through expanded language access and further upgrades to the Get It Done application. I also outline my top District 7 priorities, including maintenance of the Old Mission Dam; the installation of an unleaded fuel tank at Montgomery Gibbs Executive Airport; the construction of the San Carlos Library; as well as recreation center and park improvements in Allied Gardens, Linda Vista and Serra Mesa.

Feel free to contact my office should you have any questions about my listed priorities, and I look forward to working with your office, the Mayor and my Council colleagues to develop a budget that allows City workers to provide exemplary service that meets the needs of our constituency.

On a final note, I would like to thank you, Mr. Kavar, for your career of public service, dedicated to the fiscal health of the City of San Diego and to the improvement of our reputation for governance. As described by Aristotle, a city is “a political partnership [that] must be regarded . . . as being for the sake of noble actions, not for the sake of living together.” You have given the City Council excellent advice and direction, and you have given our residents and the community excellent service; in doing so, you have made San Diego not just a place where we live together, but where we can act nobly in the pursuit of better lives. You will most certainly be missed, and we wish you an enjoyable and well-earned retirement. Thank you for all you have done for us.

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## **ECONOMIC DEVELOPMENT**

*As Chair of the City's Economic Development and Intergovernmental Relations Committee for a second year, I am committed to supporting and enhancing our local economy. Our City must be dedicated to supporting our local economy, including the many industries located in San Diego, and the multitude of local jobs these businesses create and provide for our residents. San Diego's economy is undeniably bi-national. The local economy is also not restricted by the boundaries of the national border it shares with Mexico, and our City must continue to strengthen its partnership with its neighbors to the South. Empowering our economy is essential.*

**Economic Development Strategy:** The most recent Economic Development Strategy was adopted in 2016, to cover the 2017-2019 timeframe. An updated Strategy, that incorporates the challenges of a post-pandemic recovery, will serve as an important framework for how the City can work with regional stakeholders to develop our workforce and economy. I request that funding be allocated in the Economic Development Department to update this important document in FY23. *Approximate Cost: \$100,000*

**Office of Labor Standards Enforcement (OLSE):** I was excited to be among the Councilmembers who advocated for this office in the FY22 Budget. While existing City functions have now been consolidated into the Compliance Department, I request the addition of:

- 2.00 FTE staff attorneys in the City Attorney's Office to assist workers with claims. *Approximate Cost: \$240,000*
- 1.00 FTE Investigator to proactively inspect labor violations. *Approximate Cost: \$70,000*
- 1.00 Community Outreach Representative to educate workers about resources available to them through the OLSE. *Approximate Cost: \$65,000*
- A Comprehensive Outreach Initiative, raising public awareness through partnerships with community-based organizations (CBOs) and worker advocates in multiple languages. *Approximate Cost: \$1,200,000*
- A Worker Justice Fund, to assist with wage replacement resulting from wage theft or other violations. *Approximate Cost: \$500,000*

**Small Business/Non-Profit Recovery:** With the continued uncertainties of the COVID-19 pandemic, the City's small business and non-profit communities continue to face challenges, and threats to their livelihoods. These businesses and organizations have had to make difficult decisions in order to stay afloat during this difficult time, including going further into debt, deferring needed maintenance and laying off workers. I recommend that American Rescue Plan Act funding be allocated in FY23 to support the recovery of our industries, with particular emphasis on partnering with Strategic Alliance, the coalition of San Diego's three largest ethnic chambers of commerce. *Approximate Cost: \$10,200,000*

**Convention Center Recovery:** Per the City's *FY2023-2027 Five-Year Financial Outlook*, Transient Occupancy Tax is not projected to reach pre-pandemic levels until FY24. With the resurgence of COVID-19 cases due to the omicron and potential future variants, the upcoming

fiscal year holds much uncertainty for San Diego Convention Center operations and the employees who depend on these events for their livelihood. Multiple cancellations of large events that would bring much needed revenue to the Convention Center has resulted in the need to defer critical maintenance and capital improvements. I therefore request that the FY23 Budget include funding for the recovery of the Convention Center and to support its staff and employees. *Approximate Cost: \$10,000,000*

**Office of Child & Youth Success:** After successfully advocating for the establishment of this office in the FY22 Budget, I would ask that once the Executive Director has been hired in early 2022, they develop a Strategic Workplan that outlines how the City can work with regional partners to improve childcare access and availability. Based on the yet to be determined staffing needs of this office, I request 1.00 FTE Program Coordinator to support the Executive Director in implementing the Workplan. *Approximate Cost: \$120,000 for 1.00 FTE and FY22 programming funding that will be realized as excess equity*

**Community Development Block Grant (CDBG):** Funding for the Public Services portion of CDBG should be reinstated in FY23. The failure to provide CDBG funds to community non-profits and service providers will have large negative effects on their ability to provide critical services to communities in need, and should therefore be prioritized as part of the upcoming budget. *Approximate Cost: \$1,500,000*

**Excluded Workers Fund:** Undocumented, previously incarcerated and cash economy workers make up a large part of our regional economy, and are often frontline workers or employed in tourism-driven industries such as restaurants and hotels that experienced mass lay-offs during the pandemic. In order for the City's economy to fully recover, these individuals should receive assistance similar to other COVID-19 relief provided by the State or Federal government, that they were not eligible for. *Approximate Cost: \$5,000,000*

**Summer Youth Environmental/Recreation Corps Program:** I was pleased to learn about the successful efforts of the Parks and Recreation Department to extend youth internship and employment opportunities in the second half of 2021. These opportunities are key in order to open the doors of government up to youth who are either enrolled in high school, or are recent graduates, and lack access to higher education or employment. I request that this program be expanded to other City Departments, and that funding be allocated to CBOs to assist in recruitment efforts. *Approximate Cost: \$1,000,000*

## **NEIGHBORHOOD SERVICES**

**Parks and Recreation Staffing:** In FY22, the Parks and Recreation Department has continued to face major department vacancies. The Department has reported that nearly 44% of recreation center staff, 14% of full-time staff, and over 30 ground maintenance staff positions remain vacant. Pool hours, recreation center programs, and general maintenance have all seen cuts, that directly

impact the neighborhood services the City provides to our residents. I ask that no reductions be made to the Parks and Recreation personnel and programming budget in FY23, and support be provided to give the Department the opportunity to fill its current vacancies. I also request the addition of 1.00 FTE Park Ranger, dedicated to the San Diego River Park. *Approximate Cost: \$55,000 for 1.00 FTE Park ranger and \$133,800,000 to maintain P&R budget*

**Arts & Culture:** The arts & culture community has suffered disproportionately during the pandemic, and is in need of immediate support. I request that a total of \$14.3 million be dedicated to match the pre-pandemic levels of Arts & Culture funding. This allocation will be key to helping these essential organizations and businesses recover and contribute to the re-opening of the San Diego economy. From this solid foundation, I hope to see our City fully fund Penny for the Arts within the next few budget cycles. *Approximate Cost: \$4,600,000*

**Public Utilities:** The *Public Utilities Department Fiscal Year 2023-2027 Five-Year Financial Outlook* accounts for expenditures for operations, maintenance of critical infrastructure and debt payments. As part of the Outlook, the Department has identified critical strategic expenditures that are needed for the successful implementation of Advanced Metering Infrastructure, Pure Water Phase 1 & 2, and water system controls. I request that these above baseline expenditures be funded in FY23 to ensure that the infrastructure needs of our Utility are met. *Approximate Cost: \$4,800,000 for water expenditures, and \$5,000,000 for wastewater expenditures*

**Storm Water:** The investments made in FY22 to provide for more robust storm water service provision were significant, and an important first step in addressing the structural underfunding of storm water needs. In FY23, I request that a stormwater harvesting analysis be prioritized, along with the funding of positions that will help meet federal and state requirements related to pipe cleaning, inlet inspections, levee maintenance and other water quality compliance needs. On the capital side, I also ask that priority be given to funding the severe backlog of stormwater infrastructure improvements. *Approximate Cost: Unknown*

**Library Hours, Services and SDAccess4All:** The Library budget has historically been vulnerable to budget reductions. The City Council made it clear during the FY22 Budget negotiations that library services are essential to our neighborhoods, and should not be compromised as part of mitigation efforts. The Library Department is well-underway in their FY22 recruitment efforts, and in FY23, I ask that the Library Department's operational and materials budget be maintained. I also request that *SD Access4All* wi-fi hotspot services and check-out services for laptops be funded on an ongoing basis. *Approximate Cost: \$60,700,000*

**Urban Forestry:** In order to fulfill the City's ambitious climate goals, I request that no reductions be made to the City's tree trimming budget to mitigate shortfalls, and that tree canopy be preserved and expanded in alignment with the updated Climate Action Plan (CAP), and the Urban Forest Management Plan. Funding should be based on cost estimates outlined in the upcoming CAP Implementation Plan but at this time I request the following:

- Maintain funding for tree inspections. *Approximate Cost: \$3,170,000*

- Increase funding for planting of new trees. *Approximate Cost: \$720,000*
- Increase pest treatment and tree removal contracts. *Approximate Cost: \$600,000*
- Increase tree care contracts for park trees. *Approximate Cost: \$200,000*
- Increase staffing supporting urban forestry and the re-establishment of the heritage tree program by:
  - 1.00 FTE for Code Enforcement Officer/Arborist, in Development Services
  - 1.00 FTE for Public Works Inspector/Arborist in Engineering and Capital Projects
  - 1.00 FTE for Information Specialist/Arborist in Transportation
  - 1.00 FTE for Policy Analyst/Arborist, in Transportation
  - 1.00 FTE for Tree Inspector/Arborist in Transportation

## **ENVIRONMENT/INFRASTRUCTURE**

**Infrastructure Improvements:** With the federal Infrastructure Investment & Jobs Act recently signed into law, local jurisdictions have received a tool to make much needed investments into their often extensive backlogs of infrastructure improvements. For the City of San Diego, this could mean investments into specific community assets as part of the Capital Improvements Program, listed further down in this memo, but I also want to see intentional efforts to increase capacity in alignment with the Complete Streets vision, and help meet the City’s Vision Zero goal. I recommend the following investments in FY23:

- Fill the current 5 vacancies in the sidewalk repair teams that were budgeted for in FY22 and add positions for sidewalk repair/ramping/ADA upgrades.
  - *Approximate Cost: 20.00 FTEs and \$2,800,000*
- Prioritize road repairs that are comprehensive in nature, such as overlay. The City should create a 10-year plan to ensure all major corridors, including heavily trafficked roadways, are upgraded on a regular basis, and allow the streets condition assessment funded in FY22 to prioritize slurry seal schedules. These resurfacing projects should be upgraded with the safest level of bike infrastructure feasible for that segment of roadway, and should coordinate improvements with SANDAG Early Action Plan (EAP) bike projects.
  - *Approximate Cost: 14.00 FTEs and \$19,500,000 for overlay construction program transfer from Engineering & Capital Projects to Transportation Department; and \$48,100,000 for slurry seal work*
- Complete 40 miles of new or improved bikeway to improve the regional bike network, in particular along Friars Road in Mission Valley, to ensure safe active transportation options for residents once the stadium development concludes.
  - *Approximate Cost: \$7,000,000*
- Update the Bicycle Master Plan to account for updated engineering standards, and upgrade existing bike lanes to provide for better surfacing, reinforcement of structures

and signage/signals, per my recently submitted memorandum “District 7 Bicycle Infrastructure Priorities”<sup>1</sup>

- *Approximate Cost: Unknown*
- Increase funding for the Sustainable Transportation for All Ages and Abilities Team (STAT) to double the current mandate to build nine miles of quick-build bikeways per year to eighteen miles. I also ask that these quick-build projects be implemented in an expedited manner, focusing initially on the most dangerous corridors in and connecting to historically underserved communities, and prioritizing network completion to encourage active transportation mode shift.
  - *Approximate Cost: \$1,100,000*
- Promote and support transit use by improving travel times for buses with bus-only lanes and incorporate traffic signal prioritization when possible to continue the expansion of the bus lane network.
  - *Approximate Cost: \$150,000*
- Construct new or improved pedestrian crossings, provide for reduction of speed limits per the recently adopted Assembly Bill 43, lane narrowings, road medians, pedestrian refuge islands, speed tables or humps, bulb-outs, roundabouts etc.
  - *Approximate Cost: \$3,000,000*
- Invest in an outreach campaign for bicycle safety and a bicycle commuter incentive program. *Approximate Cost:*
  - *\$400,000*
- Dedicate funding to address the unfunded backlog of ADA Transition Plan projects, and ADA complaints received by the City.
  - *Approximate Cost: \$6,000,000 for ADA Transition Plan projects, and \$5,200,000 for ADA complaint projects.*

**Montgomery Gibbs Executive Airport:** I request that funding for an unleaded fuel tank, accompanying card reader, and concrete slab be included in the FY23 Budget. Nearly 1.422 metric tons of toxic lead pollution is released into the air annually from airplanes using the Montgomery Gibbs Executive Airport, and this fuel tank will help limit air pollution and ensure cleaner air for residents of San Diego. *Approximate Cost: \$200,000 for an unleaded fuel tank, card reader and concrete slab*

**Old Mission Dam:** The Old Mission Dam at Mission Trails Regional Park is a historic state landmark that is at risk of being destroyed due to excess silt deposits. The Dam must be dredged every four years due to these excess silt deposits. In FY23, I ask that the City coordinate with either the state or the San Diego Parks Foundation to identify the funding needed to ensure the dam is dredged on a consistent basis. *Approximate Cost: \$750,000*

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<sup>1</sup> 12/30/2021, <https://www.sandiego.gov/sites/default/files/cd7memo211230.pdf>

**Reservoir Facilities:** I request that the FY23 Budget accommodate an investment toward improving facilities, in particular, repairing and upgrading public restrooms along the Lake Murray Community Park walkway. Prioritized amenities should include, but not be limited to, trash cans, recycling bins, water fountains for trails, and safe needle disposal. *Approximate Cost: \$500,000*

**Climate Action Plan (CAP) Implementation:** In order to fully implement the goals of the City's CAP, the City of San Diego needs to leverage regional, state and federal funding. While the Departments are already pursuing competitive grant opportunities, a dedicated Grant Writer position should be added in FY23 to support expedited implementation of CAP goals. In addition to this, a Transportation Planner should be added to help increase access to low-cost and efficient transit, and secure clean energy. *Approximate Cost: \$200,000 for 1.00 FTE Grant Writer and 1.00 FTE Transportation Justice Planner*

**Climate Equity Index:** Prior to FY23 budget adoption, the Climate Equity Index should be updated to properly account for the local needs of historically underserved communities such as Linda Vista in District 7, to fulfill the purpose of the Climate Equity Fund.

**Climate Equity Fund:** I request that the Climate Equity Fund provide \$10 million in annual funding to underserved communities. I also propose that the following projects be considered for funding allocated in the FY23 Climate Equity Fund:

- Design for John Baca Park. *Approximate Cost: \$800,000*
- Preliminary engineering and design for Linda Vista Community Center. *Approximate Cost: \$1,200,000*
- Linda Vista Community Park upgrades, including:
  - Resurfacing of tennis courts and installation of windscreens
  - Replacement of outdoor security cameras
  - Resurfacing, striping and introduction of signage at parking lot
  - Installation of perimeter wall of the outdoor basketball/multipurpose court
  - *Approximate Cost: \$100,000*
- Traffic calming on Osler Street. *Approximate Cost: \$700,000*
- Streetlights along Nye Street (2600 block), Osler Street (6200 block), and Inman Street (6300 block). *Approximate Cost: \$500,000*

**Climate Resilient SD:** With the recently adopted Climate Resilient SD Plan, I look forward to seeing climate resiliency prioritized in FY23 within our organization, but the work to engage our vulnerable communities needs to start immediately. Public outreach and engagement in the form of educational programs, workshops to plan implementation of strategies based on unique local conditions, emergency response/preparedness trainings, and climate adaptation strategies, are necessary steps to initiate this conversation. I request that funding be allocated for a climate resiliency community outreach program, that will partner with CBOs and Arts & Culture organizations, and is offered in multiple languages. *Approximate Cost: \$400,000*



**Fleet and Building Electrification:** In FY23, the City needs to make an aggressive transition to electric vehicles (EV) for its fleet, and electrification of its municipal building portfolio. Upfront costs for vehicles can be funded through state and federal earmarked funding for EV implementation. The biggest challenge is to account for adequate charging infrastructure to support the fleet, and with the positive results of the off-grid, solar-powered EV charging station pilot in 2021, I envision an expansion of these assets to meet operational needs. Building decarbonization is also necessary in order to reduce GHG emissions Citywide, and I request that intentional retrofitting of municipal buildings be prioritized in FY23, and that all new buildings be powered by 100% renewable energy, and maximize the use of solar panels. *Approximate Cost: \$5,000,000 for an existing building upgrade program and rebate program for electric equipment, \$500,000 for a consultant to support decarbonization efforts, \$400,000 for CBO policy development in in Communities of Concern, and an unknown amount for fleet electrification*

**Mobility Master Plan:** Given that a majority of GHG emissions originate from transportation, and that the City is far from the 2015 CAP goal of 50% of commutes in Transit Priority Areas being biking, walking and transit by 2035, the Mobility Master Plan needs to be fully funded and updated in FY23. This updated plan should be based on the Complete Streets approach, and outline aggressive action to meet the City's Vision Zero goal. In particular, emphasis should be placed on bike lanes, bus-only lanes, traffic calming elements, and improved sidewalk access. *Approximate Cost: \$500,000*

**Mode Shift Incentive Program:** In order to incentivize a commute mode shift toward walking, bicycling, and transit, I request that the City explore a Transportation Demand Management (TDM) program for City employees. *Approximate Cost: \$50,000*

**Public Power Feasibility Study:** In the FY22 Adopted Budget, the Council added partial funding for a Public Power Feasibility Study. In FY23, I request that additional funding be included to ensure that this matter can be fully evaluated, and that a business plan be prepared to inform the consideration of a public alternative. *Approximate Cost: \$500,000*

## **PUBLIC SAFETY**

**Lifeguard Division:** The current crew of five 24-hour responders in the Lifeguard Division is severely understaffed, and under-resourced. This presents a safety concern not only to the Lifeguards, but to the public at large. In FY23, I request the addition of 2.00 FTE Marine Safety Lieutenants; 5.00 FTE Lifeguard Sergeants; 5 FTE Lifeguard I's; as well as the addition of \$1.3 million for a replacement of the current Marine II Fire Boat; \$300,000 for the replacement of the locker room at the Boating Safety Unit; and \$100,000 for the replacement of the sleeping quarters for the La Jolla nightguard staff. *Approximate Cost: \$667,000-\$805,000 for personnel expenditures, and \$1,700,000 for non-personnel expenditures*

**Brush Abatement:** Wildfire conditions have significantly worsened in the last few years and constitutes a significant public safety hazard to our communities that border canyonlands, regional parks and open space areas. It is therefore imperative that funding for brush management performed by the Parks & Recreation be maintained at 509 acres per year. The management of brush in the Right-Of-Way performed by the Transportation and Storm Water Department, as well as the inspection program for both public and private properties performed by the Fire-Rescue Department should also both be maintained in FY23 to reduce fire hazards. *Approximate Cost: Unknown*

**Fire-Rescue Staffing:** Per the City's *Fiscal Year 2022 First Quarter Budget Monitoring Report*, the Fire-Rescue Department is currently projecting \$38.7 million in overtime expenditures, which exceeds the budgeted overtime by \$5.9 million and will likely climb higher due to staffing shortages caused by the omicron variant. This overtime is nearly identical to the overtime expenses one year ago, and according to the *IBA Review of the FY 2022 First Quarter Budget Monitoring Report*, the planned Relief Pool has not been able to be established due severe vacancies at the Engineer and Captain level. In the City's most recent compensation study<sup>2</sup>, these classifications rank either last, or next to last, in total compensation out of the 22 surveyed agencies. In FY23, a concerted effort therefore needs to be made to fill these vacancies, and I ask that recruitment incentives, including compensation increases, be considered to help the City keep pace with industry standard. I also request the addition of 6.00 FTE administrative personnel, at a cost that can be offset by a reduction in overtime spending. *Approximate Cost: Unknown, including 3.00 FTEs for a dedicated staffing unit, 2.00 FTEs for the Professional Standards Unit, and 1.00 FTE for the Logistics Office*

**Homebuyer Down-Payment Assistance Program Expansion:** To improve retention and diversity in recruitment for various first responder departments, I request that in FY23 the program that currently assists police officers in purchasing a home, be expanded to include all City of San Diego First Responders. *Approximate Cost: \$500,000*

**Peak Hour Fire Engines:** Despite being one of the key recommendations identified in the 2017 Citygate report, the start of a 3-year program of rolling out six peak hour engine teams has been delayed in past fiscal years. I request that funding for these squads be prioritized in FY23 in order to maintain response times during peak demand hours. *Approximate Cost: \$1,200,000 for 8 FTEs (2 Fire Captains, 2 Fire Engineers, 2 Firefighter II positions, 2 Firefighter II/PM positions)*

**Prioritize Firefighter and Lifeguard Wellness:** The service provider Focus Psychological Services ensures that the City's first responders can access counseling and other important wellness services. I request that previous funding reductions be restored to maximize access to this program. *Approximate Cost: \$300,000*

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<sup>2</sup> City of San Diego Pay Equity, January 2021  
[https://www.sandiego.gov/sites/default/files/2020\\_sd\\_pay\\_equity\\_report.pdf](https://www.sandiego.gov/sites/default/files/2020_sd_pay_equity_report.pdf)

**Public Safety Training Facility:** In the next few years, San Diego will be the 8<sup>th</sup> largest city in the U.S. but will not have a training facility for the Fire-Rescue Department. As the Fire-Rescue Department will need to relocate their current training facility within the next few years due to the progress of the Pure Water project, the City should explore reimagining the Kearny Mesa Police Plaza to accommodate a multifaceted joint-use training center for SDFD and SDPD. I ask that the City fund a feasibility study in FY23 to determine the potential for this alternative.

*Approximate Cost: \$300,000*

**Re-prioritization of Homeless Outreach Team:** Per the City of San Diego Community Action Plan on Homelessness Plan, adopted in 2019, the City should move the homeless outreach model away from SDPD officers, and shift it towards service providers. I request that the \$2.5 million allocated in FY22 for person-centered outreach be increased by \$1 million, to allow for additional outreach and case management. *Approximate Cost: 11.00 FTEs and \$1,000,000*

**Safe Syringe Exchange Program:** Safe syringe exchange programs have been proven to be safe and effective in promoting public health outcomes among those who inject drugs. Needles used for opiates, methamphetamine, or other drug consumption can be found scattered across entrances of various City trails and parks, posing a clear risk to public health and safety. In FY23, I request that the City work with the current safe syringe program service provider, Family Health Centers, in coordination with the County's needle exchange program, to identify opportunities in City of San Diego parks and along the riverbed of the San Diego River, particularly in places with family amenities, such as Sefton Field and behind the Mission Valley Library. *Approximate Cost: \$350,000*

**San Diego Community Justice Initiative:** As the City Attorney's Office continues to prioritize restorative justice efforts, it should assess the feasibility of reducing or removing the \$150 administrative fee for youth, as well as the guilty plea requirement as part of the Community Justice Initiative. The program should also consider potential partnerships with organizations that emphasize the dialogue and collaboration of citizens to create safer communities and just outcomes for the city at large. *Approximate Cost: Unknown*

**San Diego Police Department (SDPD) Funding:** The City should provide resources to ensure adequate levels of staffing and training are provided for SDPD to meet State Guidelines, as well as ensuring equitable policing. Duties performed in the different SDPD Divisions should be evaluated to ensure staffing of the neighborhood divisions is proportional to the number of residents that they serve. My priorities for the FY23 SDPD budget include:

- Reduce the cost burden of overtime pay from the City's General Fund, which per the *IBA Review of the FY 2022 First Quarter Budget Monitoring Report* is projected at \$37.8 million in FY22. I ask that alternative funding sources other than the General Fund be considered, and a long-term strategy be developed to move away from budgeting overtime, similar to the Relief Pool mechanism in Fire-Rescue.
- Maximize use of American Rescue Plan Act funds as well as other federal relief to fund public safety costs incurred in response to the COVID-19 pandemic.

- Establish meaningful training programs for SDPD regarding true conscious bias and de-escalation techniques.
- Provide funding for new SDPD storefronts that can help improve the slower response times noted by the Office of the City Auditor's report *Performance Audit of SDPD's Crime Analysis* (OCA-21-004) in the Eastern Division.
- Create community youth social and emotional development programs in underserved communities to provide violence prevention, case management, internship opportunities, mental health services etc.
- Expand the response area for the Countywide Mobile Crisis Response Team to ensure that mental health care services can be accessed when residents dial 911 in the City of San Diego. Increased staffing and public outreach can be reimbursed by the County, as the lead agency for this initiative, who have seen promising results in North County and the South Bay. I request an equitable coverage area Citywide, as well as services provided by CBOs to provide outreach and referral services. *Approximate Cost: \$10,000,000*
- Establish a local college/university recruitment strategy, with the goal of hiring 600 new officers with associate's and/or bachelor's degrees by the end of FY26, who represent the diverse communities of San Diego. *Approximate Cost: \$350,000*

**SDFD Equitable Recruitment:** I ask that the City prioritize the recruitment of more employees of different ethnic, racial and gender backgrounds to promote a more diverse workforce in the Fire-Rescue Department. This should include the restoration of gender diversity training, and intentional steps to ensure that recruitment models are diversified. *Approximate Cost: \$150,000*

## **HOUSING AND HOMELESSNESS**

**Homelessness and Housing Programming:** In FY23, funding for housing and homelessness services should be prioritized based on specific needs of particularly vulnerable groups, to ensure that adequate wraparound services are offered. I ask that the following groups be considered for earmarked funding:

- The City must make a concerted effort to house homeless families, and provide essential services for these families, including specific funding for family-focused shelters. *Approximate Cost: Commensurate with existing shelter operations*
- The adopted San Diego Community Action Plan on Homelessness sets the goal to prevent and end youth homelessness, and I ask that shelter beds and wrap-around services be dedicated to LGBTQ+ youth, which currently makes up 40% of homeless youth in San Diego. *Approximate Cost: \$2,000,000*
- San Diego's last Point-In-Time Count reported one in four of San Diego's residents experiencing homelessness were 55 years of age or older. Our shelter system should serve the unique needs of this population by offering a senior-only shelter; a shallow subsidy program that provides monthly financial assistance to housing insecure, low-

income seniors; age-appropriate facilities, resources and care; as well as gerontological training for providers. *Approximate Cost: Senior-only shelter allocation should be commensurate with existing shelter operations, \$8,000-\$10,000 annually per individual for a shallow subsidy program, \$250,000-\$500,000 for reconfiguration of emergency centers, and \$60,000 for a Community Education Specialist*

**Housing Stability Fund:** California is one of the most housing-insecure states nationwide, and even outside of a pandemic, an increasing number of San Diegans are struggling to pay rent. A personal emergency can be the difference between staying housed and becoming unhoused, and the City of San Diego should therefore partner with CBOs to establish a Housing Stability Fund. This Fund would be administered by the organizations, and include funding for short-term rent relief grants, security deposit assistance, and transitional payment assistance. *Approximate Cost: \$15,000,000*

**Rent Registry Study:** In order to take the first steps toward establishing a Tenant Protections Board, I ask that the City commission a Nexus study to analyze the costs and feasibility of establishing a rent registry with an associated registry fee. Any revenue from the rent registry fee should be allocated to support a tenant board, maintenance of the rent registry, and local rent control measures to enforce AB1482. *Approximate Cost: \$60,000*

**Rental Assistance:** As the City of San Diego and the San Diego Housing Commission have demonstrated its success in distributing previously allocated rental assistance funds received from the federal government, I ask that future funding, and potentially American Rescue Plan Act funding be allocated to continue to provide this support in FY23. *Approximate Cost: \$15,000,000*

**Safe Parking Lots:** I request that the City explore the potential to repeal its current Vehicle Habitation Ordinance, and instead consider expanding the Safe Parking Program. The City should do more to provide resources to those in the unfortunate circumstance of living in their cars, so that these individuals do not end up parking in residential areas, far from services. The Safe Parking Lot program has proven successful and continues to serve hundreds of individuals every day. I request that Real Estate Assets Department bring forward a list of potential locations that the City can expand this program into, and that the FY2022 budget provide for two (2) additional lots. *Approximate Cost: \$966,000*

**Vacancy Tax Study:** I request that the City commission a feasibility study on the implementation of a vacancy tax and short-term vacation rental tax. Revenue generated from these taxes levied on practices that contribute to the unaffordability of San Diego's housing should not go into the City's General Fund but be set-aside in a special fund for rental assistance, legal services for tenants, and tenant outreach. *Approximate Cost: \$60,000*

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## **GOVERNMENT EFFICIENCY**

**Office of ADA Compliance and Accessibility:** In order for the City of San Diego to comply with state and federal mandates, the Office of ADA Compliance and Accessibility needs to be adequately staffed. Reductions in recent fiscal years have resulted in the inability of the office to fully assist individuals with their reports, and to provide monitoring and coordination of ADA improvements. In FY23, I request that 1.00 FTE Associate Engineer be added to their personnel budget. *Approximate Cost: \$77,000-93,000*

**Get It Done:** The City's nationally recognized Get It Done tool has been a key resource to make City services more accessible to our residents. In FY23, I would like to see the Performance and Analytics Department receive funding for further upgrades to the application, including the expansion of services to other City Departments, and more accessible languages. *Approximate Cost: Unknown*

**Human Capital Plan:** Per the *Fiscal Year 2023-2027 Five-Year Financial Outlook*, a cost-of-living adjustment is assumed every year throughout the Outlook. I am very supportive of this inclusion in FY23 and future fiscal years, especially during these challenging times of inflation. The recommendations made as part of the multiple reports put out by the Office of the City Auditor (19-001, 20-011, 21-006) on strategic human capital management should also be fully funded and implemented in FY23, and resources should be allocated to provide for expedited recruitment and retention of City staff. As part of this effort, the previous 4% reduction to the Personnel Department's budget should be restored, in order to fill the six vacancies that are needed in order to speed up the City hiring process. Dedicated funding for Special Salary Adjustments that can help the City be more competitive in its hiring, should also be allocated for job classification represented by the Municipal Employee Association. *Approximate Cost: \$388,662 for 6.00 FTEs, \$10,000,000 for Special Salary Adjustments, and additional expenditures to implement Audit recommendation*

**Language Access:** The efforts initiated by the City Clerk to make the Council meeting agenda materials available in multiple languages, and allow the public to provide comments in 200 languages, is a remarkable first step to ensuring increased language access to our residents. Direction from the City Council at FY22 budget hearings included the formation of a working group to further expand access. This important work needs to continue in FY23, by funding a comprehensive language access program that will ensure City materials are translated, and that City Council, Committee, Boards and Commissions, and Community Planning Group meetings are more accessible through subtitles, translation and interpretation. This will require extensive coordination between Council Administration, the City Clerk's office and the Communications Department, and funding should be allocated accordingly. *Approximate Cost: Unknown*

**Public Bank Study:** In October 2021, Governor Newsom signed AB 1177 into law, which directs the State to conduct a market analysis that can inform the decision on whether the Legislature should launch a public bank. That same month, the Los Angeles City Council voted to issue a Request for Proposals for a consultant to develop a business plan for a public bank. In

FY23, I request funding to study the viability of a potential City of San Diego Public Bank by creating a business plan to determine long-term cost savings. *Approximate Cost: \$250,000-\$350,000*

## **NEIGHBORHOOD-SPECIFIC PRIORITIES**

**San Carlos Library:** My number one priority for District 7 is the construction of the new San Carlos Library. This project is approximately thirty years in the making, and the community is anxiously awaiting its commencement. Per the 2021 San Diego Public Library Master Plan Framework, the current branch is among the top 10 branches for materials circulation. The City's FY2014-2016 Facilities Condition Assessment study identified the San Carlos branch as one of the worst-rates libraries for condition and maintenance backlog, and the 2002 Library Building Plan also recommended replacing the current branch with a new 25,000 sq.ft. flagship branch. In April 2021, the San Diego Regional Water Quality Control Board recommended closure of the current groundwater case at the proposed site. Once the consultant submits their well destruction report in April 2022, the Board can issue a "Letter of no Further Action" and the purchase sale agreement can be routed to the City Council. My request is to coordinate with private funding to fully fund construction, in order to bid and award the Design-Build contract. *Approximate Cost: \$24.2 million for Design-Build contract*

**Linda Vista Community Center:** Over the last two decades, a community center has been a priority for the Linda Vista community. This project would provide for the acquisition and construction of a community center that would include meeting space and office space for the community. A site on City-owned land has been identified at the corner of Comstock Street and Linda Vista Road, and is included in the Linda Vista Public Facilities Financing Plan (R-1). Community Center-specific Development Impact Fees (DIF) and Community Development Block Grants (CDBG) are potential funding sources that could get this project going in FY23. *Approximate Cost: \$1.2 million for preliminary engineering and design*

**Alvarado Canyon Road Realignment:** This realignment project is a key priority for the Navajo community and would provide much needed congestion relief, traffic calming improvements, pedestrian access to the Grantville Trolley Station, and would address the flooding issues along Alvarado Creek. With the \$4 million in Commercial Paper bond financing that was approved in August 2021, this project has been moved into the design phase. Staff is currently preparing the environmental planning documents and determining the preferred design alternative in consultation with the community. Once a design alternative has been selected, I ask that funding be identified to finalize design of this project, based on cost estimates listed in the Project Study Report from 2021. This project would be an excellent candidate for TransNet, SANDAG or federal/state grant funding. *Approximate Cost: \$4 million to complete design*

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**Allied Gardens Community Park:** I request preliminary engineering for an upgrade of the current recreation center and park space, to provide a new 17,000 sq.ft. center and upgrades to the play area and associated paths of travel. This project is in conformance with the Navajo Community Plan, and is identified in the Navajo Public Facilities Financing Plan (P-5 and P-6). I ask that in FY23, funding be allocated for an update to the General Development Plan (GDP), to provide updated cost estimates. *Approximate Cost: \$400,000 for an updated GDP*

**Kelly Street Neighborhood Park:** As an update of this park's General Development Plan was funded in the FY22 Budget, I ask that funding for design be identified once the cost estimates are finalized. This project would be eligible for CDGB funding. *Approximate Cost: Unknown*

**Serra Mesa Recreation Center:** The top capital infrastructure priority for the Serra Mesa Planning Group is to upgrade the Serra Mesa Recreation Center. I request that the preliminary engineering be funded in the upcoming fiscal year, to plan for the design and construction of a new 20,000 sq.ft. recreation building that can adequately serve this community that is deficient in population-based park acres and facilities. *Approximate Cost: \$500,000*

**Linda Vista Library:** The community has long wanted an expansion of the current facility to provide for an Outdoor Early Learning Lab to enhance this branch's "Do your homework @ the Library" program, as well additional community meeting space. The requested expansion, which is consistent with the Linda Vista Community Plan and identified in the Linda Vista Public Facilities Financing Plan (L-1) would provide a 5,000 sq.ft. expansion to the current 10,000 sq.ft. Branch. U.S. Representative Sara Jacobs has led an effort to include \$500,000 in a larger Congressional appropriations bill that would be allocated to the expansion of the Linda Vista Library patio area, and I am hopeful that this much needed funding will be coming down to the City of San Diego in CY 2022. This project is also eligible for CDBG funding. *Approximate Cost: \$500,000*

**John Baca Park:** An updated General Development Plan was approved unanimously by the Linda Vista Planning Group in August 2020, as well as by the City's Park and Recreation Board in June 2021. In FY23, I request that a CIP be created, and funding be provided for design to finalize elements of the project with the community. This project is eligible for funding through the City's Climate Equity Fund, as well as through the U.S. Department of Housing and Urban Development's CDBG Program. *Approximate Cost: \$800,000 for design*

**Mission Valley West Valley Crossing:** This project would provide a bridge connection from Sefton Field to the Mission Valley YMCA, in accordance with the San Diego River Park Master Plan. This project is identified as a priority project by SANDAG as part of its Regional Bike Plan Early Action Program, and cost sharing is possible to implement this key improvement to the Mission Valley community that would increase walkability and recreational opportunities along the San Diego River. *Approximate Cost: Unknown*

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**Sherman Heights Community Center:** This community center serves as a staple in its community, but have maintenance needs that should be urgently addressed. In FY23, I request that the replacement of drain pipes and rain gutters, roof maintenance and reconnection of gutter downspouts to underground drainage system to ensure passthrough of water, be funded to ensure the continued operations of this center. *Approximate Cost: \$400,000*

## **SUGGESTED REVENUES**

**American Rescue Plan Act (ARPA):** After the FY22 allocation, the City still has \$150.4 million in available ARPA funding to expend on priority line items. Considerations should be made as to the one-time versus ongoing nature of certain expenditures, and prioritize ARPA funding for urgent one-time needs.

**Cannabis Business Tax Revenue:** In late 2021, I introduced a proposal to reduce the tax rate for Cannabis Production Facilities (CPFs) in the City of San Diego from 8% to 2%. Given that only 19 out of the 40 approved permits for CPFs in the City are currently operational, and industry members cite high tax rates as a main barrier to operation, changing the tax rate presents a large opportunity to increase revenue. While a lower tax rate collection may likely result in a slight decrease to the City's General Fund initially, the potential revenue to be collected from the additional CPF businesses who hold a permit without currently operating, should surpass historic revenue levels.

**Departmental Budget Reduction Proposals:** Departments recently finalized their budget adjustment requests into the City's Public Budget Formulation system. Depending on the Department Directors and DCOO's determined needs for FY23, cost savings may be available to help mitigate the projected shortfall for FY23.

**Excess Equity:** While excess equity for FY22 is currently projected at \$26.7 million, the upcoming *FY2022 Mid-Year Budget Monitoring Report* will provide an updated estimate. These funds can be used for one-time priority needs to better support our communities.

**Homelessness-Related Overtime:** The overtime historically budgeted in the Neighborhood Policing Division, and as part of CleanSD to perform homeless outreach, or to clean up homeless encampments, should be reduced or fully eliminated in FY23. Given that the Neighborhood Policing overtime shifted its funding source from the Seized Assets Fund to the General Fund in FY22, an already strained General Fund should not absorb these costs in FY23.

**Infrastructure Investments and Jobs Act:** This legislation was signed into law on November 15, 2021, and will provide an estimated \$1.2 trillion nationwide over the next ten years, or \$550 billion over the next five years. Per the presentation from the City's Government Affairs team on January 10, the State of California is estimated to receive \$46.6 billion over the next ten years, and the City will be able to apply for competitive grants. This can serve as an important funding mechanism to help address both the large CIP backlog, as well as other transportation needs.

**State Funding:** On January 10, Governor Newsom announced a \$45.7 billion surplus in his upcoming proposed budget. Statewide programming allocations that could benefit the City of San Diego include \$2 billion in addition to last year's \$12 billion budgeted for homelessness, made up of \$1.5 billion for transitioning unhoused individuals into housing and \$500 million for local jurisdictions to assist individuals currently living along freeways; \$6.1 billion for transitioning to zero-emission vehicles and accompanying charging infrastructure; and an additional \$22.5 billion on top of last year's \$15 billion budgeted over the next five years toward climate action and resiliency projects.

**Stormwater Funding:** Per the *IBA's Review of the Mayor's FY2023-2027 Five-Year Financial Outlook*, the Stormwater Department is scheduled to come to committee in January 2022 to report on the status of a potential ballot measure for November 2022. Should this measure be successful, it would provide substantial funding for the City's stormwater needs that are severely underfunded.

**TransNet Extension Cash Balance:** Per the Fiscal Year 2022 Capital Improvements Program Mid-Year Budget Monitoring Report, there is \$3.7 million of uncommitted fund balance in the TransNet Extension Fund intended for maintenance. While the report indicates the planned use of these funds for slurry seal maintenance, this could be considered for other eligible transportation uses, if needed.

cc: Michael Simonsen, Chief of Staff, Office of Councilmember Raul A. Campillo

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