



THE CITY OF SAN DIEGO

OFFICE OF THE INDEPENDENT BUDGET ANALYST REPORT

Date Issued: January 16, 2020

IBA Report Number: 20-02

Budget and Government Efficiency Committee Date: January 22, 2020

Item Number: 1

FY 2021 City Council Budget Priorities

OVERVIEW

Per the City Charter, the first step for the City Council in the City's annual budget process is the development of the annual Budget Priorities Resolution. This annual resolution has been approved by the City Council each year since 2006, and its development is included in the "Fiscal Year 2021 Budget Development and Fiscal Year 2020 Budget Monitoring Key Dates," adopted by the City Council on December 10, 2019. As in prior years, the FY 2021 Budget Priorities Resolution is compiled from individual Councilmember memoranda that outline their budget priorities for the upcoming fiscal year. All priorities submitted by Councilmembers can be found in their memoranda, which are attached to this report.

On December 13, 2019, Budget and Government Efficiency Committee Chair Barbara Bry issued a memorandum requesting that all Councilmembers submit their budget priorities for the FY 2021 Budget to the Office of the Independent Budget Analyst by January 10, 2020. All nine Council Districts submitted their priorities and they are represented in this report.

This report identifies the highest priority fiscal and policy items recurring throughout Councilmember memoranda. Those receiving majority support or more are discussed in this report. We have categorized them into two major headings: operating budget priorities and infrastructure budget priorities.

For the FY 2021 department operating budgets, a majority or more of Councilmembers support the following priorities:

- Addressing Vacancies
- Arts and Culture
- Clean Communities
- Climate Action Plan
- De Anza Revitalization Plan
- Homelessness
- Library
- Public Safety

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The following infrastructure needs were listed as FY 2021 budget priorities by a majority or more of Councilmembers:

- Fire-Rescue Facilities
- Library Facility Improvements
- Parks and Recreation Facilities
- Sidewalks
- Streets
- Transportation Safety and Mobility

Councilmembers also proposed a number of potential resources that could either fund new programs or partially mitigate the deficit projected for FY 2021 as reported in the Mayor's FY 2021-2025 Five-Year Financial Outlook (Outlook). The use of available Excess Equity was mentioned by a majority of Councilmembers. The Infrastructure Fund and Building Homes and Jobs Act (Senate Bill 2) were each mentioned as potential resources by four Councilmembers. Many other mitigation measures were mentioned by individual Councilmembers and can be found in the attached memoranda.

This report also includes an overview of City Council policies that guide the annual budget process, which are discussed in the following section.

FISCAL/POLICY DISCUSSION

City Council Budget Policies Guide Development of the Annual Budget

On April 13, 2020 the Mayor will release his FY 2021 Proposed Budget to the City Council and the public. The Council's FY 2021 Budget Priorities Resolution will help to inform the Mayor's budget decisions. For the remainder of the FY 2021 budget process after the Mayor releases the Proposed Budget, the City Council has final budget authority. The Council's authority extends to changing budgeted line items and/or revising funding for services and programs proposed in the Mayor's budget, *as long as the budget remains balanced*.

During this time, the Council receives and considers the Independent Budget Analyst's review, analysis and recommendations regarding the budget proposal (including the Mayor's May Revision to the Proposed Budget); holds numerous hearings to obtain public input; meets with each department head to fully understand their budget needs; and discusses the budget proposal with numerous interested parties, community groups and constituents. The Council is responsible for reviewing and approving a balanced budget on or before June 15. The Mayor can veto Council's approved budget, and the Council can override a Mayoral veto with six votes.

In preparation for the Council's upcoming budget process and as requested by Council President Gomez, the following is a recap of several important standards to keep in mind when developing the City's annual budget, which reside within City Council budget policies and other documents¹:

- The budget must be balanced (expenditures shall not exceed annual revenues plus available unrestricted fund balances).

¹ Key documents include: FY 2020 Statement of Budgetary Principles, Structural Deficit Elimination Guiding Principles (2010), Council Reserve Policy 100-20, Budget Policy 000-02, and San Diego City Charter Section 69.

- A structurally balanced budget shall be achieved through efficiencies, permanent reductions to the expenditure base, and/or ongoing revenue enhancements, and does not rely on reserves or the use of one-time revenues for ongoing expenditures.
- One-time resources must be matched to one-time expenditures, ongoing expenditures must be funded with ongoing resources.
- The City shall fully fund the City's annual pension payment.
- The City shall achieve policy targets for the General Fund Emergency Reserve and Stability Reserve.
- Departmental Key Performance Measures and results will be provided as part of the Mayor's Proposed Budget.
- Public involvement will include hearings, public outreach and dissemination of accessible information.
- The Mayor will issue a May Revision to the Proposed Budget to provide any known or desired changes to the budget for Council consideration.
- The Mayor shall fulfill the legislative intent reflected in the Adopted FY 2021 Budget.
- Subsequent to approval of the FY 2021 Budget, the Council shall not have the authority to make changes to it without first receiving a funding recommendation from the Mayor.

City Council Operating Budget Priorities

Following are discussions of all FY 2021 operating budget priorities mentioned by a majority or more of Councilmembers.

Addressing Vacancies (Districts 1, 3, 6, 8 and 9)

Five Councilmembers expressed support for examining challenges associated with the City's vacancy levels, filling vacancies, and/or adjusting budgeted vacancy savings to match operating needs. Several Councilmembers spoke to issues such as recruitment, retention, and non-competitive compensation.

Arts and Culture (Districts 1, 2, 3, 4, 8 and 9)

Six Councilmembers prioritized either increasing Arts and Culture funding or maintaining funding at the FY 2020 level. The FY 2020 Adopted Budget included a total of \$14.2 million for Arts and Culture, of which \$3.9 million came from one-time resources. The FY 2020 funding level was assumed to be maintained in the Mayor's Outlook.

Clean Communities (Districts 2, 4, 5, 6, 7, 8 and 9)

Seven Councilmembers expressed support for a broad range of items pertaining to the Clean SD program and other services aimed at neighborhood cleanliness. Items mentioned in Councilmember memoranda included graffiti abatement, weed abatement, the addition of public trash receptacles (specifically along Garnet Ave. in District 2), increasing the number of curbside community clean-ups, and continuing funding for Clean SD services such as waste and litter removal and sidewalk sanitation.

Climate Action Plan

Support for the Climate Action Plan (CAP) items was included in six Councilmember priority memoranda. The two main topics mentioned by a majority or more of Councilmembers are listed on the following page.

- **Continued Implementation and Expansion** (Districts 1, 2, 3, 4, 8 and 9)
Six Councilmember memoranda included requests for funding to continue implementation of the plan and expand CAP reporting. The requests included the publication of a five-year financial outlook for the CAP specifically and the inclusion of the funding necessary to implement the outlook, as well as additional funding for resiliency and other new studies.
- **Urban Forestry (Strategy 5)** (Districts 1, 2, 3, 4, 8 and 9)
Maintaining and expanding funding for the Urban Forestry program was a priority in six Councilmember budget priority memoranda. Requests included an additional arborist/horticulturalist, as well as additional funding for tree planting, inspections, maintenance, and other activities included in the Five-Year Urban Forest Management Plan. These items are all related to Strategy 5 of the CAP.

De Anza Revitalization Plan (Districts 1, 2, 3, 8 and 9)

Five Councilmembers supported providing additional funding to include the “Wildest” option proposed by Rewild Mission Bay as an alternative within the De Anza Revitalization Plan Environmental Impact Report (EIR). The Planning Department had previously stated, in June 2019, that it will include and analyze this alternative in the EIR.

Homelessness (Districts 1, 2, 3, 4, 5, 6, 7 and 9)

Eight Councilmembers mentioned homelessness in their budget priority memoranda. One priority was expressed by the majority of Councilmembers: to maintain or expand existing homelessness programs. These programs include: Temporary Bridge Shelters, storage programs, safe parking, the flexible spending pool for housing, homeless outreach, and the SDPD’s Homeless Outreach Team.

Other priorities mentioned, but that did not have majority support, were specifically made in connection to the City’s Community Action Plan on Homelessness, including enhanced data collection and monitoring to track progress, diversion and prevention, and rapid rehousing. Finally, providing additional City staff to support homelessness programs and repairing the Day Center were also mentioned.

Library

Support for Libraries was included in seven Councilmember priority memoranda. The two topics mentioned by a majority or more of Councilmembers are listed below.

- **Materials and Technology** (Districts 1, 2, 3, 4, 6 and 8)
Six Councilmembers prioritized increased funding for Library materials, as well as technology upgrades and replacements throughout all branch locations.
- **Programming and Hours** (Districts 1, 2, 3, 4, 6, 8 and 9)
In addition to supporting increased Library materials and technology funding, seven Councilmembers prioritized increasing funding for Library programming and maintaining library hours. The total Library programming budget for FY 2020 is \$400,000.

Public Safety

While each Councilmembers priority memorandum included Public Safety items, two specific topics were mentioned by a majority or more of Councilmembers - brush management and lifeguard positions for the Boating Safety Unit. These are listed below.

- **Brush Management** (Districts 1, 2, 3, 4, 6 and 9)
Six Councilmember budget priority memoranda included funding to maintain or increase brush management. Councilmembers seek to maintain funding levels to abate brush in the medians, other parts of the right-of-way, and open space areas.
- **Lifeguard Positions for Boating Safety Unit** (Districts 1, 2, 3, 8 and 9)
Funding additional Lifeguard positions was included as a priority in five Councilmember budget priority memoranda. This included an additional Lieutenant position as well as Sergeant position for the Boating Safety Unit.

City Council Infrastructure Budget Priorities

Following are discussions of all FY 2021 infrastructure budget priorities mentioned by a majority or more of Councilmembers. This groups items which could be a part of the Capital Improvements Program or the operating budget but are all infrastructure related, regardless of the budgeting mechanism.

Fire-Rescue Facilities (Districts 1, 2, 4, 6, 8 and 9)

Six Councilmember budget priority memoranda included requests for additional funding for Fire-Rescue facilities. Requests varied by district, but, in general, the focus was on repairing and improving the capabilities of current facilities.

Library Facility Improvements (Districts 1, 2, 4, 6, 7 and 9)

Six Councilmembers prioritized funding for facility improvements at various City libraries. While the specific libraries varied by Council District, there was majority support for funding Library infrastructure in general.

Parks and Recreation Facilities (Districts 1, 2, 3, 4, 6, 7, 8 and 9)

Eight Councilmembers supported prioritizing funding for facility improvements at various City parks and recreation centers. Councilmember memoranda also included requests for design and construction funding for new facilities. While the specific park facilities varied by Council District, there was support for funding parks infrastructure in general.

Sidewalks (Districts 1, 2, 3, 4, 5, 6, 8 and 9)

Sidewalk infrastructure was a priority in eight Councilmember budget priority memoranda. Requests included addressing the sidewalk maintenance and repair backlog Citywide, as well as specific replacement and new sidewalk installation projects in a wide variety of locations.

Streets (Districts 1, 2, 3, 5, 6 and 8)


Six Councilmembers included requests in their memoranda for investments in streets. Requests included resurfacing and slurry seal, as well as paving currently unpaved roads. While the specific locations varied by Council District, there was majority support for funding streets generally.

Transportation Safety and Mobility (Districts 1, 2, 3, 4, 5, 6, 7, 8 and 9)

Transportation safety and mobility programs and projects received unanimous support among Councilmember memoranda, with all of them including requests related to Vision Zero projects. Requests include safe intersections, traffic calming measures, bike facilities, crosswalks, streetlights, bus lane expansions, and installation and modification of traffic signals.

CONCLUSION

Our Office recommends that the Budget and Government Efficiency Committee review and discuss the budget priorities highlighted in this report and forward them with any desired modifications to the full City Council for formal adoption as the FY 2021 Budget Priorities Resolution at the February 3, 2020 Council meeting. We note that further changes to the Resolution may be requested at that time by Councilmembers if so desired. Following City Council adoption, the resolution will be submitted to the Mayor for consideration in the proposed budget.



Angela Colton
Fiscal & Policy Analyst



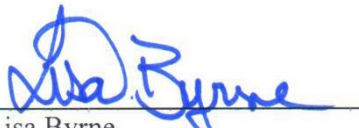
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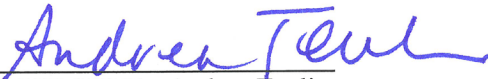
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APPROVED: Andrea Tevlin
Independent Budget Analyst



**COUNCIL PRESIDENT PRO TEM BARBARA BRY
CITY OF SAN DIEGO**

DISTRICT 1

MEMORANDUM

DATE: January 10, 2020
 TO: Andrea Tevlin, Independent Budget Analyst
 FROM: Council President Pro Tem Barbara Bry, First Council District
 SUBJECT: Fiscal Year 2021 Budget Priorities

Barbara Bry

Despite favorable financial forecasts and greater than expected return on revenues, the Mayor's Five-Year Financial Outlook¹ projects four straight years of budget deficits. In Fiscal Year 2021 (FY 21), he predicts an \$84M shortfall and that is without consideration for the labor negotiations currently taking place. City of San Diego (City) departments have been asked to produce budgets with a four percent reduction.

My highest priority is to protect our core services from budget cuts and financial instability. To accomplish this, current spending levels and the effectiveness of such spending must be disclosed in line-item detail and scrutinized. Only then may we identify available resources to align with need. Until we know what we spend, where we spend it, and to what end, the budget is incomplete.

I am committed and eager to work with my fellow council members, the Independent Budget Analyst (IBA), the Mayor and staff, and the community to produce a transparent, balanced, and responsible FY 21 budget.

¹ The City of San Diego Fiscal Year 2021-2025 Five-Year Financial Outlook
https://www.sandiego.gov/sites/default/files/fy21_25outlook.pdf

FY 2021 BUDGET PRIORITIES

Public Safety

Our beaches and bays attract millions of visitors every year. It is compulsory to provide our Lifeguard Division with the critical resources and necessary organizational structure to protect the lives of our visitors and residents through water, cliff, and boat rescues, as well as marine firefighting, law enforcement, harbor patrol, and communications. I support:

- Fully staffing our San Diego Police and Fire Department to cut down on costly overtime
- Maintaining current funding for brush management
- \$250,000 to meet the \$1M Port Security Grant required match
- Addition of one (2FTE) Lifeguard III
- Addition of one (2 FTE) Sergeant Boating Safety Unit
- Addition of one (2 FTE) Lieutenant Boating Safety Unit

Homelessness

This past October, after years of important, yet unprecedented, funding levels on homeless solutions, the City Council adopted the “Community Action Plan on Homelessness.” While this plan lays out a strategy, it does not prioritize funding. Much of our homelessness costs are absorbed by city departments, yet the total cost is still unknown or undisclosed. The following homeless costs must be disclosed in one location:

- Police salaries and overtime
- Operational staff salaries and overtime
- CleanSD and Environmental Services
- Bridge Shelters
- Transitional Storage Center
- Navigation Center
- Real Estate Assets leases and purchases
- Community Development Block Grant (CDBG)
- Homeless Emergency Aid Program (HEAP)
- All other costs including but not limited to personnel, operations, contracts, and supplies

Environment

Our economic wellbeing is inextricably linked with the health of our environment. The effects of climate change such as wildfires, sea level rise and air quality will directly impact San Diego. We must battle these very real effects on our community and begin implementing solutions now. The City's landmark Climate Action Plan (CAP) established San Diego as a global leader in environmental policy. It is time for our action to meet our ambition and fund the implementation of the CAP. I recommend:

- A CAP Five-Year Financial Outlook
- Prioritization of retiming traffic signal, installing roundabouts, and an urban tree planting program
- Fully fund the analysis of the “Wildest” alternative in the upcoming Mission Bay Wetland Restoration plan EIR
- \$500,000 for planting 2,500 additional street trees
- \$100,000 for one additional arborist/horticulturalist in the Streets Division
- \$75,000 for a joint TSW-PUD storm-water capture and reuse analysis

Neighborhood Services

Libraries: The San Diego Public Library system welcomes over six million visitors and is an essential resource to provide San Diegans with access to books, technology, internet, innovation labs, homework assistance, tax assistance and much more. Consequently, I recommend:

- No reduction of service levels
- \$400,000 for programs
- \$500,000 for materials

Arts and Culture Funding: A vibrant arts and culture scene is necessary for San Diego to call itself a “World Class City.” It enhances our region's capability to attract and retain talent to fuel our workforce and strengthen our economy. I recommend:

- Increase FY20 budgeted amount for Commission for Arts and Culture funding by three percent above with one-time funds (Approximately \$427, 000)

Mobility

The City's Shared Mobility Devices Regulations went into effect in FY 20 and according to the Fiscal Year 2020 First Quarter Budget Monitoring Report, “revenues associated to the Mobility Program are expected to exceed budget by \$400,000.”² The City should reinvest this money into our communities for infrastructure to accommodate alternative modes of transportation. This need

² <https://www.sandiego.gov/sites/default/files/fy20bmfqreport.pdf> p. 20

is also highlighted in the CAP's 2019 Annual Report, which states that on-road transportation is accountable for 55% of the greenhouse gas (GHG) emissions in San Diego³. For the City to meet the goals in the legally binding CAP, we must invest in adequate infrastructure to accommodate and encourage alternative modes of transportation. This should be a community led discussion that invites all stakeholders to participate in building a safe mobility network. I recommend:

- \$100,000 for expansion of bus only lanes
- \$335,000 to Chollas Creek to Bayshore Multi Use Path (B17113)
- \$300,000 to Downtown Complete Streets – Phase 3 (B19144)
- Continue to monitor progress on implementation of high priority Vision Zero projects, especially those in underserved communities and corridors identified by the Mobility Board
- Continue to fund and leverage coordination of street resurfacing to take advantage of opportunities for progressive design standards to facilitate safer mobility, including traffic calming treatments, protected bikeways, road diets, pedestrian improvements, traffic circles, etc.

Infrastructure

- \$529,000 to fully fund traffic light at Del Mar Heights Road and Mercado
- \$500,000 to begin design of the South University City Library improvements and expansion
- Fully fund first phase of construction for Marcy Neighborhood Park improvements
- Identify site for the Torrey Hills Fire Station identified in Citygate report
- \$2M for the Coastal Rail Trail (Gilman Drive from the La Jolla Colony Drive to La Jolla Village Drive)
- Initiate construction of the Village Loop Road
- Fully fund the transportation evaluation of Carmel Valley and Pacific Highlands Ranch as identified in the Carmel Valley Livability Subcommittee Report
- Repair/Replace the railing at the beach overlook at Moss Lane
- Repair cliff subsidence along Coast Walk, focusing on the eroded section encroaching into the trail at the rear of 7981 Prospect Place
- \$8,000 to secure the parking lot at Kellogg Park to prevent overnight parking
- Repave Hillside Drive from Soledad Avenue to Via Sienna
- \$150,000 to construct sidewalk from Azul Street to Poole Street

Smart & Sustainable Communities

Development Services

³ https://www.sandiego.gov/sites/default/files/2019_cap_digital_version.pdf p. 19

We lose the trust of our constituents when we fail to enforce the very laws that we pass. We need sufficient staff to uphold our municipal code. Consequently, I recommend:

- No cuts for Code Enforcement field personnel
- Fill remaining 8 FTE Code Enforcement zoning investigator vacancies

Economic Development

San Diego needs a highly-educated and highly-skilled workforce that meets employer needs and ensures our residents and graduates a high quality of life. To achieve this goal, we must have an inclusive economy. The City must continue to partner and support programs that link our future workforce, from all districts, with quality career paths. I recommend:

- \$100,000 to Connect2Careers for focused internships for community college students in technical programs in which employers have unmet needs
- Continued funding for compliance and enforcement of Living Wage and Prevailing Wage and violations of wage theft
- Review and implement the results of the Disparity Study

Personnel Department

We balance the budget with vacancies and break it on overtime. This is unsustainable and unacceptable. It is imperative that the City identify and provide to the Council the number of vacancies and length of each vacancy by department. We need a plan that addresses recruitment, retention and employee development. The City needs to be competitive and we need to increase employee salaries. Human Resources and Personnel can begin this plan by using the City's existing 2018 City of San Diego Citywide Human Capital Fact Book⁴ and implementing the next steps found in the 2019 Employee Satisfaction Survey⁵. Such a plan is required to identify and budget efficient staffing levels for the next five, 10, and 20 years.

FY 2021 BUDGET PRIORITY FUNDING RESOURCES

- One-time mobility costs may be paid from the Infrastructure Fund
- On-going mobility costs may be funded by permit fees by scooter companies and monies from infractions and tickets from violations of riding on the boardwalk
- On-going staffing costs may be paid from cost savings from reducing overtime, reducing use of consultants, and reducing the rate we contract out core services
- General Fund revenues
- Newly filled grant writing positions should explore opportunities to receive and leverage Federal, State, and local monies

⁴ https://www.sandiego.gov/sites/default/files/19-001_citywide_human_capital_fact_book.pdf

⁵ https://www.sandiego.gov/sites/default/files/report_-_2019_sd_employee_satisfaction_survey.pdf

Thank you for your consideration of the priorities I've outlined here. If you have any questions or concerns, please contact Budget Committee Consultant Mauricio Medina at mauriciom@sandiego.gov or (619)-236-6159.



**COUNCILMEMBER JENNIFER CAMPBELL
COUNCIL DISTRICT TWO**

M E M O R A N D U M

DATE: January 10, 2020
TO: Andrea Tevlin, Independent Budget Analyst
FROM: Councilmember Jennifer Campbell
SUBJECT: 2021 Budget Priorities

Jennifer Campbell

During the FY2021 budgetary process, the City of San Diego must prioritize investment in key areas, ensure basic services are maintained, strategically leverage revenue increases, and plan for projected plateaus in city revenue growth.

I am pleased to share the District 2 budget priorities for the upcoming fiscal year which prioritize investments in creating safe, livable neighborhoods while sustaining a resilient and economically prosperous city. These priorities fall into the following overarching categories: Housing & Homelessness, Environmental Protection, Public Safety, Infrastructure, and Neighborhood Services.

HOUSING & HOMELESSNESS

Addressing homelessness requires significant strategic investments that are aligned with the recently adopted overarching Community Action Plan. Below are key items that will enable the City to reach the ambitious goals of the new plan.

City Street Engagement Team – Allocate \$200,000 to establish a pilot program for the city's first Street Engagement Team to go beyond the goals of the point-in-time count, year-round. These teams would assist in data collection to support the goals of ongoing outreach efforts.

Coordinated Outreach – Funding to better coordinate the range of homeless outreach efforts deployed throughout the city in a way that aligns with the goals of the Community Action Plan.

Diversion & Prevention – Allocate funding to support diversion and prevention efforts for youth, veteran, and senior homeless individuals, as specified in the Community Action Plan.

Technology & Data Enhancements – Commit funding to specifically enhance technology and data collection for homelessness and unify the range of efforts tracking and monitoring programmatic progress such as 2-1-1 San Diego, HMIS, Get it Done, and others.

Maintain Existing Programs – Continue funding existing homelessness programs to avoid sunseting of effective funding.

ENVIRONMENTAL PROTECTION

Protecting the environment is vital for sustaining healthy communities and a vibrant economy. Investing in the items below will promote public and environmental health.

Climate Resilient San Diego – Fully fund the City’s Climate Action Plan.

Environmental Services Department – Additional departmental funding to assist with cleanups associated with encampments in and along our canyons, creeks, and rivers.

Brush and Weed Abatement – Allocate funding to the Public Works Department to address potential wildfires in canyons and open spaces due to encampments and overgrowth.

Mission Bay Wetland Restoration – Include funding in the budget to consider all possible options to restore and protect Mission Bay wetlands.

Pollinator-Friendly Landscaping – Allocate funding for pollinator-friendly plants like milkweed to be installed across San Diego to support and sustain native ecosystems.

Storm Water Drains and Channels – Allocate funding to support storm water infrastructure maintenance activities, channel clearing, and neighborhood projects with attention to our boardwalks and beach areas that experience periodic flooding. Also include funding to address the drainage issues at the Kendall Frost Marsh Preserve on Mission Bay.

Sunset Cliffs Natural Park Linear Section – Funding for improvement and maintenance planning should be included in the budget to preserve and protect the mile-long shoreline that features wildlife, sculpted cliffs, ocean vistas, and historical, geologic treasures.

Tree Planting and Maintenance – Allocate funding to increase tree planting, pruning and maintenance programs that safeguard and increase our urban forest canopy.

Blue Carbon Study – Support the \$3 million UC San Diego proposal to account for blue carbon.

INFRASTRUCTURE & SUSTAINABILITY

Strategic, coordinated urban planning and infrastructure investments are essential for San Diego to function, prosper, and protect communities and economies from environmental risk. Below are key investment requests for specific street improvements, coastal access, pedestrian and bicycle safety, and recreation center improvements gathered with community input. These items should be part of the City’s larger goals of investing in sustainable infrastructure.

Street Improvements

Street Light Repairs– Rosecrans Avenue; North Pacific Beach (Crown Point); Ute Street; Alcott Street; Foothill Boulevard & Vickie Drive; Foothill Boulevard & Tourmaline Street; Hornblend Street between Mission Boulevard & Fanuel Street; Voltaire Street; Garnet Avenue between Ingraham Street & Lamont Street. Felspar Street between Mission Boulevard & Ingraham.

Morena District – Modify the transition between 1) Morena Boulevard & West Morena Boulevard and 2) Linda Vista Road & West Morena Avenue to a traditional T-intersection.

Roundabouts - Foothill Boulevard at Loring Street; Voltaire Street & Poinsettia Drive; Catalina Boulevard; Hill Street; Santa Barbara Street; Rosecrans & Bessemer Street; Foothill Boulevard & Vickie Drive; Foothill Boulevard & Tourmaline Street; Foothill & Loring; Foothill & Vickie; Foothill & Tourmaline; Foothill & Opal; Crown Point Drive & Lamont; La Cima & Moreland; Diamond at Cass; Diamond & Fanuel; Reed & Cass; Reed & Fanuel.

Midway Corridor Quiet Zone - Finalize the establishment of the Train Horn Quiet Zone along the Midway corridor.

Repairing Alleyways - Include funding to prioritize repairs for alley ways in order of need.

Ocean Beach Street Improvements - Repaving also needed on Newport Avenue where previous resurfacing has damaged the curb.

Pacific Beach Street Improvements - Traffic Islands and improvements are needed along Balboa Ave west of I-5 and Mission Bay Drive around I-5 on/off ramps near Bluffside. One-way street evaluation on Crown Point Drive between Pacific Beach Drive and Lamont Street.

Point Loma Street Improvements - Traffic calming measures at Nimitz & Evergreen. Install dedicated right-hand turn lane on westbound Shelter Island Drive onto Rosecrans Street. Dedicated left-hand turn/U-turn at Hancock & Camino Del Rio West. \$400,000 for street light, intersection bulb-outs, pedestrian island, and flashing beacons. Resurfacing at Oleander Drive & Oleander Place.

Street Sustainability - Fund a study on the sustainability of streets in an effort to ensure investments in road repairs are effective and efficient.

Coastal Access Points

Many coastal access points have eroded and need maintenance and repairs. Investing in the access points below will ensure that residents and visitors can continue to safely enjoy our beautiful coastline.

Bermuda Avenue Access Point - \$1.2 million for coastal access and seawall repair.

Orchard Avenue Access Point - \$131,331 for Orchard Avenue, Capri by the Sea & Old Salt Pool.

Santa Cruz Avenue Access Point - \$3.8 million for Santa Cruz Avenue stairs and walkway.

Ocean Beach Pier - Include funding to evaluate, repair, and maintain the pier.

Silver Spray Alley Access Point - Repair Silver Spray Alley coastal and tide pool access stairs.

Boardwalk Seawall - Repair boardwalk seawall in Mission and Pacific Beach, excluding Belmont park which was recently repaired.

Pedestrian & Bicycle Safety

In the areas mentioned below, there are clear pedestrian safety and access issues that need to be addressed to provide safe and convenient access for residents.

Balboa Avenue Station - Project #586601: improve overpass pedestrian and bicycle access.

Clairemont Drive Cycle Tracks - Install cycle tracks on Clairemont Drive between Fairfield Avenue to Balboa Avenue to encourage alternate transportation usage.

Continental Crosswalks - (Countdown Timer where appropriate): On Garnet at Bond, Bayard, Fanuel, Gresham, Haines, Ingraham, Jewell; Kendall, Lamont; Morrell, Noyes, Soledad Mt. Road, and Pendleton. Add pedestrian signal countdown timer at Shelter Island and Rosecrans.

Community Bike Racks - Install bike racks at multiple locations on business district streets of Newport, Garnet, Cass, and Grand.

Flashing Beacons - Moorland Drive & Ingraham Street; La Mancha Drive & Crown Point Drive; Soledad Road & Los Altos Way; Voltaire Street & Froude Street; Soledad Mountain Road & Los Altos; Ingraham Street & Fortuna Avenue; Garnet Avenue at Kendall, Morrell, & Noyes streets.

Famosa/Catalina Corridor - Evaluate and dedicate funding for safety recommendations between Voltaire Street and Valeta Street.

Ocean Beach Improvements - Phase 3 of Ocean Beach entryway. Traffic calming measures and protected pedestrian access to bus stop at West Point Loma Boulevard & Cable Street. Pedestrian Crosswalk at Niagara & Sunset Cliffs; Safety improvements where Sunset Cliffs Avenue, Nimitz Boulevard, & I-8 meet. Sunset Cliffs Boulevard at OB Elementary School. Repair the light fixtures on Newport Ave which have compromised bases.,

Pacific Beach Sidewalk Improvements - Garnet repairs between Mission Boulevard & Ingraham Street. Flashing crosswalks with countdown signals along Foothill Boulevard near PB Elementary nearby. Pedestrian safety measures on Hancock Street Between Withery & Noel streets; Complete PB Pathways Phase 3; Widen Balboa Avenue I-5 underpass to better accommodate pedestrian and other forms of mobility traffic. Marked crosswalk at Chatsworth & Plumosa.

Rose Creek Bike Path - Installation of lighting along the bike path to promote safety.

Morena Corridor - Project #58260 - Improve overpass pedestrian and bicycle access

Recreation Center Improvements

Many of our recreation centers in District 2 are due for upgrades which would underscore the city's commitment to supporting our growing communities.

Cadman Park and Recreation Center - Repave basketball and tennis courts, fence off the leash-free dog park, add a dog drinking fountain and fence trash receptacle.

South Clairemont Recreation Center - New signage, energy efficient lighting, bathroom and kitchen renovations, paint, pool renovation and replacement of playground equipment.

Tecolote Recreation Center Feasibility Study - Build out and significantly improve the center as an influx of new units are being planned for the area.

Pacific Beach Recreation Center - The roof has significant leaking, which has caused the weight room equipment to be out of commission.

Intersection Modifications at Longfellow Elementary - Improve Milton & Burgener streets for safety concerns not mediated by existing precautions in place.

PUBLIC SAFETY

Ocean Beach Lifeguard Station - Allocate funding for a replacement station that would serve as a joint use facility for SDPD and our Lifeguards serving Ocean Beach. Specifically, include the full design as a top priority.

Police Technology Upgrades - \$300,000 for ARJIS phones to improve efficiency. In addition, improved emergency communication near the Point Loma Waste Water Treatment Plant.

Police & Fire Dispatchers - Additional safety dispatchers in both Departments to provide optimal services in emergency situations.

Community Resource Access Program - Allocate funding for Community Paramedicine, a community-based healthcare model designed to provide more services at a lower cost.

Fire Station 20 - \$21,000 to upgrade the flooring at Fire Station 20.

Lifeguard Positions - Addition of one Sergeant and one Lieutenant Boating Safety Unit.

Park Rangers - Additional night and weekend Park Ranger staffing at Sunset Cliffs.

Updated Signage at Boardwalk - Updates signage near the boardwalk to reflect changes in restrictions for motorized devices.

Western Division Substation Facility Improvements - Funding for flooring replacements and upgrades to locker room and bathroom facilities.

Walking Patrol - Mission Beach has requested walking patrol to address safety concerns.

NEIGHBORHOOD SERVICES

The City budget should support all departmental efforts in becoming more efficient and responsive to the needs of all San Diegans.

Ocean Beach Library Expansion - Commit additional funding to expedite the timeframe for the completion of the OB library expansion. The FY2021 budget should fully fund the design phase of this long overdue update to the library.

San Diego Public Banking - \$250,000 to establish San Diego's Public Banking system as authorized by AB 857 which was recently signed into law.

Improved Code Enforcement - Support and fund additional inspectors and compliance officers in the Development Services Department. Allocate funding to consider establishing an online system to clearly track the resolution process for reported code violations.

North Clairemont Library - New improvements are recommended as follows: New paint, flooring, bathroom remodel, modern energy efficient lighting, upgrade community rooms, replace landscaping and improve outside signage.

Support Arts and Culture Programs (Penny for the Arts) - Supporting the Penny for the Arts is essential for our local non-profit organizations that provide arts education programs, cultural festival and fairs, and community events throughout the city.

Increase Library Materials & Programs - Increase library budget of \$400,000 each for both materials and programs throughout the library system.

Pacific Beach Entrance Signs - Allocate funding At Westbound Balboa Avenue, at the Ingraham Street Bridge at southbound La Jolla Boulevard; and at northbound Mission Boulevard after the I-5 off ramp.

Investments in Placemaking - Allocate funding for placemaking in District 2 around schools and parks, including benches, murals, artwork, signage, and other areas.

Public Trash Receptacles - Additional trash receptacles along Garnet Avenue to discourage littering and dumping.

Updated Community Signage - Updated signage for street sweeping days and times as well as changes in city ordinances regarding vehicle habitation and motorized devices.

ADA Compliance and Enforcement - Increased funding for the Accessibility Advisory Board to ensure equitable access for all San Diegans.

Newport Avenue Veteran's Plaza Park - Level the grassy area at the foot of Newport Ave. and re-sod the entire triangular area. Include funding to evaluate options to renovate Veteran's Plaza.

Second Trash Pick-up in Mission Beach- Continued funding to Environmental Services for bi-weekly pick up and additional trash pickup during summer months.

REVENUE OPPORTUNITIES

To address funding our budget priorities, following are some possible funding sources:

- **General Fund Revenues** - Expected to exceed budget by \$5 million
- **Excess Equity:** There is a projected \$22.1 million in excess equity.
- **Cannabis Tax Revenue:** Projected \$19.7 million.
- **Infrastructure Fund:** There is an estimated \$25.5 million allocation.
- **Public Liability Reserve** - Utilize excess balance for one-time needs.
- **Homeless Housing, Assistance, and Prevention Program (HHAP)** - Estimated \$20 million one-time revenue source to offset homeless program costs.
- **Building Homes and Jobs Act** - Estimated \$4.6 million ongoing
- **Affordable Housing Fund** - \$4.1 million one-time
- **For A Better San Diego Initiative** - If approved by City voters, this measure would increase the City's transient occupancy tax.

I look forward to working with my council colleagues, Mayor's Office, Independent Budget Analyst Office, and San Diego residents to produce a budget that is balanced and sound while meeting the needs of communities throughout San Diego.




**COUNCILMEMBER CHRISTOPHER WARD
THIRD COUNCIL DISTRICT**

M E M O R A N D U M

DATE: January 10, 2020

TO: Andrea Tevlin, Independent Budget Analyst

FROM: Councilmember Chris Ward 

SUBJECT: Budget Priorities for Fiscal Year 2021

San Diego must be an equitable city that manages growth proactively and responsibly to address the needs of all neighborhoods and residents. Sustainable investments in City infrastructure, human capital, and neighborhood facilities, are key strategies for success. The city has a history of delaying major infrastructure investments and relying on budgeted vacant positions to fill budget gaps. Yet these delays and gaps in service often lead to higher costs in the long run due to expensive outsourcing of core city responsibilities and emergency responses. We should be engaged in long-term planning to responsibly manage the City's finances and service levels over the long-term, develop strategies to address massive infrastructure backlogs, invest in City staff to provide excellent service by improving the City's ability to recruit and retain talented employees.

INVESTMENT IN CITY STAFF AND IMPROVED RETENTION

It is time to make long-term investments in City employees to ensure competitiveness, excellent service levels, and job satisfaction. The City of San Diego is not competitive with peer cities in the San Diego region, which offer salaries as much as 30 percent higher across many classifications. This has helped lead to lingering vacancies, and an increasing trend of city employees leaving mid-career. Nearly 25 percent of City positions are vacant, many of which have been vacant for an extended period, highlighting both recruitment and retention challenges faced by the city as we attempt to provide a strong work environment and the highest possible level of service.

Employee Wages

The city should examine the existing positions which have been vacant since prior to 2016, and the hundreds of existing vacant positions which have *never* been occupied. This examination may identify budgeted positions which are no longer necessary or should be reclassified, as well as opportunities to redirect savings toward more competitive compensation for candidates in order to more effectively address the understaffing crisis.

Approximate cost: Reallocation of budgeted positions

Child Care Center for City Employees

Finding licensed childcare for many families has become increasingly difficult, including for many parents who work for the City of San Diego. We have begun the process of exploring options for those employees with the addition of the City's Child Care Coordinator position reinstated in the FY20 budget. I request that the city expand its efforts on this important need by establishing a Child Care Center for its employees. The availability of City-owned facilities downtown and the availability of numerous child care operators will help us establish partnerships and minimize costs. Such a facility would operate similarly to "Kiddie Hall", historically located downtown.

Approximate cost: \$2,000,000

Park Ranger Positions

The industry standard for City and County Open space is one (1) Park Ranger for 640 acres of Open space. San Diego currently uses one (1) Park Ranger per approximately 1,200 acres of Open space. To bring the city up to industry standards, I request that the Department of Parks & Recreation add an additional (15) Park Rangers for FY21, as well as an additional Code Enforcement Officer, and an additional Account Clerk dedicated to Open space.

- 15 FTE, Park Rangers (\$75,000)

Approximate cost: \$1,125,000

INVESTMENT IN CITY INFRASTRUCTURE

Backlog of Storm Water and Sewer Improvements and Replacements

As District 3 is home to some of San Diego's oldest neighborhoods, the city is frequently responding to water main breaks. These destructive and expensive events are related to the much larger citywide problem of insufficient funding for current and future storm water needs. It is imperative that the city develop a funding strategy for the short- and long-term operations and capital projects in our entire storm water and sewer systems. In addition, per the recommendation of the Office of the City Auditor, the city should develop and execute a strategic communications plan to educate residents on specific storm water issues, including flood prevention and the need for funding, among other priorities. To this end the city should prioritize increased funding for the exploration of integrated water management solutions, which includes a comprehensive TSW-PUD storm water capture and reuse analysis.

Approximate cost: \$400,000 for joint TSW-PUD storm water capture and reuse analysis

CITY DEPARTMENT RESTRUCTURING

Department of Housing and Homelessness

A Department of Housing and Homelessness should be established to manage the programs related to homelessness solutions and develop a more strategic interface with the San Diego Housing Commission's (SDHC) extensive efforts on this issue. Included in this department

will be the existing homelessness strategies staff, Real Estate Assets Department's (READ) portfolio management work, and the Economic Development Department's (EDD) housing and community development services. The long-term investments identified to improve our homeless response system will require an integrated and aligned approach that best connects homeless individuals with housing. Streamlining the staffing, contract oversight and development of affordable housing will ensure adherence to the City's Community Action Plan on Homelessness and enhance communication that is currently spread across departments.

The Department will also include a new Division of Tenant Protections. This Division will advance the work tied to homeless crisis response and implement prevention strategies. The Division will collaborate with the City Attorney's Office to prevent and decrease evictions, and all existing Code Enforcement Officers to receive training in tenant protection and prevention of retaliation.

- 1 FTE, Senior Outreach Coordinator (\$120,000)
- 1 FTE, Program Analyst (\$85,000)

Approximate cost: \$205,000

Mobility Department

With the dynamic state of challenges to ensure safe, timely, and accessible transportation to all residents, San Diego should establish a stand-alone Mobility Department. Its mission is clearly outlined in the recently released *Mobility Action Plan, striving to "effectively serve and support all communities."* The City's transportation planning, design, and implementation services are currently scattered among the Planning, Transportation and Storm Water, and Public Works Departments. Cities across the country are abandoning this model to create a stand-alone mobility department to take a comprehensive approach to transportation, ensure collaboration with regional agencies, and diversify overall transportation services.

- 1 FTE, Mobility Director (\$250,000)

Approximate cost: \$250,000 and reallocation of currently budgeted positions

Office of Labor Standards and Enforcement

Existing City departments that investigate contractors, employers and workplace violations should be restructured into a new Office of Labor Standards Enforcement. Such a program can consolidate the administration and enforcement of Minimum Wage, Earned Sick Days, Living Wage, Prevailing Wage, AB 5 and Equal Opportunity Contracting Program into one overarching department.

Approximate cost: Reorganization of existing positions

HOMELESSNESS

The most effective approach to homelessness requires significant investments in short- and long-term solutions. As such, the continued expansion of our crisis response network, such as the bridge shelters, must be met by the development of permanent, affordable housing. The City's Community Action Plan on Homelessness recognizes that necessary actions come at a substantial cost, but we know the cost of inaction is even greater. We have the tools and

the experience to begin budgeting for success with the understanding of which programs work, how much they cost, and how long they will be needed. For example, the bridge shelters provide a safe place every night for over 950 San Diegans. The true success of this program is dependent on connecting its participants to housing, which is limited in the region and will take years to build. In the meantime, we must acknowledge the reality that the bridge shelters serve a vital role in our homeless continuum and fund them similarly as ongoing expenses within the General Fund.

The importance of our ongoing homeless programs underscores the need to identify dedicated funding for them and, at a minimum, maintain the level of service we provide at our safe parking and safe storage programs. The administration and expansion of these services, along with housing resources and permanent housing units, will require additional staffing and increased coordination with SDHC. Through the creation of a Department of Housing and Homelessness, as described above, the role SDHC has taken this past decade to lead our response to homelessness will be properly supported by the city.

San Diego Community Action Plan on Homelessness Data Monitoring

The City's Community Action Plan on Homelessness recommends the use of two types of dashboards for internal leadership and external stakeholders to track progress and provide accountability. These process and data dashboards should be updated regularly with their development and inputs performed in concert with the Regional Task Force on the Homeless (RTFH) and the SDHC.

- 1 FTE, Senior Analyst (\$100,000)

Approximate cost: \$100,000

Bridge Shelters

The City's four bridge shelters provide safe, low-barrier temporary beds and services for 953 individuals. The shelters are aligned with the City's Community Action Plan on Homelessness which states that a crisis response is a necessary component of the City's homeless system to meet the needs of individuals and families currently or estimated to experience homelessness. With the Plan's recommended conversion of Transitional Housing beds to crisis response beds and additional diversion resources still in development, the bridge shelter beds are a required component of our system and their funding should be treated as such. The cost of bridge shelters should be budgeted from the General Fund, preserving external housing funds for permanent housing and eliminating the use of one-time grant funds for existing programs.

Approximate cost: \$18,924,00 based on FY20 costs for all 953 beds

Diversion Assistance for 767 Singles/Families

The city must prioritize permanent housing solutions as part of its immediate and long-term response to homelessness. The City's Community Action Plan estimates that 13 percent of individuals and families entering the homeless system can be diverted to permanent housing options. To meet this need, the Plan recommends the City fund 767 additional diversion subsidies per year for the next ten years. These diversion slots would support 674 single individuals and 93 families.

Approximate cost: \$2,527,000

Flexible Housing Subsidy Pool

A Flexible Housing Subsidy Pool is a dedicated fund from public and private sources that can be used to assist households to quickly access permanent housing. Flexible Housing Subsidy Pools are used across the country and are underway at the city with \$2,000,000 in State Homeless Emergency Aid Program (HEAP) funding. The RTFH has also dedicated HEAP funding for a Flex Fund and is exploring collaborative options with the County of San Diego and philanthropic partners to leverage the fund's capacity, extending the life of the pool beyond the HEAP grant term. The city should add to a regional Flex Pool beyond the initial HEAP investment to allow for immediate housing interventions and seed a long-term program.

Approximate cost: \$2,000,000

Unsheltered Street Outreach

Unsheltered homeless outreach is essential to reaching individuals on the street and connecting them to housing and services. The City's Community Action Plan lists outreach as a "key item for immediate consideration" noting that the frontline of the homeless response system should be led by outreach workers.

- Six 2-person outreach teams

Approximate cost: \$1,400,000

PUBLIC SAFETY

Lifeguard Division

The number of visitors to San Diego has grown steadily year-over-year, and the work of San Diego's Lifeguard Division is critical to ensure safety. Lifeguard staff should be added to continue their high level of services and rescues. Specifically, one permanent lifeguard position to serve La Jolla Shores during Winter and Blacks Beach during Summer should be added, as well as one new Lifeguard Sergeant position to work at the Boating Safety Unit (BSU) year-round, and a new Lifeguard Lieutenant position with the BSU to provide coverage seven days per week.

- 2 FTE, Life Guard III at La Jolla Shores (\$69,938)
- 2 FTE, Lifeguard Sergeant, Boating Safety Unit (\$76,556)
- 1 FTE, Lieutenant, Boating Safety Unit (\$46,459)

Approximate cost: \$385,906

Brush Abatement

The Transportation and Storm Water (TSW) Department and Fire Department are responsible for the inspection of over 47,000 public and private sites within the City of San Diego and abatement of brush throughout the city. There is a significant backlog of work in both departments causing multiple year delays in brush abatement. Given ongoing wildfire conditions and concerns, especially in neighborhoods impacted by urban canyons, this program should be expanded, or at the minimum, restored to funding levels before cuts were made in FY19.

- 1 FTE, Supervisor (\$160,000)
- 8 FTE, Code Compliance Officer (\$89,000)

Approximate cost: \$872,000

INFRASTRUCTURE AND SUSTAINABILITY

Downtown Mobility Plan

The Downtown Mobility Plan is an interconnected framework of one-way and two-way cycle tracks that will increase safety and mobility for cyclists and scooters riders. I request full funding and programmed implementation of Phase II as well as full funding to complete design work for Phase III.

Approximate cost: \$9,000,000

Bicycling Facilities

The city has made much progress in adding new bicycling facilities in recent years. In 2020, the city should adopt a new Citywide goal of installing at least 20 miles of protected, separated bike lanes citywide to fill network gaps, expand the protected bike lane network, and improve safety at high crash and crash prone areas. Selection of these facilities can be coordinated with repaving efforts and should be prioritized in disadvantaged neighborhoods per recommendations from the Mobility Board.

Approximate cost: TBD

Bus Only Lane Expansion

Successful collaboration between the City and MTS led to the completion of the El Cajon Boulevard Bus-Only Pilot Lane. As the city implements its Complete Communities strategy, I request that a minimum of three additional bus only lanes be implemented in the city through collaboration with MTS to increase ridership, shorten bus travel times, and correspond with planned, increased residential density.

Approximate cost: \$300,000

Vision Zero

The City's recently completed Systemic Safety Analysis Report Program (SSARP) identified conditions which are most likely to lead to injury and fatal crashes. Approximately 66 intersections will receive safety upgrades through State grant funding. I request that an additional 20 intersections receive safety upgrades. These upgrades include Lead Pedestrian Intervals (LPIs) with Blank-out Signs for 20 new intersections:

- | | |
|---|---|
| - Ash Street and Fourth Avenue | - Euclid Avenue and Market Street |
| - Imperial Avenue and 45 th Street | - Euclid Avenue and Guymon Street |
| - University Avenue & Rolando Boulevard | - Euclid Avenue and Hilltop Drive |
| - Imperial Avenue and San Jacinto Drive | - Imperial Avenue and 49 th Street |
| - Clairemont Mesa Boulevard and Convoy Street | - Imperial Avenue and Willie James Jones Avenue |

Approximate cost: \$500,000

Sidewalk Maintenance and Repairs

A well-maintained and safe network of sidewalks is essential to having a walkable and accessible city. City staff respond to requests for repairs but are experiencing a significant backlog and staff levels have been reduced in recent years. Further, a proactive approach for inspections has not been established. I request funding to address our extensive sidewalk backlog, specifically to restore staffing capacity to pre-2008 levels, and to create a proactive program to inspect, evaluate, and notify property owners about needed repairs.

- 12 FTEs, Utility Worker (\$42,000)
- 1 FTE, Utility Supervisor (55,450)

Approximate cost: \$559,450

De Anza Revitalization Plan

The De Anza Revitalization Plan should consider all available options for wetlands restoration. As discussed at Council hearings during the approval of the Campland lease extension in 2019, the city should comprehensively analyze the “Wildest” wetland restoration option in the upcoming Environmental Impact Report (EIR).

Approximate cost: \$200,000

ECONOMIC DEVELOPMENT

Public Banking Business Plan

AB 857 was signed into law in 2019, creating the opportunity for local governments to charter a municipal bank. The act lays out specific requirements to prove viability, which would be addressed by the creation of a business plan that meets the requirements of the California Department of Business Oversight and the stipulations in the act itself. I request funding to complete a business plan.

Approximate cost: \$250,000

Cannabis Equity Study

As proposed a newly established Cannabis Equity program in the City of San Diego can help reinvest funds generated through the sale of cannabis into communities that were disproportionately impacted by the criminalization of cannabis, prior to its legalization in California through Proposition 64. An equity study is needed and requested to analyze available data related to disparities in the cannabis industry and to provide policy and funding options to guide the funding of a Cannabis Equity program.

Approximate cost: \$150,000

Penny for the Arts

The Penny for the Arts Blueprint (Blueprint) adopted by the City Council in 2012 included a goal of restoring annual Arts, Culture, and Community Festivals allocations to 9.5 percent of the City’s Transient Occupancy Tax (TOT) revenues by FY17. In the years since, the city has never met the Blueprint’s annual funding targets. A 2014 study found that San Diego’s non-

profit arts and culture industry generates \$1.1 billion in annual economic activity, supports 35,914 full-time equivalent jobs, and generates \$116,000,000 in local and state government

revenues. In order to continue supporting the growth of this critical economic driver and get closer to our stated commitments in the Blueprint, funding levels for the Commission for Arts and Culture Funding Programs should be increased to at least 7.5 percent of anticipated TOT receipts.

Approximate cost: \$11,362,500, based on FY19 TOT revenue projections

Library Materials and Programming

Library materials and programming are important resources San Diegans have come to depend on. I request that the materials budget be increased and that programming be maintained in FY21. An increase in the materials budget should specifically fund digital databases to ensure libraries are providing access to a wide variety of San Diegan residents. To protect these important digital resources, I request a modest increase of \$500,000 in FY21 to library's material budget. This represents an approximate \$13,888 allocation to each library branch.

Approximate cost: \$500,000 additional funding for materials and \$400,000 to continue programming

ENVIRONMENT

Climate Action Plan (CAP) Implementation and Monitoring

San Diego has taken great strides to achieve its 2020 emissions targets established in the City's 2015 Climate Action Plan (CAP). By developing a pathway to these targets through five bold strategies, the CAP calls for actionable items that contribute to overall GHG reductions. The city must begin prioritizing all aspects of these strategies to address our climate emergency.

Each of the five strategies - Water & Energy Efficient Buildings; Clean & Renewable Energy; Bicycling, Walking, Transit & Land Use; Zero Waste; and Climate Resiliency - have elements that need to be funded in FY21. The most pressing of these items are listed below and detailed elsewhere in this memorandum under other topics, e.g. storm water reuse analysis, Downtown Mobility Plan, etc. Those not requested here are no less urgent, but may already be nearing completion or require innovative methods to achieve.

I request the specific items below to be funded in the FY21 budget:

CAP Reporting

Provide increased funding for ongoing annual CAP reporting, future updates to the CAP, and support for the City's work on climate equity.

Approximate cost: \$400,000

Climate Resiliency

Continue the City's work on climate resiliency planning to support the rapidly evolving circumstances facing our coastline and wildfire-prone open space. Initial funding was

allocated in FY20 with dedicated funds needed to ensure long-term planning and monitoring.

Approximate cost: \$300,000

Provide funding to increase tree canopy coverage in the right-of-way and parks to achieve our CAP goals. We should begin in the five parks most in need of trees. The parks include Mountain View, Sandburg, South Crest, Willie Henderson, and Bay Terrace, accounting for over 250 trees.

Approximate cost: \$146,474

Expand the urban forestry program to increase tree planting, maintenance and protection, and efficiency to meet residential demand. Specifically, provide funding for the following:

- Planting of 2,500 additional street trees (\$500,000)
- Increase in contracts for inspection and scheduled tree (\$1,000,000)
- 1 FTE Code Enforcement Officer, Development Services Department (\$100,000)
- 1 FTE Arborist/Horticulturalist, Streets Division (100,000)

Approximate cost: \$1,700,000

ADDITIONAL REVENUE OPPORTUNITIES

Proposition H

In 2016, San Diego voters approved Proposition H, a ballot measure that requires the dedication of General Fund revenue growth to an Infrastructure Fund. The Outlook recognizes these allocations to the Infrastructure Fund as a General Fund expense, but does not include projections for any expenditures paid for by the Infrastructure Fund. Allocations to the Infrastructure Fund could be used to support certain strategic expenditures, potentially including the City's Infrastructure Asset Management Program, street repair, and storm water permit compliance projects, thereby addressing critical needs while mitigating the projected deficit.

Approximate revenue: \$15,000,000

Senate Bill 2

California's Senate Bill 2 created a dedicated revenue source for affordable housing and directed the Department of Housing and Community Development (HCD) to allocate 70 percent of the funds in the Building Homes and Jobs Trust Fund, collected on and after January 1, 2019, to local governments through the Permanent Local Housing Allocation (PLHA). Approximately \$165,000,000 in PLHA funding is expected to be available annually with an estimated \$5,073,000 received in San Diego this next year.

Approximate revenue: \$5,073,000

Excess Equity

Based on FY20 Actual Budget amounts, Excess Equity is tentatively projected to be \$22,100,000 at year end which may be budgeted for one-time FY21 expenditures.

Approximate revenue: \$22,100,000

Capital Outlay

In 2018, voters approved Measure G, involving the sale of 132 City-owned acres in Mission Valley to SDSU, with construction on the site projected to begin in 2020. The price and terms

of the sale have yet to receive final approval by the City Council, however details of tentative proposals have been publicly vetted. While a portion of the sale proceeds will go to the City's Public Utilities Department, a balance (roughly estimated to be in the range of \$47,300,000) will be deposited into the Capital Outlay Fund.

Approximate revenue: \$47,300,000

Pension Fund Stabilization Reserve

The City could consider forgoing the Pension Payment Stabilization Reserve (PPSR) contribution of \$4,500,000 for FY21 (General Fund portion) and utilize these funds to pay part of the General Fund increase in the pension payment for FY21.

Approximate revenue: \$4,500,000

Vacancy Savings

Hundreds of existing budgeted City positions have either been vacant since before 2016 or never been filled. Beginning with these positions, the City should evaluate positions which can be eliminated or re-classified to a purpose which leads to vacancies being filled.

Ongoing CIP Cash Management

Ongoing review of CIP cash management activities will ensure the appropriate alignment of the timing and use of funding for CIP projects.

Cannabis Tax Revenue

According to the FY20 First Quarter Budget Report, the city began collecting tax receipts from the Cannabis Business Tax in January 2018, receiving \$2,700,000 in gross receipts in FY18. The FY19 actual revenue is reported at \$8,200,000, and the FY20 projected revenue is \$17,000,000. FY21 revenue is projected to be \$19,700,000, reflecting continued development of the industry and updates to the tax structure. As licensing and tax revenue to the city increases from the cannabis industry, priority should be given to retaining or expanding services and capital projects in historically underserved communities.

Approximate revenue: \$19,700,000

Smart Streetlight Program

Additional funding for the Smart Streetlight Program should be suspended until the City Council adopts a comprehensive policy on the proper usage of and access to the smart streetlights and its data. The Outlook reports that \$2,300,000 in expenditures for this program is planned in Fiscal Year 2021.

Approximate revenue: \$2,300,000

Addendum A

NEIGHBORHOOD IMPROVEMENTS

Streetlights

- Copley Avenue mid-block between Bancroft Street and West Mountain View
- F Street between 21st and 24th Streets
- McClintock Street mid-block between Meade Avenue and Monroe Avenue
- Intersection of Olive Street and Third Avenue

Sidewalks

- New sidewalk in front of 2521 Haller Street
- Repair of sidewalk along 1200 block of 28th Street
- Repair of sidewalk along Upas Street between Florida Street and Alabama Street
- Sidewalk expansion, San Diego Avenue in Old Town

Traffic Signals

- 32nd Street and Madison Avenue
- Adams Avenue and 34th Street
- Adams Avenue and Hawley Boulevard
- 34th and El Cajon Boulevard
- Mississippi Street and El Cajon Boulevard

Street Repaving

- Dale from Ash Street to Date Street
- Hawley Boulevard from Madison to Arthur Avenue
- 33rd from Monroe Avenue to Adams Avenue
- 32nd from Monroe Avenue to Collier Avenue
- Ohio Street from Polk Avenue to University Avenue
- Mansfield from Adams Avenue to Collier Avenue
- India Street from Palm Street to Sassafras Street

Normal Heights

Ward Canyon Park Phase II Improvements

Ward Canyon Park provides an important recreational area to the Normal Heights community. I request completion of the Park in accordance with the approved General Development Plan, including construction of a permanent dog park, community garden, and recreation building.

Approximate cost: \$8,000,000

Security at Normal Heights Elementary School

Security near the Normal Heights Elementary School is an increasing concern among Normal Heights residents. Funding should be provided for security cameras, lighting and personnel to open and lock the gates to Normal Heights Elementary during joint use hours.

Approximate cost: \$60,000

Community Plan Update for Mid-City Community Plan

The Mid-Cities Community Plan was most recently updated in 1998, more than 20 years ago. Many of the Mid-City communities have transformed since this update, and a community plan update is necessary to reflect the current character, urban design elements, need for public resources, and vision for these neighborhoods. This community plan update should reflect the transformation of El Cajon Boulevard as an emerging commercial district, and accommodate higher intensity mixed-use developments.

Approximate cost: \$1,500,000 (phased)

South Park and Golden Hill

Grape Street Plaza

Grape Street Plaza is the nexus of the South Park business community and serves as an invaluable pedestrian space in the heart and center of the neighborhood. The community has discussed the possibility of expanding Grape Street Square by vacating the 3000 block of Grape Street. I would like to request funding to vacate this street and make capital improvements to revitalize this public square into a landmark pedestrian plaza.

Approximate cost: TBD

Golf Course Drive Improvements Completion

This project would provide a multi-modal pathway along Golf Course Drive from 26th Street to 28th Street, including a 5' sidewalk, northbound and southbound class II bike lanes, and one lane of traffic each way. This project was requested by the Greater Golden Hill community for more than three decades, as this is a vital thoroughfare for communities surrounding Balboa Park. Inclusion of class II bike lanes will also improve the accessibility to the upcoming Pershing Bikeway currently under design by SANDAG. Preliminary design for this project was completed in 2018. I request funding for the environmental, design, and construction phases.

Approximate cost: \$6,368,650

Return of City Operations Yard to City Parkland

The community of Golden Hill has been home to the City's Central Operations Yard since 1920. A portion of the yard is located within the boundaries of Balboa Park and is identified in the East Mesa Precise Plan for development of the Pershing Recreation Complex, a multi-use sports park. I request funding to convert the relevant lot of the City Operations Yard into a community park. Facilities should include a bathroom, water fountain, soccer fields, and active recreational space.

Approximate cost: TBD

Old Town

Presidio Drive Traffic Study

Traffic Engineering has identified the cost and scope for an evaluation of Presidio Drive to be converted into a one-way street with pedestrian and bike safety enhancements.

Approximate cost: \$50,000

Roundabout at San Diego Avenue and Congress Street

This roundabout is one of the top priorities of Old Town Community Planning Group and items within the Impact Fee Study. I request that an analysis be completed for the roundabout to determine feasibility and cost.

Approximate cost: TBD

Pedestrian Improvements

Pedestrian improvements such as curb extensions and wider sidewalks are needed at Congress Street, San Diego Avenue and Ampudia Streets.

Approximate cost: TBD

Balboa Park

Balboa Park Implementation Plan

A Balboa Park Implementation Plan is needed to prioritize improvements requested by the community and stakeholders at the Park, and to honor the short- and long-term maintenance needs. The 1989 Balboa Park General Plan outlined projects desired by the community, but a significant number of projects have yet to move forward. An implementation plan will provide a much-needed comprehensive needs list of projects with associated costs.

Approximate cost: TBD

Park Maintenance

Funding for immediate maintenance needs in the Park is needed to ensure a positive visitor experience. Specifically, I request funds for two additional weekend and evening Park Rangers assigned exclusively to the Park, one additional Tree Trimmer, one additional Gardener, and one additional Custodian.

Approximate cost: \$340,783

Downtown

5th Avenue Gaslamp Promenade

The proposed 5th Avenue Gaslamp Promenade will create a north-south link in the heart of the Gaslamp Quarter through the reclamation of underutilized public right-of-way and innovative design. As a newly revitalized pedestrian boulevard, the project will help revive the area for the benefit of the downtown economy and tourism. Funding is needed to advance the design and construction of this community benefit.

Approximate cost: \$7,000,000

St. Joseph's Park

The Downtown Community Plan includes St. Joseph's Park as a new amenity in the Cortez Hill neighborhood. To help ensure creation of this highly desired new open space, I request funding to allow staff to begin Park design.

Approximate cost: \$500,000

North Central Square

The Downtown Community Plan includes North Central Square as a new amenity in the Cortez Hill neighborhood. To help ensure creation of this amenity, I request funding to allow staff to begin design.

Approximate cost: \$500,000

Security for Harbor Drive Pedestrian Bridge Elevators and Gaslamp Square Restrooms

The Harbor Drive Pedestrian Bridge and Gaslamp Square restrooms are frequently used resources Downtown. I request funding for security at these two locations to help maintain cleanliness and safety at these locations.

Approximate cost: TBD

Mission Hills**West Lewis Pocket Park**

Phase I of this neighborhood park has been completed. I request staff to identify cost and funding availability for Phase II improvements including the trail connection with the existing Phase I in accordance with the general development plan.

Approximate cost: TBD

Pedestrian Safety HAWK Signal

Crossing Washington Street at the intersection of Albatross Street is currently a dangerous situation. Cars traveling the Washington corridor are moving at high speeds and typically do not respond to pedestrians crossing using the recently installed RRFBs. I am concerned this intersection will become another liability for the city and seriously injure or kill a pedestrian in the future. A High-Intensity Activated Crosswalk (HAWK) beacon signal should be considered for this intersection to control traffic and ensure greater safety.

Approximate cost: \$300,000

Bankers Hill**6th Avenue Roundabouts**

6th Ave along Balboa Park has been planned for roundabouts as part of a larger traffic calming effort. The City should fund the design and construction of the roundabouts to implement much needed pedestrian safety and traffic calming as soon as possible.

Approximate cost: \$2,000,000

Maple Canyon Rehabilitation

Each year, Maple Canyon releases sediment into surrounding neighborhoods of South Mission Hills and floods storm drains as far out as Pacific Coast Highway. I request that staff identify funding for Phases I and II to rehabilitate Maple Canyon to include improved hardscape and natural drainage tools.

Approximate cost: TBD

Replacement of Series Circuits

There are two series circuits in Bankers Hill connecting all street lights in the neighborhood. They are over a hundred years old and are frequently offline causing entire blocks of street lights to go out and preventing the installation of new street lights. I am requesting \$4,000,000 to replace the two Bankers Hill series circuits.

Approximate cost: \$4,000,000

Quince Street Bridge Rehabilitation

Since 1905, the Quince Street Bridge has been a treasured landmark in Bankers Hill providing a critical connection to residents across historic urban canyons. Currently, the bridge is in need of re-painting in order to preserve and protect it as one of the few remaining wooden pedestrian trestles in San Diego. I request staff to identify cost and funding availability for repainting the historic Quince Street Bridge.

Approximate cost: TBD

Hillcrest/ Uptown**Normal Street Promenade**

Since the 1988 Community Plan, the community of Hillcrest has called for public space on Normal Street. Last year, with funding and collaboration from the City, SANDAG, and the Uptown Community Parking District, this project is moving forward with construction expected in 2021. Currently, the unfunded cost of this project is \$900,000.

Approximate cost: \$900,000

Vermont Street Bridge Circuit and Light Rehabilitation

The Vermont Street Bridge is a cherished, highly utilized pedestrian thoroughfare in need of improved lighting. I am requesting a replacement of the series circuit and improved lighting be installed to increase visibility.

Approximate cost: \$2,000,000

Replacement of Series Circuits

The series circuit in Hillcrest connecting all neighborhood street lights is over a hundred years old and is frequently offline causing entire blocks of street lights to go out and preventing the installation of new street lights. I am requesting \$2,000,000 to replace the Hillcrest series circuit.

Approximate cost: \$2,000,000

University Heights/ North Park

Evaluation and Feasibility Study of Roundabout at El Cajon Boulevard, Park Boulevard, and Normal Street Intersection

The North Park Impact Fee Study recommends roundabouts to replace existing traffic signals at the intersection of El Cajon Boulevard, Park Boulevard, and Normal Street to help improve safety and traffic flow. Improvements at this intersection are timely as numerous residential development and capital projects are planned or underway immediately surrounding the intersection. I specifically request that the analysis include both a traffic study to determine impacts to the surrounding area and cost estimates for this proposed project.

Approximate cost: TBD

North Park

North Park Water Tower Reservoir Property Repairs

This historic asset was closed in late 2019 due to structural deficiencies. This property is beloved by the community because of the indoor soccer fields located above the reservoir component. I request funding for a retrofit and restoration of the property to allow for continued service to the community in the future.

Approximate cost: TBD

North Park Mini Park Pedestrian Improvements

This much awaited community asset will be breaking ground soon. I request funding for traffic calming measures at North Park Way to accommodate increased foot traffic, including many families, to access the new park. I also request that ADA improvements on 29th Street be completed.

Approximate cost: TBD



**THE CITY OF SAN DIEGO
OFFICE OF COUNCILMEMBER MONICA MONTGOMERY**

M E M O R A N D U M

DATE: January 10, 2020

TO: Andrea Tevlin, Independent Budget Analyst, IBA

FROM: Councilmember Monica Montgomery, Fourth Council District

SUBJECT: Fiscal Year 2021 Budget Priorities

Each year City of San Diego Council District offices submit individual budget priorities for consideration of the City of San Diego's fiscal year budget. Budget priorities not only reflect the immediate needs of a community, but also reflect the values of a given Council District office. As the budget is also leveraged as a management and planning tool, community needs must be addressed in a fiscally responsible manner while exercising a mastery in urban planning.

With an anticipated budget shortfall of \$21.1 million in FY 2021 and the potential increase of the shortfall to \$83.7 million from recommended critical strategic expenditures¹, it is imperative equitable investment is directed to critical resources and infrastructure in underserved communities.

My budget priorities aim to establish equity and build towards the vision of a world-class city by dedicating resources in public safety, infrastructure, library, parks and recreation, and citywide services. Ultimately, given a constrained budget, it is the City's fiduciary responsibility to implement a budget that will contribute to the resilience, sustainability and quality of life for all in the City of San Diego.

The following are my budget priorities for the Fourth Council District's Fiscal Year 2021 Budget.

¹ IBA Review of the Mayor's FY 2021-2025 Five-Year Financial Outlook
https://www.sandiego.gov/sites/default/files/19_28_fy21-25_gf_5yr_outlook_complete_rpt.pdf

PUBLIC SAFETY

Community Oriented Policing

The City must take steps to further define "Community-Oriented Policing" and establish policies that achieve the true spirit of this approach. Each neighborhood has unique needs and the community should take the lead in defining what public safety means and what role police play. Police should form partnerships broadly with community stakeholders around the City and should develop solutions to public safety problems through collaborative problem-solving. It is imperative that we continue to invest resources to expand policing alternatives that deter officers from using force and to continue to build the trust and relationships between our residents and police officers.

Diversity in Recruitment and Retention for First Responders and Law Enforcement

The City should provide additional resources and take the necessary steps to encourage diversity in the recruitment and retention of our First Responder and Law Enforcement programs. As we continue to talk about building trust in our vulnerable communities, a key factor is diversifying these forces in order to reflect all of the communities they serve. The City should also explore incentive programs like low-cost housing, which would not only encourage our First Responders and Law Enforcement officers to live in the community, but could also assist with low retention rates across the board.

Resource Access Program and Emergency Medical Response

The City saw success with the reimplementation of the Resource Access Program (RAP) last year, as 87% of those who called were connected with ongoing mental health services. Because the pilot scope of practice under which RAP operated expired in November 2019, the City should explore options that will restore the program to the level of success that was seen in 2019.

Continued Implementation and Monitoring of AB 953

Monitoring of AB 953 (Racial and Identity Profiling Act of 2015): An annual independent Racial Impact Report should be funded and presented to the City Council analyzing the data collected under the Racial and Identity Profiling Act. The report should include information and recommendations from Center for Policing Equity, who was recently hired by San Diego Police Department to analyze their collected data. With recent findings of discriminatory policing by Campaign Zero, it is crucial that the Council receives updates on any racial bias complaints and the outcomes of such complaints, as well as the action taken by SDPD to mitigate racial biases.

Brush Abatement

In recent years, the City has experienced numerous delays in brush abatement. As California has seen devastating wildfires across the state, it is imperative that we provide the adequate resources needed to take proactive and preventative approaches in the following areas throughout the year: regional parks, open space parks, canyon lands, etc. The City should also provide additional funding to our Fire-Rescue Department to conduct community education programs on brush maintenance and methods to prevent conditions that could lead to large-scale fires.

Police Trainings, Metrics and Impacts

The City must provide line officers and leaders with effective trainings and policies on de-escalation, multicultural awareness, and working with people experiencing mental health crises. These trainings and policies must be connected to metrics to measure their impact in the field to ensure the effectiveness and officer accountability.

Police Department's Traffic/Special Events Division

The current structure was designed to accommodate the needs of Traffic Division in 1999. Since that time, the demands placed on the facility have grown. The City Council approved a resolution to fund a feasibility study for a permanent Traffic Division facility. To allow Public Works to work with the Police Department to analyze property issues, operational needs, desired facility conditions, and to develop a project scope, budget, and schedule, the Council should fund a feasibility study.

Permanent Facility for the Encanto Fast Response Squad (FRS 55)/Encanto Fire Station

A cost-effective and efficient approach to implementing additional Citygate recommendations is to convert the existing Encanto Fast Response Squad (FRS 55) into a full-service fire station (FS/Engine 55). The call volume and severity of incidents in the Encanto neighborhoods warrant the permanent addition of additional fire-rescue resources. This would require the identification and purchase of land and the construction of a permanent facility.

Neighborhood Code Compliance

The Neighborhood Code Compliance Division of the Development Services Department administers programs designed to protect the public's health, safety, welfare, and property value through enforcement of the City's ordinances and State/Federal laws relating to land use, zoning, housing, public nuisances, graffiti abatement, and vegetation/fire hazard abatement. For too long, the staffing levels in the Division have been low and enforcement priorities have been adjusted downward to keep pace. We request that the resource capacity of the department be analyzed and considered for additional funding.

Credible Messenger Program

San Diego has seen a rise in gang violence across the City over the past year. The City should explore options to implement a Credible Messenger Program which would encourage former gang members to mitigate potential violence in the community and promote peace throughout all neighborhoods. As an innovative restorative justice program to engage "justice-involved" community members, the program would aim to not only stop violence before it starts, but to also enhance public safety, decrease recidivism and provide meaningful social service interventions.

INFRASTRUCTURE

Storm Water Channel and Storm Drain Maintenance

The City has engaged to enhance the maintenance of its storm water channels and storm drains to ensure that life and property are protected. However, much of the work being performed by the department is through emergency permitting. To avoid the need to do last minute emergency permits to prevent flooding, the City should fund an enhanced storm water channel and storm drain maintenance program that addresses high flood risk locations in FY21 and beyond.

Below are storm drains that need to be expanded and upgraded in District 4:

1. 6200 Imperial Ave/Akins (Between 62nd and 69th Streets)
2. Klauber Ave
3. Imperial Avenue starting at 47th St all through Castana St.
4. Marie Widman Park (Encanto Park) Storm Drain - 6727 Imperial Avenue
San Diego, CA 92114
5. Storm Drain along Atkins Avenue (Encanto/62nd Trolley Station)

Creek Channel Maintenance

1. Chollas Creek in Rolando - 4156 Rolando Blvd, San Diego, Ca 92115
2. Encanto Expressway - Jamacha & 69th to Jamacha & Cadman

Council District Four Sidewalks: Paradise Hills and Rolando Community Areas

The residents of Paradise Hills, supported by its official Community Planning Group, have been advocating for the installation of sidewalks at 48 various locations. Also, the community of Rolando has requested sidewalk projects to be prioritized as well. Funding and grant opportunities should be identified to improve walkability.

V-calming devices - Rolando Park - Traffic and Pedestrian Safety

There have been numerous requests for traffic calming measures in the streets identified below in Rolando Park. A traffic evaluation has been conducted approving the installation of the calming measures.

1. Rolando Blvd between Celia Vista and University
2. Aragon Dr. between Celia Vista and University
3. Vista Grande Dr. between Celia Vista and Racine

Mode Shift Incentive Program - Transportation demand management (TDM) Program

Incentivize commute mode shift for City of San Diego employees toward walking, bicycling and transit through a TDM program for City Staff. Reward for mode shift include compensated transit passes, paid time off or other benefits within City of San Diego's control.

Safe intersection improvements

Improve intersections with high visibility crosswalks, Lead Pedestrian Intervals and No Right on Red signals throughout the City and dangerous intersections.

1. 45th St & Market Street
 - Lead Pedestrian Interval blank out signs (LPI)
 - Audible Pedestrian Signals
2. 62nd St & Imperial Avenue
 - Rebuild curb ramp
 - Directional arrow heads
 - Install opposite crosswalk east of existing crosswalk
3. Fund Lead Pedestrian Intervals (LPIs) with blank out signs
 - Ash St & 4th Av
 - Imperial Av & 45th St
 - University Av & Rolando Blvd
 - Imperial Av & San Jacinto Dr
 - Clairemont Mesa Blvd & Convoy St
 - Euclid Av & Market St
 - Euclid Av & Guymon St
 - Euclid Av & Hilltop Dr
 - Imperial Av & 49th St
 - Imperial Av & Willie James Jones Av

Expansion of Bus Lanes

Through the City of San Diego's purview in its Memorandum of Understanding with the San Diego Metropolitan Transit System Promote, support for transit use by improving travel times for buses with dedicated bus lanes is recommended. Traffic signal prioritization should be considered whenever it is possible.

These projects should be citywide, especially for the following thorough-fares in District 4:

1. Imperial Avenue
2. Euclid Avenue

Expansion of Bus Pads

Bus Pads accommodate capacity and size of Bus Vehicles with designated sections at specific bus stops that are paved with concrete to reduce distress on asphalt roads. In 2019, at Euclid Avenue and Market Place Way, a Bus Pad was installed which enhanced the quality of the bus stop in this area of the district. The following intersections that have distressed roads from bus routes should be included in the budget on the City of San Diego's purview in its Memorandum of Understanding with the San Diego Metropolitan Transit System:

1. Parkside Avenue and Dusk Drive (Route 961)
2. Paradise Valley Road and Meadowbrook Drive (962)
3. Brooklyn Avenue and Stork Street (Route 917)
4. South Meadowbrook & Skyline Dr. (Route 4 & 12)
5. San Vicente & Meadowbrook (Route 4)
6. 54th St & Pirotte (Route 917 & 955)
7. Near Euclid & Imperial Trolley Station (415 Euclid St) -

LIBRARY AND PARKS & RECREATION

Accelerate Citywide Park and Recreation Condition Assessment

\$1.5 million to provide full funding to complete the condition assessment at an accelerated pace rather than the scheduled five years. The City must complete this assessment in order to direct investment to under-resourced public parks and help address system-wide needs for park equity throughout our city's neighborhoods.

Create Chollas Creek Master Plan

In November 2015 the Park and Recreation Board Unanimously voted to accept the Chollas Creek Regional Park Designation Feasibility Study and recommended updating and expanding the 2002 Chollas Creek Enhancement Program. The next step would involve the preparation of a Master Plan to be developed under the direction of the City of San Diego Planning Department.

Southcrest Park Security Lights

Park security lights are requested for Southcrest Park. The park is in a high crime neighborhood and has large sections of unlit areas. Additional lighting has been requested by the Recreation Council and Park and Recreation staff for a number of years. The goal of the lights is to increase safety for community members at the park.

Martin Luther King, Jr. Community Park – Basketball Court Lighting

This project provides for retrofit and improvements to the existing basketball court lighting.

Marie Widman Memorial Park Public Safety Redesign and Enhancements

Reconfiguration of the park is needed to enhance public safety. Most importantly enhancements to park amenities can increase park usage and activity.

Emerald Hills Public Park Improvements - Design

The Emerald Hills Community Park is one of the few outdoor public spaces in District 4. This park was built over 50 years ago, and has had no significant upgrades. The FY 2020 adopted budget allocated funds for a General Development Plan. With that, the next step in the park's improvement process is to allocate funds for Design.

Oak Park Library - Design

The neighborhood of Oak Park needs a library as the existing library has been neglected. In the FY 2020 adopted budget, funds were allocated for a feasibility study. With that, the next step towards the library's development is to allocate funds for Design.

Keiller Playground Equipment Improvements

The equipment in Keiller playground is more than 60 years old and not only is the equipment outdated it is deteriorating. Serious improvements need to be made to the equipment to assist in keeping District 4 parks current and maintain park usage.

Paradise Hills Recreation Facility Improvements

Improvements are needed to enhance public safety and to add park amenities to increase park usage and activity.

Potomac Park Temporary improvement project

Potomac Park in Paradise Hills has been an empty space yet to be activated for more than 30 years as it is classified as a landfill. This space must be activated to beautify and serve the community.

Paradise Hills Public Library improvements

The Paradise Hills Public Library has not undergone any serious improvements for more than 40 years. To maintain equity in the library system improvements must be made to this aged library.

Castana Street East of 47th Street Along Chollas Creek

This project provides for the acquisition, design and construction of a Mini-Park. Improvements could include picnic facilities, children's play area, walkways, landscaping and security lighting. Improvements to Chollas Creek, storm drains, and the abutting street will be needed. This project is in conformance with the Encanto Neighborhoods Community Plan and is consistent with the City's General Plan Guidelines for population-based park and recreation facilities and is needed to serve the community at full buildout.

Encanto Open Space Trails Improvements

This project provides for the design and construction of park amenities for the Encanto Neighborhoods open space trail system. Park improvements could include the construction of 2,330 linear feet of new trail, trail kiosks, interpretive signage, native landscaping, benches, picnic tables, and the closure of 11,400 linear feet of trails.

Approximate cost:

- *Emerald Hills--1,570 linear FT of new trail*
- *Chollas Radio--550 linear FT of new trail*
- *Valencia Canyon--210 linear FT of new trail*

Paradise Canyon and Jamacha Canyon Open Space Improvements

This project is referenced from the Skyline-Paradise Hills Community Plan (1987) under its implementation plan for the landscape element. Like the Encanto open space trails proposal, construction walking trails that are feasible within site is desired. Signage, native landscaping and benches is also requested. These two project sites could be funded under open space bonds.

Lomita Park general improvement

In the 2003 Skyline Paradise Hills Public Facilities Plan, Lomita Park was one of the parks referenced to be designated a comfort station and to also bring the park up to ADA compliance.

World Beat Center

The World Beat Center is a cultural jewel within the City of San Diego. According to the Balboa Park Plan that was adopted in 1992, the World Beat Center was promised \$1 million worth of renovations that it has yet to receive. Funding should be designated to provide the physical and policy improvements outlined in the Balboa Park - Central Mesa Precise Plan under Pepper Grove Properties.

Library Ordinance

The Library Appropriation Ordinance requires that the Library Department budget equal six percent of the General Fund's budget each fiscal year. In order to strive to achieve compliance with the Ordinance, we request an increased allocation to the Library Department budget beginning with the following items:

- **Technology upgrades:** San Diego Public Library has approximately 3,000 technology devices it supports. Most devices are not supported by the Department of Information Technology and prevents the library from offering state of the art software. Annual investments are recommended.
- **Materials:** General fund budget for libraries are currently at 1.8 million, as it was in FY2009. To keep up with inflation in library materials, it is recommended increase in the San Diego Public Library's materials fund be enacted.
- **FY09-Fy19:** The Library Department's Budget has remained flat for the remaining decade at 1.8 million. The library currently spends 3 million, but relies on donations to fund ongoing materials.
- **Library Programs:** Many library programs are funded via donations, which can vary year-to-year. Expansion of the programming budget for the City's branch libraries would allow programs to be consistent year to year and relatively equal across all branch libraries.

CITYWIDE SERVICES & OPERATIONAL NEEDS

Office of Tenants Protection

Creation of a 'Rent Board' with the ability to enforce AB 1482 and perform tenant mediation regarding code enforcement. Existing Housing Code Enforcement Officers should be reassigned to this new office. All personnel in this new office should receive training in tenant protection and prevention of retaliation.

- Hire additional Code Enforcement Officers, focused on substandard housing in the following communities: Barrio Logan, Southeastern San Diego and Encanto.
- This office should provide regular "Know Your Rights" clinics to tenants, in multiple languages.

Office of Labor Standards and Enforcement (OLSE).

Support working families by creating an Office of Labor Standards Enforcement (OSLE). The Office of Labor Standards Enforcement should enforce the Minimum Wage Earned Sick Days Ordinance, Living Wage Ordinance, Prevailing Wage, AB 5 and the EEOC program.

- Hire additional staff to proactively investigate minimum wage, sick days and retaliation violations.
- 1 FTE Field Investigator (modeled after the State Labor Commissioner's Bureau of Field Enforcement (BOFE))
- 1 FTE Auditor
- 1 FTE Lawyer

Office of Equity and Inclusion 3 FTE

3.00 Program Managers are needed to manage the delivery of programs to underserved communities and protected classes.

Graffiti Abatement

Graffiti has been a continuous issue in District 4 as it has contributed to some of the violence in the community. Graffiti abatement should be funded in this budget cycle to assist in not only quelling the violence, but to also assist in beautifying the community.

Weed Abatement

The lack of maintenance of weeds in the public right of way have been a constant issue in District 4 and the City in general. Additionally, overgrown weeds are a safety hazard to the community and funding should be allocated contributing to comprehensive and routine clearance efforts.

Additional Grounds Maintenance for Encanto Area Parks

Additional Grounds Maintenance Worker II positions are requested for Encanto area parks.

Small Business Bonding Assistance Program

Resources should be identified to establish a Small Business Bonding Assistance Program as a supplement to the City's existing SLBE/ELBE program, and as an alternative to addressing the bonding needs of small construction firms. By adopting this program, other cities in California have benefitted from expanding the existing pool of bondable contractors, thereby increasing competition and reducing costs.

Youth Employment and Workforce Development

The city needs to analyze, develop and implement a means to monitor the progress and outcomes for opportunity youth. With a strong team, deep community connections, best-in class web-portal and IT solution, we have the foundation needed to dramatically expand the program in FY21 to rival youth employment programs in other large cities. Additionally, we recommend in prioritizing the following programs:

- Connect2Careers
- Hire A Youth Summer Programs
- Tech Hire opening the door for students interested in the technology field.
- SDSU's Compact for Success program for guaranteed SDSU admission
- UCSD's CREATE School and District Partnerships to maximize educational opportunities for both students and teachers.
- Youth Opportunity Passes to ensure youth have free access to public transportation resulting in increased access to jobs and extracurricular activities.

Penny for the Arts

Fully funding the Penny for the Arts program for FY20 is critical to the continued growth of our arts and culture programs across the City.

SD Nights Program

SD Nights is focused on providing services and programming for teens at risk of entering the juvenile justice system during the summer months when school and other structured activities may be unavailable. The City of San Diego's Teen Nite Program currently provides free activities and trips for youth every Friday in the summer at 15 site locations along with the City of San Diego Police Department. Expanding this initiative to include more partners such as One San Diego, the County and the San Diego Unified Schools District will allow the program to grow in scope. Furthermore, it will revamp the program to go from being an afterschool program to a diversion program that will provide both recreational and education opportunities for at risk youth at least 4 times a week during the summer. SD Nights would be based upon a similar program that has been operational and successful in Los Angeles.

Homelessness Outreach

There are two components to successful outreach: building and sustaining trust, and being able to offer something concrete to a person on the street. A homelessness outreach program should be implemented in accordance to the City of San Diego's Community Action Plan on Homelessness. A comprehensive outreach framework that moves from a contact-based approach to housing-focused outreach should be implemented in City-wide homelessness outreach efforts. Service providers with expertise in homelessness outreach must be at the crux to coordinate and carry out core outreach functions rather than SDPD².

Cannabis Equity Program Equity Study

In furtherance of the goals outlined in Proposition 64 and the passing of Measure N, the purpose of such a program would be to invest an appropriate portion of San Diego's Cannabis Business Tax revenues to contribute to the direct repair of communities and individuals that have disproportionality suffered the most from racially charged criminalization of cannabis.

² City of San Diego Community Action Plan on Homelessness
https://www.sdhc.org/wp-content/uploads/2019/10/SD_Homeless_CSH_report_final_10-2019.pdf

Rapid Rehousing Assistance

Rapid Rehousing Assistance has been a major intervention for persons coming into the homeless system or who are at risk of homelessness. According to the City of San Diego's Community Action Plan, Rapid Re-housing is often an intervention offered to highly vulnerable people with flexibility with regards to rental assistance or intensity of services. Increasing flexibility of this program is critical for those who many not need the level of services in supportive housing³.

Urban Forestry Program

A critical part of the Climate Action Plan is growing the City's urban forest. Trees make vital contributions to livable and sustainable neighborhoods. Trees also reduce carbon, energy use, and make neighborhoods cooler and more walkable. It is important for the city to increase resources to plant and maintain trees throughout the city limits. The following FY21 budget allocations are vital to meeting the CAP goals related to growing our urban forest, as recommended by our Community Forestry Board as well:

- Additional arborist/horticulturalist, in Streets Division.
- Planting 2,500 additional street trees.
- Increase in contracts for inspection and scheduled tree care.
- Tree trimming for an ongoing basis, as recommended by IBA in FY 2019-2020.

We also recommend that additional focus be placed on tree-related activities in other departments.

- Ensure that sidewalk improvements preserve trees.
- Develop Integrated Pest Management approach for emerging tree pests.
- Invest in trees to meet storm water permit requirements.
- Explore increasing property-based fees.
- Fill vacant funded Landscape Architect position in Public Works.
- Complete tree canopy analysis to provide direction for Climate Action.
- Accelerate applications of Enterprise Asset Management systems.

Public Banking Business Plan

Based on the California Public Banking Act AB857. This is a request to approve funding for a consultant contract to develop a business plan on a potential City of San Diego public bank.

Community Development Block Grant (CDBG) Program

SB 107, approved in 2015, provides substantial reform of the redevelopment wind-down process and ensures that San Diego will properly receive CDBG repayment/recovery of nearly \$240 million. The City should ensure that funds are reinvested in San Diego's economically disadvantaged communities in the form of infrastructure investment, job creation and economic development. Prioritization should be given towards the suggestions outlined in the Annual Action Plan provided by the Consolidated Plan.

³ City of San Diego Community Action Plan on Homelessness
https://www.sdhc.org/wp-content/uploads/2019/10/SD_Homeless_CSH_report_final_10-2019.pdf

Climate Action Plan (CAP) Implementation

The implementation of the City's Climate Action Plan is critical to ensuring that the goals outlined in the plan are achieved. As such it is critical that the FY21 budget fully fund the implementation efforts needed for Phase I and preparations for Phase II goals. Below are a few critical items that should be considered for FY20 funding in addition to funding identified in the Mayor's implementation platform, 2016:

- **Social Equity Compliance:** An important part of CAP implementation is ensuring social equity is monitored and protected in each goal. Consideration of a new staff position, or enhancement of a current staff position to ensure compliance is critical. Accessing available grant funds are critical to ensure implementation as well. Development of an "Equity Division" in the sustainability department is recommended to address this need. Approximate Cost: \$500,000
- **Five-Year Climate Action Plan Outlook:** As cited from the Climate Action Campaign group's memoranda – "We request implementation of the Independent Budget Analyst's 2018 recommendation that the CFO include a CAP Five-Year Forecast as an addendum to the Five-Year Financial Outlook, on an annual basis. That Outlook, a five-year implementation plan for the CAP, with associated costs, would offer the Mayor and council a clear understanding of the actions and investments needed to hit the 2020 and 2035 CAP targets. The city must take a holistic programmatic approach to CAP implementation, rather than continuing to plan implementation simply through the budget cycle on an annual basis. Approximate cost: IBA Determination."

REVENUE SOURCES

Excess Equity

Based on the First Quarter Report of FY 2020 there is a projected ending fund balance estimated \$22.1 million in available excess equity.

Approximate revenue: \$22.1 million

Cannabis Revenues

The Fiscal Year 2020 Adopted Budget includes \$12.2 million in the Office of the City Treasurer for Cannabis Business Tax. Current projections estimate revenues to be over budget by \$4.8 million, totaling \$17.0 million.

Approximate revenue: \$17.0 million

Sale for SDSU stadium Revenue

Approximate revenue: TBD

Homeless Housing, Assistance, and Prevention Program (HHAP)

The Outlook identifies HHAP as a one-time revenue source to offset homeless program costs. HHAP was approved in the state budget for FY 2020 and provides jurisdictions funding to support regional coordination and expand or develop local capacity to address immediate homelessness challenges.

Approximate revenue: \$20.0 million

Senate Bill 2

Governor Brown signed SB 2 creating the Building Homes and Jobs Act. Beginning January 2019 and moving forward local municipalities will receive 70% of revenue collected from the Permanent Local Housing Allocation creating an ongoing funding source to address unmet housing needs. The State is expected to issue a NOFA in February 2020.

Approximate revenue: TBD

Affordable Housing Fund

On June 10, 2019 Council approved the FY 2020 Affordable Housing Fund Annual Plan. At that time the IBA highlighted that \$4.1 million was not budgeted for any purpose since it is program income restricted for use on old programs that, according to the San Diego Housing Commission, ended between 1992 and 1997.

Approximate revenue: \$4.1 million

Redevelopment Property Tax Trust Fund (RPTTF) Lawsuit

The City could receive an estimated \$35-40 million in revenue pending the outcome of the City of Chula Vista, et al. v. County of San Diego (Sandoval) lawsuit.

Approximate revenue: TBD

Storm Water Fee Increase

The amount of revenue that could be generated roughly equates to \$6 million for each \$1.00 (charged per parcel per month) the fee is increased. The City currently charges 95 cents per parcel per month.

Approximate revenue: TBD

People's Ordinance – Paid Refuse Collection

The People's Ordinance establishes the trash collection of single family homes as a responsibility of the City for no fee, but does not include multi-family homes. As a result, City residents that live in multi-family homes normally contract with a third-party collection service and pay for trash collection. The City is the only large city to continue to provide free collection services to single family homes. Monthly fees charged by other large cities in California (top 10) for comparable services ranges between \$23–132 per month. Given the City's current costs, the monthly charge to the roughly 285,000 single family home residents currently served would be approximately \$16 per month.

Approximate revenue: TBD

Gas Tax Revenues

To further enforce Climate Action Plan goals, concentrated allocation of Gas Tax revenues for tree planting in center medians and sidewalk cutouts is encouraged. Trees serve as a method of bioremediation to mitigate the impact of greenhouse gas emissions and reduces the heat island effect that occurs during hot summers where the asphalt on roads attract a substantial amount of heat. This funding source could also be leveraged more for Class I bicycle lanes and dedicated bus lanes as well.

Approximate revenue: TBD

This memo reflects our top priorities and will serve as the basis for our support of the upcoming budget. We will only support a budget that is equitable and responsive and that identifies and seizes opportunities to improve the quality of life of all communities.

MM:me


cc: Mara Elliott, City Attorney
Patrick Bouteller, Director of Government Relations, Mayor's Office
Jessica Lawrence, Director of Council Affairs, Mayor's Office



COUNCILMEMBER MARK KERSEY

DATE: January 10, 2020

TO: Andrea Tevlin, Independent Budget Analyst

FROM: Councilmember Mark Kersey 

RE: Fiscal Year 2021 Budget Priorities

This is in response to Budget & Government Efficiency Committee Chair Barbara Bry's December 13, 2019 memorandum requesting Councilmember input in the development of the Fiscal Year 2021 Budget. In this lean budget time, my top priority is continued investment in our neighborhood infrastructure. City leaders must avoid the mistakes of the past and resist the temptation to neglect our asset network in deficit years. To the extent that funds are available, I put forward the following requests:

Sidewalk Program. I request that the sidewalk repair and replacement program receive a significant contribution from the Infrastructure Fund to support the ten-year funding plan to address the current backlog. Specific contributions to the sidewalk program are listed in the Infrastructure Fund priority section of this memo as well as in the attached sidewalk plan memo. I also request the General Fund be used to hire the 21.00 FTE requested in FY 2021 as outlined in the 5-year outlook.

Prioritize Core Transportation Projects within the Infrastructure Fund. During Fiscal Year 2021, it is estimated that the Infrastructure Fund contribution will be approximately \$25.5 million. This fund was created to be flexible in addressing priority infrastructure needs. As we work to reduce the City's backlog of infrastructure projects, I request that the FY21 Infrastructure Fund contribution be distributed among:

- Sidewalk Program
 - \$5-6 million in capital sidewalk replacement funding
 - Purchase of slice and grind equipment and training expenses
 - Fund the cost of sidewalk permit fees to allow for a no-fee sidewalk permit holiday during Fiscal Year 2021

- \$300,000 in funding for the 50/50 program, in addition to the \$300,000 General Fund allocation, bringing the total 50/50 program funding in FY2021 to \$600,000
- Street repaving and slurry seal
- Mobility and active transportation, including Vision Zero infrastructure and intelligent traffic signals

Utilize Measure N Proceeds for Enforcement. The overwhelming voter approval of Measure N, a local tax on recreational marijuana, ensures the City has the resources to cover costs associated with the legalization of cannabis without hurting our investment in other city services. Enforcement of marijuana laws, and most importantly shutting down illegal operators, should be the top priority for these funds.

Expand Homeless Outreach Services and Housing. Consistent with the City of San Diego Community Action Plan on Homelessness, this Council must continue to prioritize our homelessness crisis. I request that funding be continued for the following programs:

CleanSD Sidewalk Sanitization. Two years ago, our region was devastated by a Hepatitis A outbreak which resulted in a total of 592 cases and 20 deaths. We must take every step necessary to keep our streets and sidewalks clean to avoid another deadly outbreak.

Temporary Bridge Shelters. As we work to house our homeless population, temporary bridge shelters have served as an instrumental tool to get individuals off the street, connected to services, and transitioned into permanent housing. Our existing four shelters house approximately 931 individuals. We must continue the funding for these shelters until we can find permanent housing for our vulnerable homeless population.

Storage Connect Centers. These facilities allow homeless individuals to securely store their belongings, allowing them to more easily get to appointments or receive assistance. We must continue to fund all three of our existing facilities and consider expanding the Sherman Heights storage connect center beyond the current 500 individuals it is permitted to serve.

Safe Parking Lots. The City's Safe Parking Program offers three lots for individuals and families living out of both standard and recreational vehicles. We must continue to fund this program and look to identify new lots to serve additional people as needed.

Sustain Fire-Rescue Response Times in Northeastern San Diego. The Fast Response Squad in San Pasqual Valley was made permanent after the adoption of the Fiscal Year 2018 Budget. In October 2017, a fire sparked in San Pasqual Valley, and the FRS helped contain the fire to 12-acres. The San Pasqual Valley is otherwise served by Station 33 in Rancho Bernardo, which has the largest territory of any station in the department. The San Pasqual Valley FRS must continue to operate on a permanent basis to ensure appropriate Fire-Rescue response times throughout northeastern San Diego.

Improve Customer Service Through 311. An integrated 311 program, as recommended in the City Auditor's March 2015 *Performance Audit of the City's Public Right-of-Way Maintenance Activities*, has the potential to not only enhance customer service, but also streamline operations, reduce unnecessary 911 calls, and support open data. It is important to build upon the success of the Get It Done program, and fully fund future phases and expansions.

Manage City Leases in San Pasqual Valley. The Public Utilities Department has leased land in the San Pasqual Valley to farmers since the 1950s. Over the past several years there has been significant turnover with the position that oversees these land leases, and many leases are in holdover status. I would like to request that this FTE be transitioned into an Agricultural Lease Manager and require someone with extensive knowledge of the agriculture industry to fill the position.

Restore Transportation in the San Pasqual Valley. Ysabel Creek Road is the main thoroughfare between Bandy Canyon Road, where farmers package their products, and San Pasqual Valley Road, where the Zoo Safari Park and the Archaeological Society are located. Severe storms have moved much of the asphalt off Ysabel Creek Road, leaving the road dangerous and inconsistent with the City's Street Design Manual. I request that a CIP be established to properly restore Ysabel Creek Road and safe transportation within the valley.

Keep Hand Sanitizer Available at City Facilities. Last winter I launched a Fight the Flu campaign to educate the public about the severity of influenza. In the winter of 2017-2018 there were 20,833 reported cases and 342 deaths in our region. As part of my campaign, Gojo and Waxie generously donated hand sanitizer dispensers and a Purell refill for each library and recreation center in the City of San Diego. I request that we make funding permanent for Purell refills at our 93 library and recreation center locations.

Establish Consistency Across Council Office Budgets. In the time that I have served on the Council, the discrepancy between council office budgets has been as great as 34% in a single fiscal year. It is my continued belief that all nine council office budgets should be equal and not formulated based on a spending snapshot.


Attachment



City of San Diego
MARK KERSEY
 CITY COUNCILMEMBER, FIFTH DISTRICT

DATE: January 10, 2020

TO: Honorable Mayor Kevin Faulconer
 Honorable Councilmembers
 Andrea Tevlin, Independent Budget Analyst

FROM: Councilmember Mark Kersey 

RE: Sidewalk Plan

I respectfully submit the following plan to address the current backlog associated with the City's sidewalk repair and replacement program. My proposed approach leaves Council Policy 200-12 (Sidewalk Maintenance Policy) in place while the City focuses on a funding and maintenance plan that will significantly reduce or eliminate the current backlog. The Council Policy should be reevaluated only after the current backlog has been significantly reduced to ensure that any new policy has the best chance for success. The following proposal will ensure that the City is adequately funding the sidewalk program to address the current backlog in a timely manner.

Fiscal Year 2020

1. DSD staff completes their review of the current sidewalk permit fees in Fiscal Year 2020, reducing sidewalk permit fees to the lowest acceptable levels.
 - a. Upon completion of this review, I request that staff and the IBA determine the annual fiscal impact of waiving all sidewalk permit fees for residents, to be absorbed by the Infrastructure Fund in Fiscal Year 2021 as described below.

Fiscal Year 2021

2. Fund the sidewalk program as outlined in the most recent 5-year outlook and immediately begin the process of hiring additional staff to support the sidewalk program.
 - a. +21.00 FTE in FY2021, +2.00 FTE in FY2022

3. Utilize Infrastructure Fund revenue in Fiscal Year 2021 to fund the following aspects of the sidewalk program:
 - a. \$5-6 million in capital sidewalk funding
 - b. Purchase of slice and grind equipment and funding for staff training
 - c. Fund the cost of sidewalk permit fees to allow for a no-fee sidewalk permit holiday during Fiscal Year 2021
 - d. \$300,000 in funding for the 50/50 program, in addition to the \$300,000 General Fund allocation, bringing the total 50/50 program funding in FY2021 to \$600,000
4. Prior to the expiration of the current slice and grind contract, use Infrastructure Fund revenue and the General Fund to hire and equip city crews to take over slice and grind responsibilities.
 - a. Personnel to be funded by the General Fund
 - b. Equipment and training to be funded by the Infrastructure Fund

Future Fiscal Years

5. In Fiscal Year 2022 through Fiscal Year 2030, use \$9-10 million/year in Commercial Paper funds to address the capital sidewalk backlog, prioritizing sites with the most pedestrian traffic.
6. Fully fund the 50/50 program using the General Fund and make adjustments during the mid-year budget review process to ensure the program is funded and staffed at a level that completes all requests within 6 months.
7. Maximize the use of ramping and slice-and-grind to mitigate all new sidewalk reports as expeditiously as possible.




**COUNCILMEMBER CHRIS CATE
CITY OF SAN DIEGO
SIXTH DISTRICT**

M E M O R A N D U M

DATE: January 10, 2020

TO: Andrea Tevlin, Independent Budget Analyst

FROM: Councilmember Chris Cate 

SUBJECT: Fiscal Year 2021 Budget Priority Memo

As the City Council initiates budget discussions for Fiscal Year (FY) 2021, we must do so in a manner that recognizes the significant financial constraints and challenges that face the City of San Diego. Per the Mayor's FY 2021-2025 Five-Year Financial Outlook, a \$21.2 million budget deficit is anticipated for FY21. This number climbs to \$83.7 million when the Mayor's key funding priorities for this upcoming fiscal year are taken into consideration. This budget deficit also does not factor in the costs of potential salary increases currently being negotiated with the City's recognized employee organizations. The Outlook anticipates this deficit to continue into FY22, with a projected net budget shortfall of \$66.6 million. Given the tough fiscal reality facing the City, the Council must focus on prioritizing funding for core city services.

The Council must also seriously consider budget reductions for non-essential programs, services, and full time equivalent (FTE) positions, that have been added in the past several years as ongoing expenses in order to help close the projected budget deficit while protecting essential city services. As such, I am proposing the following reductions in the FY21 budget:

- Accept staff's recommendation to implement a four percent (4%) budget reduction for General Fund Departments in order to help close the projected budget deficit. Each one percent (1%) budget reduction to General Fund Departments represents approximately \$15 million in savings. **(\$60 million)**
- Reduce all City Council Office Community Projects, Programs, and Services (CPPS) budget allocations. **(\$1.5 million)**

- Reduce funding for the Commission for Arts & Culture to a baseline budget of \$10.3 million. **(\$3.9 million)**
- Reduce positions in the City Treasurer's Office overseeing the enforcement of the City's Minimum Wage and Earned Sick Leave Programs **(\$400,000)**
- Reduce Council Government Affairs position added in FY20 **(\$150,000)**
- Reduce increased trash pick-up in the Mission Beach community during the summer **(\$70,000)**
- Increase the FY21 Budgeted Vacancy Savings to better reflect the year-end Actual Total Vacancy Savings. In the adopted budgets of FY17-FY20, the Budgeted Vacancy Savings as a percent of salaries averaged 6.6%. However, the Actual Total Vacancy Savings as a percent of salaries averaged 10.6% for each of those fiscal years. In FY21, the Council should consider increasing the Budgeted Vacancy Savings as a percent of salaries to 10%. If we use the budgeted salaries total for FY20 of \$548.5 million, a Budgeted Vacancy Savings of 10% would amount to approximately \$54.85 million in vacancy savings. **(\$54.85 million)**

These actions will potentially realize \$120.87 million in savings.

Nevertheless, it is the City Council's fiduciary responsibility to work with the Mayor to identify and allocate resources for the following key issues that significantly impact San Diego residents: housing, homelessness, infrastructure, public safety, and neighborhood services.

The following are my priorities for FY21:

Neighborhood Services

Homelessness - (\$1,216,901: \$956,901 from the California Homeless Housing Assistance and Prevention (HHAP) Grant, \$260,000 in additional ongoing General Fund allocations)

- In September 2017, my office put forth a comprehensive memorandum of policy recommendations to address San Diego's homelessness crisis. One of those items included an expanded Safe Parking Zone program within my district to provide homeless individuals and families with robust services and a pathway to permanent housing. Since this program was expanded within my district in 2017, the program was expanded again into Council District 7 in Mission Valley. This lot provides safe parking for homeless individuals and families and accommodates up to 80 RVs or 200 standard vehicles. The total annual operating costs for the City's three safe parking lots is \$956,901. The City should prioritize continued funding for this program utilizing the new State of California HHAP grant.
- The City should explore expanding the hours of operation of the Homeless Outreach Team (HOT) in order to reach more homeless individuals and respond to calls for service across all neighborhoods. San Diego's homeless crisis is a citywide issue that requires more resources and services – at all hours. Currently, the HOT team operates seven days a week between 5AM and 3PM. To add one additional second watch shift per weekday, the approximate total annual cost for one sergeant and three officers is \$260,000. The Council should work with the Mayor's office to identify funding for the addition of one second watch shift per weekday.

- 2-1-1 San Diego serves the City of San Diego and the region as a pathway to social and health services through the 2-1-1 dialing code and online database of resources. 2-1-1 San Diego provides referrals to a wide variety of services, such as housing, food, financial assistance, health related services, and many others. 2-1-1 is also a vital resource for those who are at risk or suffering from homelessness since they serve as an important tool to help folks get connected to housing and other critical services. Almost 43% of calls to 2-1-1 originate from residents within the City of San Diego. Should the HHAP grant funding be used to offset the General Fund being used to pay for the Safe Parking Program, the Council should consider allocating a portion of those funds to support 2-1-1 and the important services they provide to San Diego residents. **(One-time funding amount to be determined)**

Library & Park and Recreation – (Maintain Current Funding Level for Ongoing Expenses and addition of \$500,000 in One-Time Funding for Library Materials Budget)

- Over the past eight years, the Mayor and City Council have prioritized increasing or maintaining hours at branch libraries, and parks and recreation centers. As the City anticipates a significant budget shortfall this coming fiscal year, it is imperative the Council and Mayor work together to maintain the same levels of service at these facilities, ensuring all City residents can continue to benefit from these valuable neighborhood resources. Every effort must be taken to ensure that not a single library or recreation center hour is reduced in the FY21 budget. Libraries and recreation centers provide some of the most essential and important services residents rely on a daily basis, so we must work to ensure that this quality of life is not impacted by cuts to these areas.
- The budget for new library materials has remained at \$1.8 million since FY09. Increasing funds for library materials is essential to ensure that San Diego residents have access to new, current, and relevant resources. The Council should prioritize \$500,000 in one-time funds to help increase the library materials budget.

San Diego Police Department – (\$200,000 in One-Time Funding)

- The City Council approved an initial two-year contract with Loma Media in June 2018 for marketing and branding strategy services to assist with police recruitment efforts. This initial contract will expire during FY21. The contract provides options to extend the contract for three additional one-year periods for an amount not to exceed \$200,000 per year. Over the past two years, the San Diego Police Department has seen a significant improvement in its recruitment efforts, with academies at or near capacity. It is important that the Council work with the Mayor to extend the contract with Loma Media for an additional year to cover services for FY21 with a one-time allocation of \$200,000.

San Diego Fire-Rescue Department (Fire-Rescue) – (\$451,101 net savings from relief pool, \$480,000 for Training Facility)

- Overtime expenditures for Fire-Rescue have had an impact to the City's General Fund for several years. Last year, Fire-Rescue outlined a pathway to increase the number of academies and establish a relief pool in order to reduce the department's reliance on overtime. The FY20 budget supported the creation of this relief pool through the funding

of 37 FTE Firefighters and an additional fire academy. The Outlook anticipates the addition of 37 additional FTE Firefighters and one additional fire academy to support the expansion of the relief pool in FY21. The allocation for FY21 to support these additional resources totals \$4,780,928. However, the Outlook stipulates that funding for this increase is offset by the decrease in department overtime. After factoring in anticipated overtime savings, the expansion of the relief pool will result in a net savings of \$451,101.

- In 2018, Fire-Rescue and Citygate Associates provided a report to the Public Safety and Livable Neighborhoods Committee regarding the capabilities and needs assessment study of the Emergency Command and Data Center (ECDC). The study indicated that the current location of the ECDC would run out of space by 2020 and, as such, relocation planning would need to happen as soon as possible to address this concern. The study recommended that the City explore the option of merging dispatch centers with San Diego's regional fire services. City and County executive managers approved a co-location effort and a site criteria study has been completed. Phase 2 of this effort involves studying which potential properties can support this joint facility, exploring potential site options, and conducting cost analysis studies. There may be a need for additional funding for this next phase. As this is a time-sensitive matter, the City Council and Mayor should work together to ensure this process receives the necessary funding and support it requires.
- The FY21 budget should provide all the fiscal support necessary for the relocation of the Liberty Station Fire Training Facility to allow for the advancement of the City's Pure Water program. A site has been identified in the community of Kearny Mesa. Staff from Real Estate Assets, Planning, Fire-Rescue, and Public Utilities are currently conducting a feasibility study, which constitutes Phase 1 of the project, and should be completed within the first quarter of this year. Staff is currently looking for funding for Phase 2 which involves pursuing the Planned Industrial Development Permit Amendment. Currently, there is an available budget of \$105,000. Phase 2 of the project requires an estimated \$585,700. The City Council and Mayor should work together to allocate the difference to ensure this project continues to move forward in a timely fashion. (\$480,700)

Expanded "CleanSD" Program (Maintain Current Funding Level)

- In last year's FY20 budget, Council approved an additional \$6.5 million to expand the "Clean SD" Program, which provided additional personnel and other resources to remove trash and debris from public spaces throughout the City. Last year's expansion enabled the City to expand this program to areas outside of Downtown and the San Diego River, and into other neighborhoods affected by debris and trash, including beach areas, canyons, parks, and other open spaces throughout the City. This program is essential in order to maintain a clean and safe environment for City residents. With last year's expansion, the City now spends a total of over \$10 million on the Clean SD initiative. The Council should work with the Mayor's office to ensure that funding for the expanded "CleanSD" Program is maintained in FY21. We must also ensure that this program provides services in specific District 6 locations, such as Tecelote Canyon, Los Penasquitos Canyon, Carroll Canyon, Lopez Canyon, and many others.

Brush Management and Abatement (Maintain Current Funding Level)

- Last year, the Council passed a budget that included a \$1.3 million allocation in non-personnel expenses for the Transportation and Stormwater Department towards brush management and abatement in the public right-of-way. Last year, \$200,000 of these funds were dedicated to addressing high priority cases referred to the department by the Fire Marshall, with the remaining funds earmarked for over 300 other brush areas throughout the City. The Council must work with the Mayor to maintain FY20 funding levels for this important City service. In addition, staff must include the following District 6 priority areas for regular brush maintenance and abatement: Balboa Avenue, Aero Drive, Mira Mesa Blvd, Clairemont Mesa Blvd, Camino Santa Fe, Genesee Avenue, the paper street behind Dellwood Street, and the Los Penasquitos Canyon Preserve, as well as the medians not within a Maintenance Assessment District (MAD) throughout all the neighborhoods of District 6.

Infrastructure

In 2016, voters approved Proposition H, which requires the City to place various General Fund revenues into an Infrastructure Fund. The Outlook identifies an estimated \$25.5 million for the FY21 Infrastructure Fund, which will pay for capital needs throughout the City. Dedicated funding for the Infrastructure Fund **should not** be transferred to the General Fund. In addition, the City should consider moving up the issuance of long-term debt from June 2021 to early FY21 to refund commercial paper borrowing as well as include other critical infrastructure needs. Funding for the debt service can be paid from proceeds in the Infrastructure Fund. Below are infrastructure priorities for District 6 that can be funded from a variety of sources:

Park and Recreation - (\$21,704,106)

- The City's Park and Recreation center facilities are vital to maintaining and promoting vibrant San Diego neighborhoods. The following Park projects should be funded with FY21 Capital Improvement Program Annual Allocations, as well as, potentially new lease revenue bonds:
 - The heavily utilized basketball court at Olive Grove Community Park is in need of complete resurfacing. Maintenance to the court was performed several years ago, however, the quick return of the damaged surface demonstrates that more needs to be done. (\$16,400)
 - Funding should be allocated for replacement trees at the North Clairemont Recreation Center that were lost due to the drought. (\$7,500)
 - The North Clairemont Recreation Center requires new lights for the outdoor basketball and tennis courts. (\$15,000)
 - Given the high volume of patrons who are 65 years and older who use the Mira Mesa Senior Center, the parking lot needs re-striping and resurfacing. (\$10,000)
 - The Mira Mesa Senior Center is a neighborhood landmark where many of its patrons who attend and enjoy its many programs and services are 65 years and older. The facility is in need of an Americans with Disabilities Act (ADA) ramp at the front entrance of the building for safe access by its patrons. (\$2,000)

- The Gil Johnson Recreation Center at the Mira Mesa Community Park is heavily utilized by patrons of all ages. As such, new flooring is needed in the multi-purpose room. (\$15,000)
- Lopez Ridge Park, in the community of Mira Mesa, needs a new storage shed to adequately house maintenance equipment and supplies. (\$5,000)
- The gymnasium at Hourglass Field in Mira Mesa is in need of four (4) plastic portable dividers to allow patrons and staff to maximize the use of this facility. (\$3,700)
- Hickman Field is a youth sports facility located in the Kearny Mesa community that provides fields for a large variety of youth sports and is used by children and families throughout the City. The design phase of Phase 1 of the Hickman Field Improvement Project is nearing completion and the project will be going out to bid in calendar year 2020. The project is fully funded based on current project cost estimates. However, in the event bids for the project are higher than the current cost estimates, the Council should work with the Mayor to ensure that funds are identified in FY21 to make up the difference in order to fully fund the project as planned.
- The Mira Mesa Community Park is in need of significant renovation of its existing facilities. The Mira Mesa Recreation Advisory Group voted to approve an update to the park with the following additions: a new Recreation Center, a new Aquatic Center and swimming pool, and a new All Wheels Plaza. These additions make up the Mira Mesa Community Park Project Phase 2 & 3. This project should be funded with the issuance of new lease revenue bonds which should be pursued in FY21. (\$21,629,506).

Libraries – (\$387,480)

- The City's library system provides tools, resources, and programs that enrich the lives of families everyday. It is imperative to make sure these neighborhood assets are protected and maintained for the enjoyment of future generations.

The following Library projects should be funded with FY21 Capital Improvement Program Annual Allocations:

- Balboa Library
 - Replace the existing carpet and flooring at the Balboa Branch Library. (\$12,600)
 - Replace tile flooring in restrooms. (\$4,600)
- Mira Mesa Library
 - Repaint and re-stripe the parking lot of the Mira Mesa Branch Library. (\$2,780)
 - Replace damaged and stained restroom countertop after receiving many complaints from patrons. (\$5,600)
 - Replace a nearly 20-year old carpet that has extensive flood damage. (\$150,000)
 - Install a new surveillance security system to keep patrons and staff safe. (\$30,000)
 - Provide modular tables for Children's Area. (\$6,000)
 - Provide chairs for tables in Children's Area. (\$4,000)

- North Clairemont Library
 - Replace old flooring throughout the facility. (~\$55,000)
- Rancho Peñasquitos Library
 - Repair and re-stripe the parking lot. (\$20,000)
 - Replace carpet and tile throughout the facility. (\$60,000)
 - Install necessary lighting at library driveway entrance. (\$10,000)
 - Replace the Information desk and Children's desk. (\$6,000)
 - Replace thirty-five (35) folding tables in the community room. (\$3,000)
 - Replace eighty (80) stacking chairs in the community room. (\$10,000)
- Serra Mesa – Kearny Mesa Library
 - Replace twenty-one (21) public internet computer monitors for adults with adjustable height features. (\$6,000)
 - Replace eight (8) patio chairs. (\$1,500)

Street Lights – (\$1,649,000)

- Many older San Diego neighborhoods are in need of additional street light infrastructure to ensure traffic visibility and the safety of residents and pedestrians. The following locations have been identified as priority areas by the community, by Transportation and Stormwater, and SDPD. In last year's FY20 budget, there was an allocation of \$200,000 towards the installation of new city-owned streetlights. It is important that the FY21 budget maintains, if not increases, the current funding level for streetlights. These lights should be funded through the FY21 Capital Improvement Program Annual Allocations:
- Mt. Davis Avenue south of Mt. Foster Avenue 260', south side
 - (\$15,000)
- Ganesta Road north of Camarosa Circle 110', east side
 - (\$20,000)
- Cassiopeia Way east of Squamish Road 215', south side
 - (\$20,000)
- Cassiopeia Way west of Bootes Street 225', south side
 - (\$20,000)
- Armstrong Street south of Beagle Street 190', west side
 - (\$20,000)
- Armstrong Street north of Baltic Street 360', east side
 - (\$20,000)
- Armstrong Street north of Baltic Street 175', west side
 - (\$20,000)
- Clairemont Drive north of Iroquois Avenue 175', east side
 - (\$10,000)
- Mt. Cervin Drive north of Boxwood Drive 185', west side
 - (\$10,000)
- Mt. Cervin Drive south of Mt. St. Helens Drive 150', west side
 - (\$10,000)
- Mt. Cervin Drive north of Boxwood Drive 325', east side
 - (\$2,500)
- Mt. Casas Drive east of Mt. Casas Court 180', south side

- (\$2,500)
- Mt. Casas Drive east of Mt. Casas Court 300', south side
 - (\$2,500)
- Mt. Casas Drive east of Mt. Casas Court 430', south side
 - (\$2,500)
- Mt. Casas Drive west of Mt. Culebra Avenue 390', south side
 - (\$2,500)
- Mt. Casas Drive west of Mt. Culebra Avenue 260', south side
 - (\$2,500)
- Mt. Casas Drive west of Mt. Culebra Avenue 150', south side
 - (\$2,500)
- Boxford Drive west of Bamburgh Place 140', north side
 - (\$2,500)
- Boxford Drive east of Charger Boulevard 160', north side
 - (\$2,500)
- Via Alcazar east side of Via Amalia 220', north side
 - (\$2,500)
- Jamestown Court west of Jamestown Road 200', west side
 - (\$2,500)
- Mt. Durban Drive north of Mt. Casas Court 120', west side
 - (\$2,500)
- Mt. Durban Drive west of Mt. Culebra Avenue 640', north side
 - (\$2,500)
- Mt. Durban Drive west of Mt. Culebra Avenue 150', south side
 - (\$2,500)
- 10442 Baywood Avenue
 - (\$18,000)
- Baywood Avenue north of Dunholme Street 115', east side
 - (\$20,000)
- Baywood Avenue north of Dunholme Street 275', west side
 - (\$20,000)
- Two (2) streetlights on the 3900 and 4000 blocks of Antiem Street
 - (\$36,000)
- Sixteen (16) streetlights on Beadnell Way between Mt. Abernathy and Charger Blvd.
 - (\$288,000)
- Mt. Acadia Boulevard between Mt. Alifan Drive and Mt. Blanca Drive
 - (\$15,000)
- 9055 Balboa Avenue west of Ponderosa Avenue 300', south side streetlight
 - (\$15,000)
- Balboa Avenue east of Kearny Villa Road 700', north side streetlight
 - (\$15,000)
- Balboa Avenue west of Ruffin Road 580', north side at driveway streetlight
 - (\$15,000)
- Camino Santa Fe north of Top Gun Street 1150', east side streetlight
 - (\$15,000)

- Camino Santa Fe north of Top Gun Street 1750', east side streetlight
 - (\$15,000)
- Farnham Street east of Ruffin Road 264', north side streetlight
 - (\$15,000)
- Farnham Street east of Ruffin Road 381', south side streetlight
 - (\$15,000)
- Farnham Street east of Ruffin Road 506', north side streetlight
 - (\$15,000)
- Viewridge Avenue north of Balboa Avenue 145', east side streetlight
 - (\$18,000)
- Viewridge Avenue north of Balboa Avenue 290', east side streetlight
 - (\$18,000)
- Mercury Street south of Engineer Road 170', west side streetlight
 - (\$15,000)
- Engineer Road west of Mercury Street 160', south side streetlight
 - (\$15,000)
- Mt. Durban Drive north of Mt. Casas Court 120', west side streetlight
 - (\$15,000)
- Mt. Durban Drive west of Mt. Culebra Avenue 640', north side streetlight
 - (\$15,000)
- Mt. Durban Drive west of Mt. Culebra Avenue 150', south side streetlight
 - (\$15,000)
- Kearny Mesa Road and Magnatron Boulevard, southwest corner
 - (\$15,000)
- 9055 Balboa Avenue west of Ponderosa Avenue 300', south side streetlight
 - (\$15,000)
- Balboa Avenue east of Kearny Villa Road 700', north side streetlight
 - (\$15,000)
- Balboa Avenue west of Ponderosa Avenue 1,765', south side at bus stop streetlight
 - (\$15,000)
- Balboa Avenue west of Ponderosa Avenue 1050', south side at bus stop streetlight
 - (\$15,000)
- Balboa Avenue west of Ruffin Road 380', south side at bus stop streetlight
 - (\$15,000)
- Balboa Avenue west of Ruffin Road 580', north side at driveway streetlight
 - (\$15,000)
- Caldly Place east of Kirkcaldy Drive 208', end of cul-de-sac streetlight
 - (\$15,000)
- Magnatron Boulevard north of Kearny Mesa Road 1160', east side streetlight
 - (\$15,000)
- Kearny Mesa Road east of Magnatron Boulevard 1375', north side streetlight
 - (\$15,000)
- Farnham Street east of Ruffin Road 506', north side streetlight
 - (\$15,000)
- Clairemont Mesa Boulevard east of Overland Avenue 300', north side streetlight

- (\$15,000)
- Clairemont Mesa Boulevard west of Overland Avenue 200', north side streetlight
 - (\$15,000)
- Clairemont Mesa Boulevard west of Ruffin Road 300', north side streetlight
 - (\$15,000)
- Clairemont Mesa Boulevard west of Ruffin Road 300', south side streetlight
 - (\$15,000)
- Farnham Street east of Ruffin Road 264', north side streetlight
 - (\$15,000)
- Farnham Street east of Ruffin Road 381', south side streetlight
 - (\$15,000)
- Vickers Street west of Convoy Street 180', north side street light
 - (\$15,000)
- Viewridge Avenue north of Balboa Avenue 145', east side streetlight
 - (\$15,000)
- Viewridge Avenue north of Balboa Avenue 290', east side streetlight
 - (\$15,000)
- Mercury Street south of Engineer Road 170', west side streetlight
 - (\$15,000)
- Engineer Road west of Mercury Street 160', south side streetlight
 - (\$15,000)
- Magnatron Boulevard north of Kearny Mesa Road 990', east side streetlight
 - (\$15,000)
- Magnatron Boulevard north of Kearny Mesa Road 835', east side streetlight
 - (\$15,000)
- Magnatron Boulevard north of Kearny Mesa Road 640', east side streetlight
 - (\$15,000)
- Magnatron Boulevard north of Kearny Mesa Road 280', east side streetlight
 - (\$15,000)
- Magnatron Boulevard north of Kearny Mesa Road 125', east side streetlight
 - (\$15,000)
- Kearny Mesa Road east of Magnatron Boulevard 235', north side streetlight
 - (\$15,000)
- Kearny Mesa Road east of Magnatron Boulevard 410', north side streetlight
 - (\$15,000)
- Kearny Mesa Road east of Magnatron Boulevard 555', north side streetlight
 - (\$15,000)
- Kearny Mesa Road east of Magnatron Boulevard 730', north side streetlight
 - (\$15,000)
- Kearny Mesa Road east of Magnatron Boulevard 870', north side streetlight
 - (\$15,000)
- Kearny Mesa Road east of Magnatron Boulevard 1040', north side streetlight
 - (\$15,000)
- Kearny Mesa Road east of Magnatron Boulevard 1205', north side streetlight
 - (\$15,000)

- Aero Drive east of Aero Court 300', north side streetlight
 - (\$15,000)
- Aero Drive east of Aero Court 300', south side streetlight
 - (\$15,000)
- Aero Drive east of Aero Court 600', north side streetlight
 - (\$15,000)
- Aero Drive east of Aero Court 600', south side streetlight
 - (\$15,000)
- Beloit Avenue east of Arverne Street 135' north side streetlight
 - (\$2,500)
- Engineer Road east of Mercury Street 600', north side streetlight
 - (\$15,000)
- Engineer Road west of Kearny Mesa Road 300', north side streetlight
 - (\$15,000)
- Clairemont Mesa Boulevard west of Mercury Street 440', south side streetlight
 - (\$20,000)
- Clairemont Mesa Boulevard east of Convoy Street 801', south side streetlight
 - (\$20,000)
- Clairemont Mesa Boulevard east of Convoy Street 639', south side streetlight
 - (\$20,000)
- Clairemont Mesa Boulevard east of Convoy Street 471', south side streetlight
 - (\$20,000)
- Clairemont Mesa Boulevard east of Convoy Street 312', south side streetlight
 - (\$20,000)
- Clairemont Mesa Boulevard east of Convoy Street 162', south side streetlight
 - (\$20,000)
- Carroll Way south of Trade Street 295', west side streetlight
 - (\$18,000)
- Chaeswood Drive & Marlesta Drive intersection streetlight
 - (\$20,000)
- Chandler Drive west of Cannington Drive 331', north side streetlight
 - (\$2,500)
- Kesling Street east of Kesling Place, north side streetlight
 - (\$2,500)
- Whitehall Road south of New Salem Street 275', west side streetlight
 - (\$18,000)
- Mt. Everest Boulevard south of Mt. Etna Drive 330', west side streetlight
 - (\$10,000)
- Mt. Everest Boulevard south of Mount Etna Drive 145', east side streetlight
 - (\$2,500)
- Mt. Everest Boulevard north of Mount Durban Drive 105', east side streetlight
 - (\$2,500)
- Mt. Everest Boulevard north of Mount Durban Drive 240', east side streetlight
 - (\$2,500)
- 4521 Rolfe Road

- (\$10,000)
- 5163 Canosa Avenue
 - (\$10,000)

Street Resurfacing

- Even though the City has surpassed the Mayor's goal of resurfacing 1,000 miles of roads by 2020, we must continue to prioritize funding for street repairs. In last year's FY20 budget, there was a total of \$46.9 million allocated toward street repaving and \$33 million allocated toward slurry seals. It is important that the FY21 budget maintains, if not increases, the current funding level for street repaving. The following streets should be considered in conjunction with future group jobs funded via the allocation of SB1 revenues, FY21 CIP Annual Allocations, and the potential issuance of new lease revenue bonds:
 - Gold Coast Drive, OCI-23 & Parkdale Avenue OCI-23
 - Since taking office in 2014, it has been one of my top priorities to fund the street reconstruction of both Gold Coast Drive and Parkdale Avenue. Both streets are major arterials in the Mira Mesa community, with Jonas Salk Elementary School, Mason Elementary School, Good Shepherd Catholic School, and Wangenheim Middle School all abutting these two streets. Dozens of residents and community members have voiced their concerns to our office about the poor condition of these roads. Due to their severe condition, both are in need of full street reconstruction. This project is currently in its design phase which is anticipated to be completed by August 2020. Our office is requesting \$11.1 million to complete the necessary repairs. This project may be funded with the issuance of new lease revenue bonds, which should be pursued in FY21 as mentioned earlier.
 - Pegasus Avenue from Gemini Avenue to Polaris Drive, OCI-29
 - Conrad Avenue west of Genesee Avenue, OCI-33
 - Glasgow Drive, OCI-14.41
 - Miramar Road, OCI-26
 - Convoy Street, OCI-16
 - As a part of the Convoy Street resurfacing, the stormwater drainage issues at Dagget Street should be resolved
 - Clairemont Mesa Boulevard between the 163 and 805 freeways, OCI-40
 - Clairemont Mesa Boulevard between 805 and Clairemont Drive, OCI-48
 - Acoma Avenue, OCI-51.3
 - Antrim Way, OCI-41.62
 - Angeleno Road, OCI-14.17
 - Port Royale Drive, OCI-31.4
 - Royal Ann Avenue, OCI-43.51
 - Ashford Street, OCI-21.4
 - Balboa Avenue, OCI-51.3
 - Baroness Avenue, OCI-38.5
 - Barstow Street, OCI-43.83
 - Bennington Street, OCI-30.25
 - Baywood Avenue, OCI-61.54

- Calle Calzada, OCI-34.59
- Calle Dario, OCI 24.07
- Calle Pino, OCI 12.31
- Camino Santa Fe, OCI-44.14
- Camino Ruiz, OCI-45.81
- Cloud Way, OCI-35.59
- Conrad Avenue, OCI-56.79
- Crater Drive, OCI-45
- Dagget Street, OCI-35.7
- Diane Avenue, OCI- 30.7
- Dunholme Street, OCI-13.92
- Delphinus Way, OCI-90
- Drumcliff Avenue, OCI-62.79
- Fenwick Road, OCI-58.49
- Flanders Drive, OCI-34.64
- Frobisher Street, OCI-18.04
- Greenford Drive, OCI-41.7
- Garde Way, OCI-17.75
- Glasgow Drive, OCI-14.41
- Kesling Street, OCI-9
- Lanewood Court, OCI-38.99
- Lipscomb Drive & Gold Coast Drive, OCI-25.27
- Limerick Avenue, OCI-31.48
- Marlesta Drive between Genesee Avenue and Beagle Street, OCI-33.72
- Menkar Road, OCI-30.53
- Mira Mesa Boulevard, OCI- 36.92
- Merrimac Avenue, OCI-53.4
- Mt. Acadia Blvd between Via Arcilla and Via Bello, OCI-27.58
- Mt. Acara Drive between Mt. Abbey Avenue and Accomac Avenue, OCI-56.81
- Mt. Aguilar, OCI-33.09
- Mt. Bross Avenue, OCI-19.71
- Mt. Frissell Drive, OCI-50.09
- Park Rim Drive, OCI-73.43
- Park Rim Court, OCI-73.1
- Pegasus Avenue between Capricorn Way and Libra Drive, OCI-37.74
- Perseus Road, OCI-16.89
- Prairie Wood Road, OCI-67.73
- Reagan Road, OCI-36.27
- Saluda Avenue, OCI-38.53
- Sauk Avenue, OCI-35
- Surco Drive, OCI-18.22
- Shoshoni Court, OCI-35.8
- Squamish Road, OCI-9.45
- Stanfield Circle, OCI-12.38
- Thanksgiving Lane and Three Seasons Lane, OCI-34.4
- Trebol Street, OCI-13.48

- Torero Place, OCI-65
- Sorrento Valley Road, OCI-29.57
- Westonhill Drive, OCI-40.2
- Vicker Street, OCI-29.17
- Vista Sorrento Parkway, OCI-35.04

Traffic Control – (\$2,074,050)

- Traffic Signal Optimization has demonstrated a reduction in travel time by over 20 percent. In FY20, the City fully installed Traffic Signal Optimization along Mira Mesa Blvd. The City should continue identifying additional strategic locations that seek to benefit from this technology, including Miramar Road, Kearny Villa Road, Clairemont Mesa Blvd., Rolfe Road, Genesee Avenue, Mesa College Drive, and Balboa Avenue. This project should receive funding from the Regional Transportation Congestion Improvement (RTCI) Fee and FY21 CIP Annual Allocations.
- The Clairemont community has identified Beadnell Way, Chateau Drive, and the intersection of Mt. Abernathy and Balboa Arms as problematic streets in terms of traffic and pedestrian safety. Utilizing FY21 CIP Annual Allocations, Transportation and Stormwater should work with the community to install traffic calming measures, protected bike lanes, and pedestrian crossing safety improvements.
- V-Calm signs are highly effective traffic calming assets that directly result in the improvement of safety and travel conditions for both motorists and pedestrians by posting the speed of passing vehicles. The following locations have been identified as unfunded needs by the Traffic Engineering Operations Division and should be funded utilizing FY21 CIP Annual Allocations:
 - Camino Ruiz between Westmore Road and Capricorn Way
 - One (1) electronic V-Calm sign
 - (\$15,000)
 - Ashford Street from Bagdad Street to Salizar Street
 - Two (2) electronic V-Calm signs
 - (\$30,000)
 - Mercy Road near Black Mountain Road
 - One (1) electronic V-Calm sign
 - (\$15,000)
 - Mt. Acadia Boulevard between Mt. Alifan Drive and Mt. Ararat Drive
 - Two (2) electronic V-Calm signs
 - (\$30,000)
 - Calle Cristobal between Camino Ruiz and Camino Santa Fe
 - One (1) electronic V-Calm sign - eastbound facing
 - (\$15,000)
 - Calle Cristobal – westbound near Frames Port Place
 - One (1) electronic V-Calm sign
 - (\$15,000)
 - Mt. Aguilar Drive between Mt. Ainsworth Avenue and Mt. Abraham Avenue
 - Two (2) electronic V-Calm signs
 - (\$30,000)
 - Mt. Everest Boulevard between Mt. Etna Drive and Mt. Casa Drive

- One (1) electronic V-Calm sign
 - (\$15,000)
 - Cole Street between Appleton Street and Lodi Way
 - Two (2) electronic V-Calm signs
 - (\$30,000)
 - Park Village Road between Mannix Road and Arucauna Way
 - One (1) electronic V-Calm sign
 - (\$15,000)
 - Dubois Drive between Appleton Street & Caywood Street
 - One (1) electronic V-Calm sign
 - (\$15,000)
 - Doliva Drive between Vergara Street and Triana Street
 - One (1) electronic V-Calm sign southbound facing
 - (\$15,000)
- Traffic signal improvements are critical to ensuring the proper flow of traffic and safety of pedestrians. The following have been identified as priority locations by the community and city staff to receive upgrades in terms of countdown timers, new traffic signal components, curb ramps, crosswalks, and median upgrades. These should also be funded using FY21 CIP Annual Allocations:
 - Clairemont Mesa Boulevard and Rolfe Road
 - (\$13,000)
 - Appleton Street and Genesee Avenue
 - (\$220,000)
 - Marbury Avenue and Westmore Road
 - (\$82,100)
 - Balboa Avenue and Viewridge Avenue
 - (\$140,000)
 - Balboa Avenue and Kearny Villa Road
 - (\$550,000)
 - Clairemont Mesa Boulevard and Convoy Street
 - (\$84,000)
 - Convoy Street and Othello Avenue
 - (\$102,000)
 - Convoy Court and Convoy Street
 - (\$5,200)
 - Balboa Avenue and Ruffin Road
 - (\$55,000)
 - Balboa Avenue and Viewridge Avenue
 - (\$60,000)
 - Balboa Avenue and Convoy Street
 - (\$10,000)
 - 8500 block of Balboa Avenue
 - (\$40,000)
 - Montgomery Drive and Sandrock Road
 - (\$16,700)
 - Balboa Avenue and Kearny Villa Road

- (\$60,000)
 - Convoy Street and Ronson Road
 - (\$51,000)
 - Balboa Avenue and Convoy Street
 - (\$10,000)
 - Pacific Heights Boulevard and Pacific Mesa Blvd.
 - (\$3,050)
 - Reagan Road and New Salem Street: Curb Ramps only
 - (\$92,000)
 - Armstrong Street and Armstrong Place: Curb Ramps only
 - (\$25,000)
- Rectangular Rapid Flashing Beacons (RRFB) is a cost-effective traffic improvement that enhances pedestrian safety and maintains traffic flow while avoiding unnecessary traffic signal installations. The following locations have been identified by the community for an RRFB and should be funded with FY21 CIP Annual Allocations:
 - Sandburg Elementary School (\$10,000)
 - Salk Elementary School (\$10,000)
 - Cannington Drive at Lafayette Elementary School (\$10,000)
 - Stalmer Street and Angelucci Street (\$10,000)
 - Intersection of Armstrong Street and Armstrong Place (\$10,000)
 - Dubois Drive at Field Elementary School (\$10,000)
 - Farnham Street between Overland Avenue and Ruffin Road with curb ramps (~\$25,000)
 - Dagget Street and Convoy Street (\$10,000)
 - Opportunity Road and Convoy Street (\$10,000)
 - Raytheon Road and Convoy Street (\$10,000)
 - Convoy Street between Armour Street and Othello Avenue (\$10,000)
 - Ross Elementary School (\$10,000)
 - This project requires necessary ADA evaluations for work to move forward
 - Mt. Augustus Avenue at Holmes Elementary (\$10,000)
 - Biltmore Street at Whitman Elementary (\$10,000)
 - Baxter Street at Hawthorne Elementary (\$10,000)
 - Triana Street at Sequoia Elementary (\$10,000)
 - Mt. Albertine Avenue at Lindbergh Elementary School (\$10,000)
 - Montongo Street and Goleta Road (\$10,000)
 - Flanders Drive and Flanders Place (\$10,000)
 - Gold Coast Drive and Baroness Avenue (\$10,000)

Sidewalks – (\$8,523,000)

- Ensuring sidewalks are installed in priority pedestrian areas are extremely important to creating safe and livable neighborhoods. In last year's FY20 budget, there was an allocation of \$2,375,000 for the installation of new sidewalks. It is important that funding for new sidewalks in the FY21 budget is at least maintained at current levels and increased, if possible. These are the priority areas in District 6 for new sidewalks and should be funded using FY21 CIP Annual Allocations or the issuance of new lease revenue bonds that should take place in FY21:

- Many Clairemont pedestrians utilize Balboa Avenue from Clairemont Drive to Mt. Culebra as a means of navigating across Tecolote Canyon. As the City works to implement the goals of the Climate Action Plan by incentivizing alternative modes of transportation, it is vital to ensure the safety of pedestrians. In 2017, this project received \$500,000 for the design phase from the RTCI Fee. The City should consider this revenue source and FY21 CIP Annual Allocations to help fund the remainder of the project. (\$5,140,000)
- The community and City staff have identified Genesee Avenue between Marlesta Drive and Park Mesa Way as being in need of a new sidewalk. This project would install nearly 3,000 linear feet of new sidewalk on the east side of Genesee Avenue. (\$1,007,000)
- Many Clairemont pedestrians utilize Genesee Avenue between Sauk Avenue and Chateau Drive. City staff and residents have identified the need for a new sidewalk on the east side of Genesee between Sauk Avenue and Chateau Drive. The design for this project has been completed. There is currently \$400,000 in the project which was allocated in last year's FY20 budget. The estimated total cost of the project is \$2.4 million. An additional \$2 million is needed to fully fund the construction phase of the project. (\$2,000,000)
- The Rancho Penasquitos community and City staff have identified Black Mountain Road between Park Village Road and Pimpernel Street for improvements which includes a sidewalk, 1000 feet of guardrail, and streetlights. (\$376,000)

CC:ay



City of San Diego
Councilmember Scott Sherman
Seventh District

MEMORANDUM

DATE: January 10, 2020
TO: Andrea Tevlin, Independent Budget Analyst
FROM: Councilmember Scott Sherman
RE: FY 2021 Budget Priorities

Despite enjoying annual revenue growth, the City's baseline spending deficit is projected to be \$21.2 million. Compounding the baseline deficit are labor negotiations currently underway with the City's Recognized Employee Organizations and a funding shortfall of \$62.5 million for anticipated critical expenditures. The Fiscal Year 2021 budget will be a challenge to balance. This Council must show restraint and leadership to prioritize funding our reserves and core quality of life needs to prevent reductions or interruptions in services upon which our residents rely.

The following are my budget priorities for Fiscal Year 2021:

District 7 Community Projects

John Baca Park (Formerly Morley Green) Mini-ADA Park (\$1,250,000-\$1,500,000) - P19003
This project has been a top priority for the Linda Vista community for over a decade. John Baca Park is centrally located in Linda Vista with a large number of families overlooking the space. Using a ¼ mile radius from the center of the park as the service area, it is estimated that 91% (4,119) of the 4,527 residents who will use the park are in the Low to Moderate Income bracket. The parks adjacent census tracts (86 & 88) have populations of under 18 year olds of 31.8% and 38.7% respectively; the city average is 24%. The average household size for these two census tracts is 3.67 and 3.47; the county average is 2.73. The two closest parks to these census tracts do not contain any equipment or facilities that cater to young children, nor are they ADA accessible.

Morley Green was a former Redevelopment Agency parcel and in October of 2015 DOF relinquished control of the land to the City. Prior to the dissolution of RDAs, CCDC had identified \$1,244,000 in grants and matching funds to develop the parcel into a mini-ADA park. Investing in the Linda Vista community by building a park at this site not only would illustrate the City's commitment to this underserved community, it would also achieve the City's goal of increasing

total park acreage. This project is eligible for CDBG funds to help the community with their plans for the site to include an ADA tot-lot, a shade structure, and picnic tables. There are existing plans for the park improvements that have been approved by the community, and the City can realize \$400,000 in savings for the cost of a park General Development Plan by utilizing these existing plans. Due to the deficit of public park space with accessible equipment in the surrounding area, we should prioritize John Baca Park for CDBG infrastructure funding in FY 2021 to ensure construction can begin as soon as possible.

San Carlos Library (\$20,598,000) – CIP 35-088.0

The San Carlos Branch Library has been a community staple for the last forty years. Initially planned as the flagship branch for the surrounding neighborhoods, the San Carlos Library has been in planning stages for a new library for nearly twenty years. The DC-3 bond identified \$1 million in FY 2015 and has been expended to finalize the design documents for the new San Carlos Library which will complete the last steps in preparation for construction. A financing plan needs to be put into place setting funding aside on an annual basis to build the San Carlos library for which residents have been patiently waiting. Conversations with the County regarding the sale of the land are ongoing as we are in the final stages of receiving the “no further action” letter.

Adaptive Traffic Signals in Mission Valley (\$300,000)

Adaptive traffic signal control systems have been found to improve efficiency by up to 20% and have been recently recognized by the State to have positive climate benefits as a result of the reduction of idling of cars.

Traffic is the primary issue for the Mission Valley community. Billions of dollars of residential and commercial development is taking place and the pending stadium sale and development of SDSU west, the growth trend for this area will continue, and a multitude of transportation strategies are needed to address congestion that impacts both public safety and quality of life.

In 2016, the City installed three signals and an adaptive traffic signal control system along Friars Road in Fashion Valley resulting in a tremendous improvement to the flow of traffic through this heavily congested corridor. With the success of these new adaptive signals, expanding the number of signals along this corridor will provide considerable benefit to alleviating congestion and would assist the City with meeting our CAP goals. Friars Road is the ideal candidate for the expansion of the adaptive traffic signal project given the pre-existing fiber optic cables, an established control system, and three traffic signals already in place allowing for a longer chain of reduced wait times and traffic efficiency.

As identified in the San Diego Traffic Signal Communication Master Plan, funding sources for implementation of the plan include DIF fees, RTCIP, and Transnet funds¹.

Senior River Park Ranger FTE (\$133,227)

In the budgets for Fiscal Year 2019 and 2020 we saw the addition of \$133,227 for a Senior River Park Ranger FTE at a crucial time when the homeless crisis along the San Diego River has reached critical levels. The cost is offset by the Public Utility Department’s contribution of 50% in enterprise funds for a total General Fund impact of \$66,647 based on PUD’s corresponding ownership portion of the San Diego River. Based on feedback from communities along the River,

¹ <https://www.sandiego.gov/sites/default/files/legacy/tsw/pdf/trafficsignalcomm/report.pdf>

this position has been an important step in helping to mitigate this crisis from further escalation and continued funding for this position is necessary.

The position will continue to be responsible for collaborating and managing operations of a Ranger work unit along the San Diego River within the City of San Diego. This includes developing and monitoring of the Ranger section budget; developing, collaborating, maintaining and monitoring various projects along the San Diego River including habitat restoration, interpretation and enforcement; liaison for the Department and San Diego River to various advisory groups, City departments, non-profit groups, media, land owners and public; performing outreach and interpretive programs for the areas of responsibility; assisting in the technical aspects of education, interpretation, and enforcement; and supervising various supervisory, volunteers and staff.

Protected Bike Lanes from Old Town Transit Station to Stalmer Street (\$400,000)

The Linda Vista Planning Group's Traffic and Transportation Subcommittee has been working with the City's Transportation and Stormwater Department to evaluate the implantation of a safe, comfortable, and protected bike and micro-mobility lane along Linda Vista Road to access one of the major employment destinations in Kearny Mesa. The City evaluated the location and concluded that a protected buffered bike lane would be beneficial in that region. The installation of this improvement would not require the removal of car lanes or parking.

We would therefore like to prioritize the installation of a safe and protected bicycle facility, per Vision Zero guidelines for strategic solutions for safety, from Old Town Transit to Stalmer. This improvement would also encompass a pedestrian safe crossing at USD.

Citywide

Expand Homeless Strategies Division

The City of San Diego Community Action Plan on Homelessness sets forth a versatile action plan to combat homelessness. To meet the goals set forth in the plan we need to expand our current Department of Homeless Strategies and increase our current successful programs. We also need to ensure that every Council District is doing their part. To accomplish this we must:

- *Continue and Expand Clean SD.* Clean SD has proved to be extremely successful citywide. Particularly in District 7, Clean SD has been instrumental along the San Diego River. We have seen a dramatic decline in the number of homeless encampments due to the persistence work by SDPD and ESD.
- *Restore of 3 FTE for Homeless Strategies.* During Budget deliberations last year 3 positions were transferred from the City to the San Diego Housing Commission by direction of the City Council. To meet our goals, it is essential these 3 positions are restored in the FY 2021 Budget. Compared to similar cities our Homeless Strategies Division is understaffed and underfunded. For instance, when you look at comparable municipalities, Denver's Road Home Program has 7 FTEs and is still viewed as understaffed and Dallas' Office of Homeless Solutions has a budget of \$11.5 million. To achieve our goals, it is essential that we have the necessary staff and resources.
- *Continue and Expand Bridge Shelters.* Bridge shelters are essential for providing temporary relief from the streets for individuals experiencing homelessness. At

these shelters individuals are not only provided with a place to sleep and meals, but they are connected to services to assist them with finding permanent housing. It is important that we continue funding our current 4 shelters while also looking for other locations.

- *Continue and Expand Storage Connect Centers.* Our Storage Centers provide the ability for homeless individuals to securely store their belongings so they can be independent giving them the ability to go to work and meet with social workers. We must continue to fund and expand the program if we are at capacity.
- *Continue and Expand Safe Parking Lots.* Safe Parking lots provide a protected and secure environment for our unsheltered population living out of their own vehicles. At these locations individuals are provided with support and tools to help stabilize and transition back into permanent housing.

Companion Unit Fee Waiver (\$2,000,000)

A San Diego Housing Commission Report suggested that 2,000 to 6,000 new Companion Units (CUs) may be built in San Diego over the next 20 years—a step in the right direction to adequately provide naturally affordable housing.

Excessive government fees on the construction of new CUs, upwards of \$30,000 per unit, were found to be cost prohibitive to their development. On April 30, 2018, the Council unanimously voted to exempt Development Impact Fees and Facility Benefit Assessment Fees and waive General Plan Maintenance Fees and Water and Sewer fees to encourage their construction.

The Companion Unit fee waiver program has been incredibly successful. In fact, demand has outpaced funding for the Water and Sewer connection waiver each year since its inception. In FY 2019, approximately 80 units were permitted before funding ran out at the end of the second quarter, and in FY 2020 approximately 200 units were permitted before funding ran out mid-second quarter. The cost to the City is approximately \$3,500 per new affordable companion unit being produced by the private sector. Compared to Housing Commission Affordable housing projects which range in cost from \$300,000 to \$500,000 per unit, this is an extremely cost effective investment for the City to create desperately needed housing stock.

The County of San Diego is waiving \$11 million in fees over the next 5 years for the construction of CUs. To meet actual demand for the program in FY 2021, City Council should seek to appropriate \$2,000,000 in one-time funds to reimburse PUD for waiver of sewer and water capacity fees for Companion Units. This will encourage continued private investment in naturally occurring affordable housing options.

2-1-1 San Diego (\$275,000)

2-1-1 San Diego is the hub of accessing social and health services for our region, and a resource that our Council offices rely on to refer constituents needing assistance outside the scope of City departments. Additionally, as part of implementing the Community Action Plan on Homelessness, the City could benefit greatly from a more formal partnership with 2-1-1 to access data through the Community Information Exchange. Nearly half (43%) of calls to 2-1-1 come from residents within the City of San Diego, amounting to over 117,000 referrals, 25% of which are for housing and shelter. Three out of four people who call 2-1-1 with an immediate housing need will not become

homeless. Due to the work load generated from our residents and the benefits this organization brings them, we should dedicate a modest annual investment in supporting their ongoing operations.

Fully Fund Reserves

The Council and Mayor should continue hold to our established policy of high reserve amounts in order to ensure that emergencies and unanticipated economic circumstances, particularly State and Federal budget impacts, will not pose insurmountable challenges. We must rigorously adhere to our goal to not only provide “rainy day” protection and the Pension Payment Stabilization Reserve replenishment plan, but also to sustain the City’s favorable credit rating.

Phase Out City’s Publishing Services

In a fiscal year facing budget deficits and tough decisions about what our priorities for the City of San Diego are, we must find ways to save taxpayer dollars. In FY 2019 the City budgeted nearly \$2.5 million for nine fulltime employees to supply City Departments with their requested printed and electronic materials. While this service is necessary for City Departments to function, the City itself does not need to be in the printing business and instead should contract this service out and focus on continuing to fund core city services with the savings from eliminating this division.

Apply Zero Based Budgeting Principles for Deficit Management and Mitigation

Examining city budgeting principles and practices is essential to mitigating the impact of reduced revenues. Smart budgeting that empowers departments to holistically examine their finances can identify duplication of efforts among departments, give departments the opportunity to identify needs and redirect existing resources, and provide for greater transparency and efficiency.

According to the IBA’s 2016 report “Zero Based Budgeting Concepts and Examples,” the potential advantages of using elements of Zero Based Budgeting principles include:²

- Provides management and the legislative branch with better insight into the detailed activities of departments, and related costs.
- Offers a more rational way to make budget cuts when necessary—as opposed to across-the-board budget cuts that do not differentiate between the value of one service versus another.
- Involves a more detailed review of all expenditures, which helps ensure accountability.
- Enhances transparency and decision-making by more comprehensively examining the entire budget rather than focusing on the incremental change over prior-year spending.
- Focuses on performance measures and results for various decisions/programs.
- Provides more than just an opportunity to cut costs; enhance performance by identifying efficiencies, and help strengthen an organization by offering lessons learned from other municipalities.

Also contained in the report are recommendations from the former CFO of Montgomery County, Pennsylvania, based on that jurisdiction’s experience using ZBB, including to “avoid setting

² Zero Based Budgeting Concepts and Examples, <https://www.sandiego.gov/sites/default/files/ibareport16-16.pdf>


arbitrary percentages (e.g. telling Departments they need to cut 5% of their budget). Departments will identify better service improvements if they feel like their needs and concerns are heard.”

The City successfully utilizes ZBB principles in specific areas such as non-discretionary accounts, hourly positions, and IT discretionary accounts. The City should expand usage of base-line budgeting principles to identify cost savings and improve service delivery by aligning resources to programs without having to make arbitrary cuts.

cc: Honorable Mayor, Kevin L. Faulconer



COUNCILMEMBER VIVIAN MORENO
City of San Diego
Eighth District
MEMORANDUM

DATE: January 10, 2020
TO: Andrea Tevlin, Independent Budget Analyst
FROM: Councilmember Vivian Moreno 
SUBJECT: Fiscal Year 2021 Budget Priorities

Please see my budget priorities for the Fiscal Year 2021 budget listed below.

District 8 Capital Improvement Projects and Services

As previously submitted via my Capital Improvement Program (CIP) Priorities for Fiscal Year 2021 through 2025, below are the CIP projects in District 8 that should be funded in the FY21 budget.

Beyer Park Development CIP# S00752

Project Description: The project, located at Beyer Boulevard and Enright Drive, consists of the design and construction of Beyer Park and is working towards approval of the General Development Plan with a target of going to the Park and Rec Board for approval in Fall 2019. The project is currently in the environmental review process and are working with the Development Services Department towards preparation a draft CEQA document. The design phase will be completed in Fall 2020. Construction could begin in Fall 2020 if funding is allocated in FY21. Full construction of the project requires \$17 million.

Boston Linear Park

Creation of a Capital Improvement Project for creation of Boston Linear Park and identification of funding for a General Development Plan.

Chollas Creek Trail

Project Description: The FY21 budget should include funding to implement a Class 1 multi-use trail along Chollas Creek from Southcrest Trails to the Bayshore Bikeway. This project requires \$7 million.

Commercial & 20th Storage Facility Cleaning, Sanitization and Code Enforcement

Project Description: The area around this facility should continue to receive an increased level of streets and sidewalk cleaning/sanitization. Additionally, increased code enforcement staffing is critical to ensure the area around the facility remains clean and free of debris. Funding for these activities is critical and should be included in the FY21 budget.

Dennery Ranch Neighborhood Park CIP# S00636

Project Description: The project, located at Dennery Road and Ballast Lane, consists of the design and construction of Dennery Ranch Neighborhood Park in the Otay Mesa Community. This project was estimated to cost \$15.1 million, however recent bids for construction came back over budget. If staff can develop a strategy to bridge the funding gap, this project can begin construction in FY21.

Hidden Trails Neighborhood Park CIP# S00995

Project Description: This project, located east of Parson's Landing and north of Westport View Dr. in the Ocean View Hills Neighborhood, provides for the acquisition, design and construction of an approximately 3.7-acre Neighborhood Park. The project could include sport fields, children's play areas, walking paths and other amenities. The General Development Plan (GDP) is anticipated to be complete by Summer 2020. The project will require \$340,000 to begin the construction phase in FY21.

Howard Avenue-Village Pine to Iris Avenue Sidewalk CIP# B18019

Project Description: This project will install new concrete sidewalk on the east side of Howard Avenue between Iris Avenue and Village Pine Drive. The project also includes installation of a new retaining wall, curb ramps, traffic signal relocation, and other associated improvements for the installation of the sidewalk. This project is in design and requires \$893,000 for construction in FY21.

La Media Road CIP #S15018

Project Description: This project will widen La Media Road between SR-905 to Siempre Viva Road. La Media Road will be widened to a six-lane primary arterial from SR-905 to Airway Road, a five-lane major between Airway Road and Siempre Viva Road with three southbound

lanes and two northbound lanes. Improvements from Siempre Viva Road to Otay Truck Route will be constructed under a different project. This project will also improve drainage at the intersection of La Media Road and Airway Road. This project has \$11.8 million in unidentified funding needs. The design phase will be complete in December 2019. It should be prioritized to ensure it moves towards construction as swiftly as possible.

Nestor Fire Station No. 30 Upgrades

Project Description: A CIP Project needs to be created to address deferred maintenance issues at the Nestor Fire Station (Station No. 30). Deferred maintenance needs total \$2.05 million and include:

- Complete remodel similar to FS33 with new kitchen, office and dorm expansion, bathrooms, HVAC, exhaust extraction, flooring, paint interior and exterior, window and landscaping. Cost estimate: \$2 million
- New flooring in kitchen, Ready Room, dorms. Cost estimate: \$10,000
- Six ready chairs. Cost estimate: \$6,000
- Programmable PPE washer. Cost estimate: \$2,000
- Exhaust extraction system replacement. Cost estimate: \$25,000

Otay Mesa-Nestor Community Plan Update

Project Description: The first Otay Mesa-Nestor was adopted in 1979 and it was last updated in 1997. An Otay Mesa-Nestor Community Plan Update should be included in the FY21 community plan update work plan and FY21 budget.

Otay Mesa-Nestor Fire Station No. 6 Upgrades

Project Description: Fire Station No. 6 is one of the city's oldest stations and requires several deferred maintenance and living condition improvements. A remodel of current bathrooms, kitchen, individual dorm rooms and replacement of the HVAC system should be included in the FY21 budget. Estimated cost is \$250,000.

Repurposing of Historic San Ysidro Library Building (101 West San Ysidro Boulevard) into a Teen Center

Project Description: The repurposing of this facility into a teen center would provide critical services such as youth programming and a meeting space for youth. The historic San Ysidro Library served the community from 1924 until September 2019 when the new San Ysidro branch library opened. This building is centrally located and easily accessible. Repurposing the building into a Teen Center would ensure the community would continue receiving valuable services. Funding in FY21 should be allocated to allow for the preliminary design of the repurposing of the current building.

San Ysidro Traffic Signals

Project Description: The CIP budget should allocate sufficient funding for the installation of new traffic signals at the following locations, as identified within the San Ysidro Impact Fee Study:

- Dairy Mart Road and Vista Lane. Cost estimate: \$275,000
- Dairy Mart Road and Servando Avenue. Cost estimate: \$275,000
- Dairy Mart Road and Camino De La Plaza. Cost estimate: \$275,000
- West San Ysidro Boulevard and Alverson Road. Cost estimate: \$275,000
- Camino De La Plaza and Sipes Lane. Cost estimate: \$275,000
- East San Ysidro Boulevard and Center Street. Cost estimate: \$275,000

Sherman Heights Community Center Playground CIP# B18006

Project Description: Removal of existing playground equipment, picnic tables, and safety surfacing. The existing ADA ramp is to be evaluated and necessary modifications made to make the playground area accessible from the public way. Some grading may be necessary to accommodate the installation of a concrete base for the new poured in place rubberized safety surfacing. This project requires \$470,000 for construction in FY21.

Sidewalk Installations

- Thermal Ave.-Donax Avenue to Palm Avenue Sidewalk CIP# B18157
 - **Project Description:** Installation of sidewalk on east side of Thermal Avenue between Palm Avenue and Donax Avenue and the west side of Thermal Avenue from Dahlia Avenue to Donax Avenue. The project is currently in design and will require \$1.1 million in funding in FY21 to be constructed.
- Create CIP for Saturn Boulevard Sidewalk Project
 - **Project Description:** Creation of a CIP Project for the construction of a sidewalk on the west side of Saturn Boulevard between Dahlia Avenue and Elm Avenue. In 2016, the Transportation and Storm Water Department determined that this location qualifies for sidewalks under City Council Policy No. 200-03. The project number is Saturn Boulevard (SN 15-770299) and has been added to the City's "Sidewalk Needs List" competing with other similar projects to receive funding for construction.
- Create CIP for the installation of new sidewalks in San Ysidro
 - **Project Description:** Creation of a CIP Project for the construction of sidewalks at the following locations:
 1. West San Ysidro Boulevard, from 156 West San Ysidro Boulevard, to 198 West San Ysidro Boulevard (Fire Station 29).
 2. West Side of Otay Mesa Road between Beyer Boulevard and Otay Mesa Place (SYSD).

- Create CIP for the installation of new sidewalks in Nestor
 - **Project Description:** Creation of a CIP Project for the construction of sidewalks at the following locations:
 1. Elm Street, from west 16th Street to Harwood Street.
 2. Elm Street, from 15th Street to 14th Street.
 3. Donax Avenue, from 15th Street to 16th Street.
 4. Donax Avenue, from 16th Street to Thermal Avenue.
 5. Donax Avenue, from Thermal Avenue to Saturn Avenue.
 6. Thermal Avenue, from south Palm Avenue to Donax Avenue.
 7. Saturn Avenue, from Dahlia Avenue to Elm Street.
 8. 16th Street, from Elder Avenue to Elm Avenue.
 9. Elder Avenue, from 16th Street to Thermal Avenue.
 10. 951 Granger Street (no existing sidewalk at this address).
 11. Granger Street between Elm Street and Donax Avenue.
 12. Southwest corner of Elm Avenue and 14th Street.
 13. Atwater Street, from Fern Avenue to Coronado Avenue (Missing sections of sidewalk).
 14. Grove Avenue, between Saturn Boulevard and Switzerland Drive
 15. North side of Avenida Del Mexico, between Saturn Boulevard and Elm Avenue.
 16. East side of Hollister Street between Flower Avenue and Starburst Lane (sidewalk is temporary and needs to be built to city standards)

Southwest Neighborhood Park CIP# P18010

Project Description: The project scope is to prepare a General Development Plan (GDP) for an approximately 11.5-acre neighborhood park including a draft environmental document as required for submittal to the Parks and Recreation Board for review. A construction cost estimate based on the final GDP shall be prepared. Improvements may include a children's play area, picnic areas, and comfort station. The GDP and environmental document are expected to be complete in Fall of 2020. The next phase will require funding for construction documents in FY21. The total project cost estimate is \$8.8 million.

Unpaved Roads in Stockton

Project Description: A CIP Project needs to be created for paving the following unpaved roads in the Stockton community.

1. South Bancroft Street at the intersection of Greely Avenue.
2. Durant Street at the intersection of Payne Street.
3. Alley between K and L Street, east of 33rd Street.
4. 34th Street between Spring Garden Place and Island Avenue.

Citywide Projects and Services:

Transportation and Storm Water Department Grant Writer

To take advantage of regional, state and federal funding opportunities for transportation projects, the city should hire a grant writer solely focused on securing funding for these activities and projects.

Transportation and Storm Water Department and Public Utilities Department Joint Storm Water Capture and Reuse Analysis

A report by the City Auditor highlighted significant deficiencies in funding for storm water infrastructure. As the city moves forward to address those deficiencies, it is critical that the amount budgeted for Operations and Management of our storm water system be increased, including the possibility of a storm water capture system funded jointly by the Public Utilities Department and the Transportation and Storm Water Department. Construction of a storm water capture facility in Otay Mesa could serve as a pilot program.

Estimated Cost: \$400,000

Sidewalk Maintenance and Repair

The city must act to develop a funding plan to address the findings in the sidewalk condition assessment and mitigate all tripping hazards to effectively reduce the city's liability and improve the conditions of our sidewalks. The FY21 budget should include increased funding for sidewalk repair and construction of new sidewalks.

Mobility Infrastructure

The FY21 budget should include funding within its annual allocations for the installation of a minimum of 20 miles of protected, separated bike lanes citywide to fill network gaps, expand the city's bike lane network and reduce risk in high crash areas. Transnet could be a potential source of funding for these projects.

Bicycle Improvement Projects

The FY21 budget should include funding for the Chollas Creek to Bayshore Multi Use Path (CIP# B17113): Estimated Cost: \$335,000.

Additionally, the following bicycle focused items should be considered for inclusion within the FY21 budget

- Fund interim improvements on Harbor Drive until the SANDAG Bayshore Bikeway project can be completed.
- Fund a full-time position for an Active Transportation grant writer to better pursue available grant funding for bicycle projects.

Expansion of Bus Lanes

The FY21 budget should include funding to promote and support transit use by improving travel times for buses and incorporate traffic signal prioritization where possible.

Estimated Cost: \$100,000

Vision Zero Priority Intersections

Allocate \$15,000 for each intersection to address high visibility crosswalks, countdown timers, audible accessibility:

- 4300 block of Camino de las Plaza.
- 1300 block of Palm Avenue.
- Beyer Boulevard and Del Sur Boulevard.
- Near Alverson Road and W. San Ysidro Boulevard.
- Near Del Sol Boulevard and Del Sol Way (near the bus stop).

Harbor Drive Multimodal Corridor Study Recommendations

The recently completed Harbor Drive Multimodal Corridor Study identifies and prioritizes projects that reduce truck-related congestion, noise and pollution in residential areas, reduce truck and employee parking in Barrio Logan, and improve bicycle infrastructure and pedestrian enhancements along the corridor. Completing environmental review and preliminary design are the key next steps to advancing the Harbor Drive project. The estimated cost for those steps is \$700,000 for environmental review by itself or \$1.85 million for environmental review and preliminary design. The improvements will greatly benefit the city and the FY21 budget should allocate resources to assist the Port in implementing the identified improvements and applying for all available grant funding.

DeAnza Revitalization Plan EIR Funding

During the discussion regarding renewal and expansion of the Campland leases in 2019, the Council indicated that Wildest Restoration Plan be included an analyzed as part of the DeAnza Revitalization Plan EIR. The FY21 budget should include the necessary funding to fully analyze the Wildest wetland restoration option to the same extent as the existing alternative in the upcoming EIR.

Climate Action Plan

Climate Action Plan (CAP) Five -Year Outlook

The FY21 budget should include sufficient funding to implement the actions and investments needed to hit CAP targets as identified in the CAP 5-Year Outlook.

Study Accounting for San Diego's Blue Carbon in the Climate Action Plan

UCSD has proposed a study to demonstrate the optimization of wetland ecosystems management for carbon sequestration. The city's Climate Action Plan presently does not account for carbon offsets available from "blue carbon"—the burial of plant material in San Diego's wetlands, effectively removing carbon dioxide from the atmosphere for millennia. There is also the potential to increase the storage of carbon by the restoration of marshes in San Diego to provide further benefits to San Diego's climate planning process. UCSD's study proposes to:

- Assess the present inventory of blue carbon in San Diego.
- Estimate the potential for additional storage of blue carbon if city-owned property was restored to wetlands.
- Calculate the economic value of San Diego's blue carbon resources, both current and achievable.

- Calculate the economic value of San Diego's wetlands for other services, such as tourism, sea level rise protection, water quality improvement, and fisheries improvement.

The FY21 budget should provide phased funding for a three-year study on blue carbon in city wetlands and work with UCSD to determine a potential cost sharing agreement.

Estimated Cost: \$1 million in FY21 (the overall study cost is approximately \$3 million).

Urban Forestry

Expand the city's urban forestry staff by hiring two additional FTEs in FY21, one Code Enforcement Officer in Development Services, and one additional arborist/horticulturalist in the Streets Division of Transportation & Storm Water, to support full implementation of the Five-Year Urban Forest Management Plan and progress toward the CAP targets. Additionally, the FY21 budget should include \$500,000 for planting 2,500 additional street trees, and a \$1M increase in contracts for scheduled tree care.

Estimated Cost: \$1.7 million

- \$1.5 million (plantings and tree care).
- \$100,000 (Code Enforcement Officer).
- \$100,000 (arborist/horticulturalist).

Zero Waste Management Implementation

To obtain a 75% diversion rate as cited in the Zero Waste Management Plan, the Environmental Services Department should consider increasing blue bin collection service from biweekly to weekly. The additional expense could be offset by the additional revenue generated by increasing the recycling rate. Additionally, the city should provide green waste collection service, particularly in communities south of Interstate 8. To determine the feasibility of such a change, the city should fund a pilot study in the FY21 budget.

Library Budget

Protection of Current Hours and Service Levels

Community members rely on our libraries not just for access to books and reference materials, but also for critical activities like children's reading programs, youth and adult programming and community meetings. It is critical that the city maintain current hours and service levels at all libraries in FY21.

Programming Budget

The Library programming budget provides free educational and cultural programming to hundreds of thousands of people throughout the city. Currently, the Library Department provides only \$200,000 of ongoing General Fund resources for programs throughout the entire library system. In Fiscal Year 2020, the City Council added \$200,000 in one-time funding to help enhance programming. This figure represents a small investment of \$5,555/branch in program funding. These programs are vital to the success of the library and ensure equity in program access across the system. It is critical to maintain this funding in FY21.

Estimated Cost: \$400,000 of ongoing funding.

Books, Digital Resources and Materials Budget

The Library Department's materials budget has remained flat for a decade. Increasing the budget for books, materials and digital resources is urgently needed to make sure each library keeps pace with circulation needs and allows for adequate access to books, electronic resources and databases. To be on par with other benchmarked library systems the books and materials budget should be increased in the FY21 budget.

Public Safety

Public safety remains a high budget priority. The following items should be considered for inclusion in the FY21 budget.

2-1-1 San Diego funding

2-1-1 serves the city as a trusted pathway to social and health services via the 2-1-1 dialing code and a free online database of resources. The city relies on 2-1-1 to help its constituents in need of vital resource coordination, especially for those at risk of or suffering from homelessness. Nearly half (43%) of calls to 2-1-1 come from residents within the City of San Diego, amounting to over 117,000 referrals. The FY21 budget should allocate funding to support 2-1-1 San Diego.
Estimated Cost: \$275,000

Police Department**Barrio Logan Truck Route Enforcement**

Funding for enforcement activity in the streets prohibited to truck traffic within the new Barrio Logan Truck Route. An additional 30 hours of police overtime per week should be budgeted to allow for adequate enforcement of the Truck Route.
Estimated Cost: \$100,000

Las Americas Outlets Traffic Enforcement

Increased traffic enforcement along city streets adjacent to the Las Americas Premium Outlets from November 27th to December 24th.

Recruitment and Retention

The city must continue to prioritize the recruitment and retention of police officers. Although the FY20 adopted budget allocated funding towards recruitment and retention efforts, the city must not lose focus on ensuring our police department is appropriately staffed to provide our communities with the public safety services they need. As such, in FY21, the city should continue to fund recruitment and retention efforts.

Fire-Rescue Department**Recruitment and Retention**

The Fire-Rescue Department has had difficulty recruiting and retaining firefighters due to uncompetitive salary and benefits. An increase in pay and benefits should be considered in the FY21 budget.

Lifeguard Division

Staffing Increases

Ensuring the Lifeguard Division is appropriately staffed to effectively respond to emergency situations is critical to having a safe environment for visitors to our coastline. As such, the following positions should be included in the FY21 budget.

- Addition of one year-round Lifeguard III for primary backup for both the Children's Pool and La Jolla Cove by water and Blacks Beach by land and water. This station sends staff to coastal cliff rescues, which places stress on the remaining staff. To more effectively respond to emergency situations, the FY21 budget should include funding for additional staffing of one Lifeguard III position.
 - Estimated Cost: \$139,876 (2 FTE)
- Addition of one year-round Lifeguard Sergeant for the Boating Safety Unit (BSU) in order to fill vacant supervisory shifts at any stations throughout the Lifeguard Division, which will reduce out-of-class assignments and overtime costs. Any combination of calls requiring 4-5 total guards leaves the BSU understaffed and the addition of this position will prevent that from happening.
 - Estimated Cost: \$153,112 (2 FTE)
- Addition of one year-round Lieutenant for the Boating Safety Unit (BSU) to provide adequate Lieutenant coverage at the BSU seven days a week, as current staffing only provides for a Lieutenant four days per week. This position would provide adequate coverage for major incidents every day of the week.
 - Estimated Cost: \$92,918 (2 FTE)

Parks & Recreation Department

Preservation of Current Hours and Service Levels

Community members rely on our parks and recreation centers for critical activities like adult and youth athletic leagues, youth and adult programming, senior programming, summer camps and community meetings, as well as enjoying passive activities within our many parks. It is critical that the city maintain current hours and service levels at all park and recreation centers in FY21.

Independent Rate Consultant

In 2017, the Council passed a resolution of intent that allows the IBA to retain the services of an independent rate consultant that can be utilized during Cost of Service Studies and associated reviews. If the IBA determines a need for these services in FY21, the FY21 PUD budget should provide the resources to retain the desired services.

Penny for the Arts

In FY20 the City Council included \$3.9M in one-time funding for Arts & Culture programming. Even with this funding the city will continue to fall short of the Blueprint's stated funding goals.

This means that for the next five years, Arts and Culture funding will continue to be millions of dollars short of the Blueprint's commitment. Continuing arts funding in the FY21 budget to match FY20 levels would allow our arts and culture programming, a vital part of our economy, to continue to grow.

Estimated Cost: \$3.9 million.

REVENUE OPTIONS

The following revenue opportunities should be explored to fund budget priority items outlined in this memorandum:

Excess Equity

The first quarter budget monitoring report projected \$22.1 million in excess equity at year end that could be used in the FY21 budget.

Pension Stability Reserve

\$7.9 million of the Pension Stability Reserve could be utilized for the FY21 annual required contribution to make up for the higher than expected annual required contribution level.

Use of Redevelopment Property Tax Trust Fund (RPTTF) to Ensure Economic Revitalization and Job Creation

The Five-Year Outlook noted that the adjusted residual RPTTF revenue over the next five years increases from \$24.7 million to \$33.9 million, for a total of \$151.1 million. Using this revenue going forward to invest in San Diego's economically disadvantaged communities, as originally intended allows areas in the greatest need of economic investment an opportunity to attract new commercial activity, which in turn creates new jobs and greater tax revenue for the city's general fund. The prioritized investment of these residual RPTTF funds could fund many capital projects across the city that currently do not have identified funding sources.

Contracts

The city utilizes outside contractors for a variety of services totaling \$247 million. The city should utilize the appropriate termination clause language within each contract to renegotiate the cost of each contract. A 10% overall reduction in contracts for outside services would provide the city with \$24.7 million for more immediate General Fund purposes.

Annual Contract Increase Projection

The Five-Year Outlook reflects a 3.9% annual increase in costs for contracts. A reduction in the assumed increase could free up funding for use in the FY21 budget.

Thank you for your consideration of these priorities. This memo reflects my top priorities and will serve as the basis for my support of the upcoming budget.



**CITY OF SAN DIEGO
OFFICE OF COUNCIL PRESIDENT GEORGETTE GÓMEZ
NINTH DISTRICT**

MEMORANDUM

DATE: January 10, 2020

TO: Andrea Tevlin, Independent Budget Analyst

FROM: Council President Georgette Gómez, Ninth Council District

SUBJECT: Budget Priorities for Fiscal Year 2021

Thank you for the opportunity to share my priorities for the City of San Diego's Fiscal Year 2021 (FY21) Budget. A key objective of mine will be to ensure investment in underserved communities and to maximize opportunities that support affordable housing and address our homeless crisis. Not only should investment be prioritized for communities that need them the most, city projects should deliver concrete community benefits while meeting our Climate Action Plan goals. It is essential we ensure that underserved communities are not adversely impacted by a reduction in public services while meeting our critical goals. We made progress in 2019, but we still have much more work to do and improve on.

Every year, Councilmembers submit memos prioritizing services, programs, and projects for the residents of the City. After the annual budget process is complete, we lack the City staff to deliver the service levels and service quality we ultimately approved. Vacancy and turnover rates are high and studies show that City compensation is not competitive with other jurisdictions in the region. We must commit to close the competitiveness gap and rebuild our capacity to serve our residents through recruitment and retention of dedicated, quality employees. Without addressing this fundamental function of our City, we cannot expect to be successful in maintaining and expanding the services San Diegans deserve.

We also need to implement the recommendations of our recently-adopted Community Action Plan on Homelessness and take a different approach to addressing our unsheltered community members. I am fully committed to working with my colleagues at the City to ensure that mindful priorities are being made and seek additional revenue to fund those priorities.

Thank you again for considering my FY21 budget priorities. They include citywide priorities, district priorities, and potential revenue sources as described.

RECOMMENDED CITYWIDE EXPENDITURES

CLIMATE ACTION PLAN (CAP)

In 2015, the City Council adopted the Climate Action Plan (CAP) that sets targets for reducing greenhouse gas emissions by 2020 and 2035. The 2019 Climate Action Plan Annual Report shows that the City will miss many of the 2020 targets and is not on track to meet the 2035 targets. We need step by step plans on how we will close the gaps, implement the CAP, and meet the targets.

- **Climate Adaptation & Resiliency Plan:** Update and implementation of greenhouse gas emissions reduction goals identified in the City's Climate Action Plan. This funding includes \$442,614 to implement the City's Resiliency Plan and a Program Coordinator FTE. Ongoing costs from FY22 to FY25 are estimated at \$352,614 per year. *Approximate Cost: \$442,614*
- **Urban Forestry Program Funding:** Implementation of the Urban Forestry Five-Year Plan, including staffing, contracts, plantings, and maintenance to ensure healthy trees in every council district and to help meet our Climate Action Plan goals. This request includes \$500,000 for planting 2,500 additional street trees, \$500,000 in contracts for inspections and scheduled street tree care, \$500,000 for pest control treatment, \$100,000 for a code enforcement officer, and \$100,000 for an additional arborist/horticulturalist. *Approximate Cost: \$1.7 million*
- **Zero Waste Plan and CAP:** Implementation of the Climate Action Plan's goal of diverting all solid waste from landfills by 2040. This could include additional staffing and other support pending the Zero Waste Plan update by Environmental Services that is anticipated to come before City Council in February 2020. *Approximate Cost: Unknown*

ACTIVE TRANSPORTATION AND INFRASTRUCTURE

- **Sidewalk Infrastructure:** I request that the City's 50/50 sidewalk replacement program be revised to significantly reduce or offer no fee reconstruction sidewalk permits in order to spur the ability for property owners to reconstruct their sidewalks. To that end I support efforts that include:
 - Revise the Council Policy to fully fund the replacement of sidewalks in targeted communities fifty years or older rather than having the 50/50 program that relies on the property owner to pay for half of the replacement of the sidewalks;
 - Alleys that are unpaved or in severe disrepair should be programmed to be redone by city staff; and
 - As part of these improvements, projects should include new shade-producing street trees as well as lighting and any other ADA-required improvements*Approximate Cost: Unknown*
- **Stormwater Capture and Reuse Analysis:** Study on integrated water management solutions and identifying infrastructure projects that can harvest/store stormwater to reduce runoff and increase the City's water supply. *Approximate Cost: \$400,000*

- **Pedestrian and Bicycle Safety:** According to the latest data, pedestrian and bicycle fatalities is at its highest rate since 2014. In order to improve safety for pedestrians and cyclists, as well as meet our CAP mode-share shift goals in Transit-Priority Areas, more funding is needed for protected bike lanes and improving unsafe intersections in our district. I recommend these specific intersections be evaluated for improvements:
 - University Ave & Rolando Blvd.
 - El Cajon Blvd & Menlo Ave.
 - El Cajon Blvd & Estrella Ave.
 - El Cajon Blvd. & Winona Ave.
 - El Cajon Blvd & 46th Street.

Approximate cost: Unknown.

GOVERNMENT EFFICIENCY

- **Get It Done Support Staff:** Additional Get-It-Done support staff and technological support. This amount includes efficiency improvements to the Get-It-Done application to ensure more services requests from constituents are being addressed. *Approximate cost: Unknown*
- **Vacancies, Attrition, Recruitment and Human Capital:** For the past several years, the City has had challenges with vacancies, hiring difficulties, and staffing level deficiencies. In addition, employee surveys and research of other comparable jurisdictions have shown that the City of San Diego is facing issues with employee satisfaction, comparable salaries/benefits, and vacancies. In early 2020, the City Auditor's Office plans to release part one of a two-part report on human capital management, which is expected to provide more information on solutions and the potential cost. Additionally, the City intends to explore these issues via working group, per the request of the Budget & Government Efficiency Committee. These issues can also be addressed through the labor negotiations process. *Approximate Cost: Unknown pending human capital report in early 2020*
- **Public Bank Study:** The California Public Banking Act (AB857- Santiago/Chiu) signed into law by Governor Newsom in 2019 allows local governments to charter their own municipal banks. The act lays out specific requirements to prove viability, which would be addressed by the creation of a business plan that meets the requirements of the California Department of Business Oversight. I request funding to study the viability of a City of San Diego Public Bank to determine the estimated start-up costs, business plan, and potential long-term cost savings to the City. *Approximate Cost: \$250,000*

INNOVATIVE HOUSING SOLUTIONS

- **Companion Unit Fee Waiver:** Provide funding to cover sewer and water fees for Accessory Dwelling Units for FY21. \$800,000 was provided on a one-time basis in the Adopted FY20 Budget. This funding was not included in the Five-Year Outlook and is on track to be fully expended before the end of FY20. *Approximate cost: \$2.4 million*

- **Preservation/Repair of the Neil Good Center:** Repairs of facilities at the Neil Good Day Center are needed, including shower and bathrooms. The facility provides a safe place for our unsheltered community to shower or do laundry along with the ability to connect to various social services. *Approximate Cost: Unknown capital costs, \$500,000 annually to operate*
- **Tiny Home Bridge Community Pilot:** Two-year pilot program that uses City-owned land to support temporary “tiny home communities” to help address our growing unsheltered population. This program is modeled off of successful pilots in cities such as Los Angeles, Seattle and Portland. Funding would also provide support services, security, and operations. *Approximate cost: \$400,000.*

NEIGHBORHOOD SERVICES / QUALITY OF LIFE IMPROVEMENTS

- **Community Maintenance:** Expansion of the Environmental Services Department capacity to curb illegal dumping, brush management, and graffiti abatement through additional code enforcement operations and increase the number of community curbside cleanups in underserved communities outside of Downtown. *Approximate cost: \$2.7 million.*
- **Code Compliance Officers in the Development Services Department:** Additional code compliance officers to address residential and commercial nuisances within underserved neighborhoods, particularly focusing on illegal dumping, brush management, and graffiti abatement. *Cost: \$400,000 for 4.0 FTEs.*
- **Library Programming Budget:** I request a restoration of the Library programming budget to FY17 levels to ensure greater equity in our underserved communities. *Approximate cost: \$400,000 additional in reoccurring funds.*
- **Penny for the Arts:** Given the projected growth of TOT revenue in the upcoming fiscal years, I request that we increase the Arts & Culture budget from \$14.2 million to \$18 million in order to support the smaller non-profit arts organizations that focus on our underserved communities. *Approximate cost: \$3.8 million.*
- **Park Facilities and Programs:** I request that current programming and maintenance at City parks be fully sustained in the upcoming fiscal year. The high number of vacant positions in the Parks & Recreation Department highly impacts the open space resource protection in our canyons and elsewhere in the City, as well as the recreational park spaces and programs enjoyed by our communities. With multiple new facilities being introduced in the upcoming years, it is important that the Parks & Recreation Department has the tools to operate and maintain all facilities throughout the City, without compromising the quality of services. *Approximate cost: Unknown*
- **Street Sweeping:** Increase signage and enforcement of street cleaning especially in areas within 1,000 feet of waterways. Consider alternate methods for collecting debris if signage and enforcement is not possible. *Approximate cost: \$1.1 million.*

PLANNING

- **College Area Community Plan Update:** I request the plan update be completely funded in the FY21 budget. *Approximate cost: \$1.0 million.*
- **Mid-City Communities Plan Update:** I request that the community plan be programmed for update within the next two years. *Approximate cost: Unknown*
- **De Anza Revitalization Plan EIR:** I request that the Wildest restoration plan that is included in the Audubon Society's ReWild Mission Bay Feasibility Study be included and analyzed as part of the De Anza Revitalization Plan EIR at the same comprehensive level of detail as the City's existing alternative. *Approximate Cost: Unknown*

PUBLIC SAFETY

- **San Diego Fire-Rescue Department Resource Access Program:** The addition of 4.0 FTE Community Paramedics for this program was included in our FY20 Budget Priorities Memo but not funded as part of the FY20 Adopted Budget, nor was it included in the Five-Year Outlook. *Approximate cost: \$380,000 and 4.0 FTE.*
- **Lifeguard III position:** I request the addition of 1.0 FTE Lifeguard III positions at the La Jolla Shores during winter and Blacks Beach during summer. *Approximate cost: \$139,876 for 2.0 FTE.*
- **Sergeant Boating Safety Unit (BSU):** I request the addition of one Lifeguard Sergeant to work at the Boating Safety Unit (BSU) year-round. *Approximate cost: \$153,112 for 2.0 FTE.*
- **Lifeguard Lieutenant Boating Safety Unit:** I request the addition of a Lifeguard Lieutenant at the Boating Safety Unit (BSU) to provide adequate lieutenant coverage at the BSU seven days per week. *Approximate cost: \$92,918.*
- **San Diego Police Department (SDPD) Funding Reprioritization:** I request that SDPD consider reprioritizing existing funding to accommodate new strategies for community-oriented policing, and other projects/program that would improve relationships between SDPD and our local neighborhoods. I request consideration of the following:
 - **Community-Oriented Policing:** I request additional Community Relations Officers and multi-lingual Police Officers/Police Service Officers be added as the Police Department continues to rebuild under the new Police Officers Association agreement. I also request investments in training for officers in community-oriented police practices. *Approximate cost: Unknown.*
 - **Minority Recruitment Pilot Project:** I request that SDPD explore a Minority Recruitment Pilot Project to diversify our police force so it reflects the same communities that are being policed on a daily basis. *Approximate cost: Unknown.*

- **Restorative Justice Training for SDPD Officers:** I suggest that the City should fund the training of SDPD officers in restorative justice practices, which would include mediation, counseling, and communication for certain youth offenses. *Approximate cost: \$300,000.*

RECOMMENDED DISTRICT-SPECIFIC EXPENDITURES

- **Aldine Drive Storm Water Study:** I request an initial pre-design study for road improvements in order to begin to implement Facilities Financing Project T-1. Based on recommendations from city staff, road improvements are needed to fully address the issue of flooding at the area during rains. The full cost to implement Project T-1 is \$6,000,000. It is estimated that \$250,000 would be needed to begin evaluating the project through a commissioned storm water study. *Approximate cost: \$250,000.*
- **Boulevard Bus Way Expansion:** The El Cajon Boulevard Bus-Only Lane Pilot project has completed re-striping and according to staff has already seen improved travel times on the Rapid 215. Expanding the bus-only lane to SDSU with red-paint treatment would require a CEQA analysis and include traffic signal prioritization and queue jump signals. This project will reduce transit travel times and is expected to increase ridership and help meet our Climate Action Plan goals. *Approximate Cost: \$4.5 million*
- **Chollas Creek to Bayshore Bikeway Multi-Use Path:** Phase II of this project will complete the final design and development of construction plans and specifications for a proposed 4,000-foot-long (approximately 0.75-mile) extension of the Chollas Creek multi-use path. *Approximate cost: \$4.4 million to fund Phase II final design and construction.*
- **Chollas Creek/Auburn Drive Storm Drain Infrastructure:** Significant flooding and property damage impacts the Chollas Creek community due to the lack of adequate storm drain infrastructure. I request City staff evaluate the entire Chollas Creek storm drain channel from Wightman Street to the western side of Ontario Avenue and Auburn Drive. Included in this should be the development of a passive park along the undeveloped portions of the creek. Funding could be allocated from the City's liability fund. *Approximate cost: Unknown*
- **Chollas Triangle Street Closure & Park Development:** I request an initial assessment for the Chollas Parkway street closure along with funding for a General Development Plan for the future park. *Approximate cost: \$5.0 million for design and construction.*
- **City Heights Weingart Library:** The City Heights Weingart Library is one of the most high-trafficked library branches in the City. Recently, patrons have noted that the public computers and computer accessories at the library are outdated and lack the proper operating systems required to meet the demands of contemporary programs. Therefore, I request these amenities be modernized to better serve the neighborhoods that rely on these services. *Approximate cost: Unknown*
- **Colina Del Sol Community Park Improvements** There has been an increase of concerns related to security and illegal dumping at the Colina Del Sol Community Park. To address these safety concerns proposed improvements could include the installation of security cameras throughout the Colina Del Sol Community Park. Additionally, the basketball courts are damaged and substandard, and could benefit from slurry sealing, upgraded lighting, and equipment modernizing. *Approximate cost range for cameras: \$19,000 for the Recreation Center - \$78,000 for the entire park. Approximate cost for Basketball Court improvements: \$20,000-\$35,000*

- **Clay Park Improvements:** Rolando Village residents have expressed that Clay Park needs improvements such as light upgrades, security camera installation, sidewalk improvement, a new shade structure, and modern playground amenities. Their top request is funding for an off-leash dog park, which was recently added to the Clay Park's General Development Plan. *Approximate cost for the dog park: \$75,000-\$100,000*
- **El Cajon Blvd between Highland and 58th Improvements (B17003):** As outlined in the Complete Boulevard Study, I request that the City fund the gap needed to introduce new sidewalk, curb, gutter, bulbouts, crosswalks, lighting and shade-producing street trees. \$1 million has been allocated to date. *Approximate cost: \$1.8 million*
- **Euclid Avenue:** Construct sidewalks and shade-producing trees on the west side of Euclid Avenue between Thorn Street and Dwight Street. Euclid Avenue carries a high traffic volume and the lack of the pedestrian infrastructure presents a great concern for pedestrian safety. This project is listed as Euclid Avenue Improvements – Phase I and II (T-14) in the Mid-City Public Facilities Financing Plan. *Approximate cost: \$200,000 (Civic San Diego has allocated \$1,000,000 toward this project).*
- **Fairmount Avenue Roadway & Median Improvement Study:** I request a CalTrans grant-funded multi-modal mobility and urban forestry study for Fairmount Avenue to Interstate-8 to create an enhancement plan for this heavily trafficked corridor that is a gateway to the communities of College Area, City Heights, Talmadge, and Kensington. The roadway has not been evaluated to implement the City's complete streets and storm water initiatives and regulations. This would be the first step in modernizing and beautifying this roadway. A full cost estimate is not available at this time. However, \$350,000 in grant funding should cover the cost of a multi-modal study. *Approximate cost: \$350,000*
- **Fairmount Fire Station:** There is currently a funding deficit of \$14.9 million to complete the Fairmount Avenue Fire Station. This fire station has been identified in the *FY2021-2025 Five-Year Financial Outlook* requiring operational funding. Given the importance of this infrastructure project in meeting public safety needs for communities in both Council Districts 9 and 4, I would request for this project to be prioritized in FY21 to receive the needed funding to complete the final design and construction of the Fairmount Fire Station: *Approximate cost: \$15 million.*
- **Fire Station #19 Expansion:** In Mountain View, the expansion of Fire Station #19 is necessary to meet current and future San Diego Fire-Rescue Department needs. *Approximate cost: \$1.2 million according to the FY16 Southeastern San Diego Impact Fee Study.*
- **Kensington-Normal Heights Library:** The 1936 Kensington-Normal Heights library was last modernized in the 1970s. Over the years, the community has expressed that the library should be returned to the original Spanish-Revival architectural style from 1936. At this point, a feasibility study has been completed and staff has indicated that community input is necessary to determine potential improvements to modernize this facility. I would request that a community-wide outreach be conducted to seek the community's input and move forward with the next steps for the modernization of this project. *Approximate cost: Unknown*

- **Lorca Drive Catwalk and Storm Drain:** I request a CIP evaluation to permanently repair the storm drain and restore the concrete stairs, improving the safety and walkability of the catwalk. *Approximate cost: Unknown.*
- **Montezuma Park:** I request funding for a General Development Plan amendment to include a Tot-Lot and off-leash dog area. *Approximate cost: \$100,000.*
- **Montezuma Road Corridor Bicycle Safety Improvement Project:** In the College Area, pedestrian and bicyclist safety is a major concern on Montezuma Road from Fairmount Avenue to El Cajon Boulevard. Transportation & Engineering Operations staff conducted a Montezuma Road Corridor Bicycle Safety Improvement Project and recommended re-striping along this portion of Montezuma Road to widen the bike paths. Further, the College Area Community Planning Group requested that sidewalks and a physical separation between bike and vehicle traffic be included in the implementation of this project. Per the Climate Action Plan (CAP), the City's priority is to increase access for multi-modal transit. These improvements along the Montezuma Rd. corridor would help accomplish our CAP goals. Through this project, the City should provide sidewalks where none exist, provide bike paths where none exist, widen bike lanes where possible, and install concrete barriers between bike lanes and vehicular traffic. A full cost estimate is not included at this time. However, \$350,000 in grant funding should cover the cost of this corridor improvement study. *Approximate cost: \$350,000*
- **Sidewalk installations:** I request the City prioritize the installation of the following sidewalks, identified on the Transportation and Storm Water Unfunded Needs List:
 - **Broadway - 40th St to 41st St** This project proposes to install approximately 275 LF of new PCC sidewalk and curb & gutter on the south side of Broadway between 40th St to 41st St., as well as install two (2) new driveways. *Approximate cost: Unknown*
 - **Toyne St - F St to Hilltop Dr (both sides)** This project proposes to install approximately 440 LF of new PCC sidewalk and curb & gutter on both sides of Toyne St from F St to Hilltop Dr. *Approximate cost: Unknown*
 - **Delta St - 43rd St to Delta Park Ln (north side)** This project proposes to install approximately 110 LF of new PCC sidewalk on the north side of Delta St from 43rd Street/North Highland Avenue to Delta Park Lane. *Approximate cost: Unknown*
- **Streetlights:** There are neighborhoods in District 9 that are lacking adequate street lights. While some neighborhoods are lacking street lights altogether, there are some that are in dire need of maintenance and replacement. *See Attachment 1 for specific locations.*
- **Sunshine Berardini Field – Improvements:** The Sunshine Berardini Field is identified in the Mid-City Public Facilities Financing Plan as the “Sunshine Berardini Field – Improvements” as P-13. Community members have been advocating for facility improvements at this site and ADA accessibility. According to the plan, proposed improvements for this park include: field upgrades, sport field lighting, comfort stations, children’s play area, security lightning, and ADA accessibility path of travel. *Approximate cost: \$18,850,000.*

- **Traffic calming improvements:** S. 35th St (National Ave-Ocean View Blvd) V-Calm This project will install two (2) electronic V-Calm signs on S. 35th Street between National Ave and Ocean View Boulevard. - one sign per direction. *Approximate cost: \$16,000.*
- **Willie Henderson Sports Complex Improvements:** I request the City prioritize upgrades to this facility, including a full GDP process to redo the entire park and maximize the usage of this land. *Approximate cost: Unknown*

SUGGESTED REVENUE SOURCES

4% Budget Reduction Proposals – *Unknown amount*

In November 2019, the Chief Operating Officer released a memorandum directing departments to submit 4% budget reduction proposals as part of the FY 2021 budget development process. The memoranda further noted that departments “are required to *suspend all nonessential discretionary expenditures in Fiscal Year 2020*”. While it is likely that not all department reductions submitted will be accepted and implemented due to potential operational impacts, we should evaluate reductions to ensure we are not impacting services in our neighborhoods.

Alternative Housing and Homelessness Funding

Per the IBA’s Review of the Outlook, \$18.8 million in FY 2021, and \$22.2 million in each year thereafter has been identified as needed to sustain existing homelessness programs. Pending the implementation of the City’s Community Action Plan on Homelessness, the City could pursue one-time and ongoing sources that could temporarily address funding needs:

Homeless Housing, Assistance, and Prevention Program (HHAP) – \$20 million

Per the Outlook, HHAP can serve as a one-time revenue source to offset homeless program costs, and is estimated at \$20 million for FY2021. HHAP was approved in the state budget for FY 2020 and provides jurisdictions funding to support regional coordination and expand or develop local capacity to address immediate homelessness challenges. While funding estimates are not yet finalized, a Notice of Funding Availability (NOFA) is expected to be released by December 2019 with applications for funding due February 15, 2020.

Building Homes and Jobs Act (SB 2) – \$4.6 million

In 2017, Governor Brown signed Senate Bill 2 which created the Building Homes and Jobs Act establishing a \$75 recording fee on real estate documents. In the first year of funding, planning grants were made available to local governments to streamline housing production, in which the City received \$625,000. Beginning January 2019 and going forward, local governments will receive 70% of revenue collected through the Permanent Local Housing Allocation, creating an ongoing funding source to address unmet housing needs. Preliminary estimates indicate that the City will receive \$4.6 million, with a required 20% allocated for affordable owner-occupied workforce housing. The state is expected to issue a NOFA in February 2020 which will include the allocations for which local governments are eligible, and awards are expected to be made beginning August 2020.

Affordable Housing Fund – \$4.1 million

The Office of the IBA has previously noted that as part of the FY 2020 Affordable Housing Fund Annual Plan, \$4.1 million was not budgeted for any purpose since it is program income restricted for use on old programs that, according to the San Diego Housing Commission, ended between 1992 and 1997. Should the San Diego Housing Commission seek Council approval, these one-time funds can be freed up to either support Critical Strategic Expenditures related to homelessness, or to increase the supply of affordable housing.

General Fund Excess Equity – *Unknown amount*

The City could consider the use of any available Excess Equity for FY 2021 one-time needs. The amount that may be available is uncertain because the current \$22.1 million estimate is not based on

comprehensive projections for FY 2020, but rather the FY 2020 Adopted Budget amounts. The FY 2020 projections that will be included in the Mid-Year Report (expected to be released at the end of January 2020) will provide a more updated sense of potentially available FY 2020 Excess Equity.

Pension Payment Stabilization Reserve - \$3.8 million

The City could consider using \$3.8 million of the FY 2021 \$4.5 million PPSR contribution to cover the estimated General Fund increase in the City's FY 2021 ADC which is consistent with the City's Reserve Policy. Per the Policy, the intent of the PPSR is to "mitigate service delivery risk due to increases in the annual pension payment", or ADC. The Policy also states that the purpose of the PPSR is to provide a source of funding for the ADC when the ADC has increased year over year. The FY 2020 General Fund portion of the ADC was \$264.8 million, while the FY 2021 amount is projected to be \$268.6 million, an increase of \$3.8 million year over year. This action would free up \$3.8 million in one-time General Fund monies which could be used to help maintain critical services.

Redevelopment Property Tax Trust Fund (RPTTF) Lawsuit - \$35-40 million

The City could receive an estimated \$35-40 million in revenue pending the outcome of the City of Chula Vista, et al. v. County of San Diego (Sandoval) lawsuit. Local cities are challenging how the County allocates the RPTTF. A ruling is expected sometime in 2020; however, even if the cities prevail, the timing of receiving payment would still need to be determined.

Stadium Revenue – Implications for Sale to SDSU - \$7.6 million/\$47.3 million

While the Outlook does not include any revenue or expenditure assumptions that consider the City's current negotiations with San Diego State University (SDSU) for the sale of the SDCCU Stadium site, this may serve as a one-time revenue, should the sale close prior to the beginning of FY2021, or should SDSU seek to lease the property starting July 1, 2020. Assuming that the PSA and this lease provision are approved prior to the end of FY 2020, the City would no longer have to pay ongoing operating costs for the stadium beginning in FY 2021. This would result in an immediate savings to the General Fund of \$7.6 million in FY 2021. If the stadium deal does close by March 2020, or even prior to July 1, 2020, then based on the purchase price offered the Capital Outlay Fund would receive \$47.3 million.

Storm Water Fee Increase - \$5.7 million

An increase to the City's Storm Drain Fee could generate roughly \$6 million for each \$1.00 (charged per parcel per month) the fee is increased. The City currently charges 95 cents per parcel per month, which per the IBA's Review of the Outlook, is considered low compared to other coastal cities. As the City continues to lack a dedicated funding source to address its storm water needs, and multiple emergency contracts were approved in FY20 as a result from failed storm drains, this fee increase could help support the operational needs of the City's Storm Water Division.

Support for Curbside Recycling Program

Due to China's National Sword Policy impacts on the recyclables market, recycling costs are estimated to increase, with an estimated General Fund impact of \$600,000 in FY 2021 and an additional \$600,000 in FY 2022 on an ongoing basis. These additional General Fund costs are not included in the Outlook. Environmental Services will be bringing a request to increase the fees to cover the cost. Tentatively, the request is to increase the AB939 fees by \$2 from \$12 currently, to \$14 per ton in FY21, and a total of \$16 per ton in FY22. Each \$2 per ton rate increase would generate an additional \$2.8 million in revenue. Without these increases, the Recycling Fund would likely run into a deficit and services potentially cut.

TransNet

Based on the most recent CIP Budget Monitoring Report from October 2019, there is an estimated \$40M allocated to Transnet projects. It is my understanding that this figure represents not only how much money we have at the city that we have planned for projects but haven't spent yet, but also how much money is allocated at SANDAG waiting for the City to request funding. As such, I would like to request that if projects are not expected to utilize the funding for this Budget year, that at least 20% of the amount, or \$8M, be allocated for sidewalk replacement projects in FY 2021.

ATTACHMENT 1 STREET LIGHT LOCATIONS

- **Azalea Park Lighting:** There is currently a lack of lighting throughout the Azalea Park community. Staff has estimated that the community is currently deficient in about 40 street lights. Please refer to the attached map for a complete overview of the locations.
- **Kensington-Talmadge Lighting:** In the communities of Kensington and Talmadge the following locations have been identified as lacking sufficient lighting:
 - Terrace Drive cul-de-sac between Park Place and Madison Avenue
 - Aldine Drive, north side, approximately 650 ft. west of Monroe Avenue
 - 4600 and 4800 blocks of Biona Drive and Biona Place
- **Kensington Street Light Circuit Modernization:** I request that the City fully fund the Kensington Heights #2 Series Circuit Upgrade Project (B17146) and establish a similar CIP for circuit modernization in Talmadge Park – North through the City Circuit Upgrades annual allocation (AIH-00002). To date, there is an approximate \$2.5 million funding gap to complete this project. *Approximate cost: \$2,500,000.*
- **Mountain View and Willie Henderson Sports Complex Lighting:** I propose that we install street lights in the following areas:
 - S 39th Street north of Superior Street at alley 120', west side streetlight
 - S 39th Street south of Imperial Avenue at alley 120', west side streetlight
 - 44th Street, north of K Street, at the end of cul-de-sac, west side
 - 44th Street, north of K Street, at the end of cul-de-sac, west side
 - 44th Street, north of K Street ~380', west side
 - 44th Street, north of K Street ~172', west side

Approximate cost: \$10,000 through the annual allocation dedicated to the Installation of City Owned Street Lights (AIH-00001).

- **Mt. Hope Lighting:** The community of Mt. Hope lacks sufficient street and parks lighting. It is imperative that we provide adequate lighting in Mount Hope due to the high crime in the neighborhood. I propose that we install street lights in the following areas:
 - Federal Boulevard west of Home Avenue 940', at end of cul-de-sac
 - Southlook Avenue south of Gilmore Street 165', west side streetlight
 - Southlook Avenue south of Imperial Avenue 110', west side streetlight
 - Gavin Street, south of J Street ~175', east side
 - Carlos Street, north of J Street ~195', east side

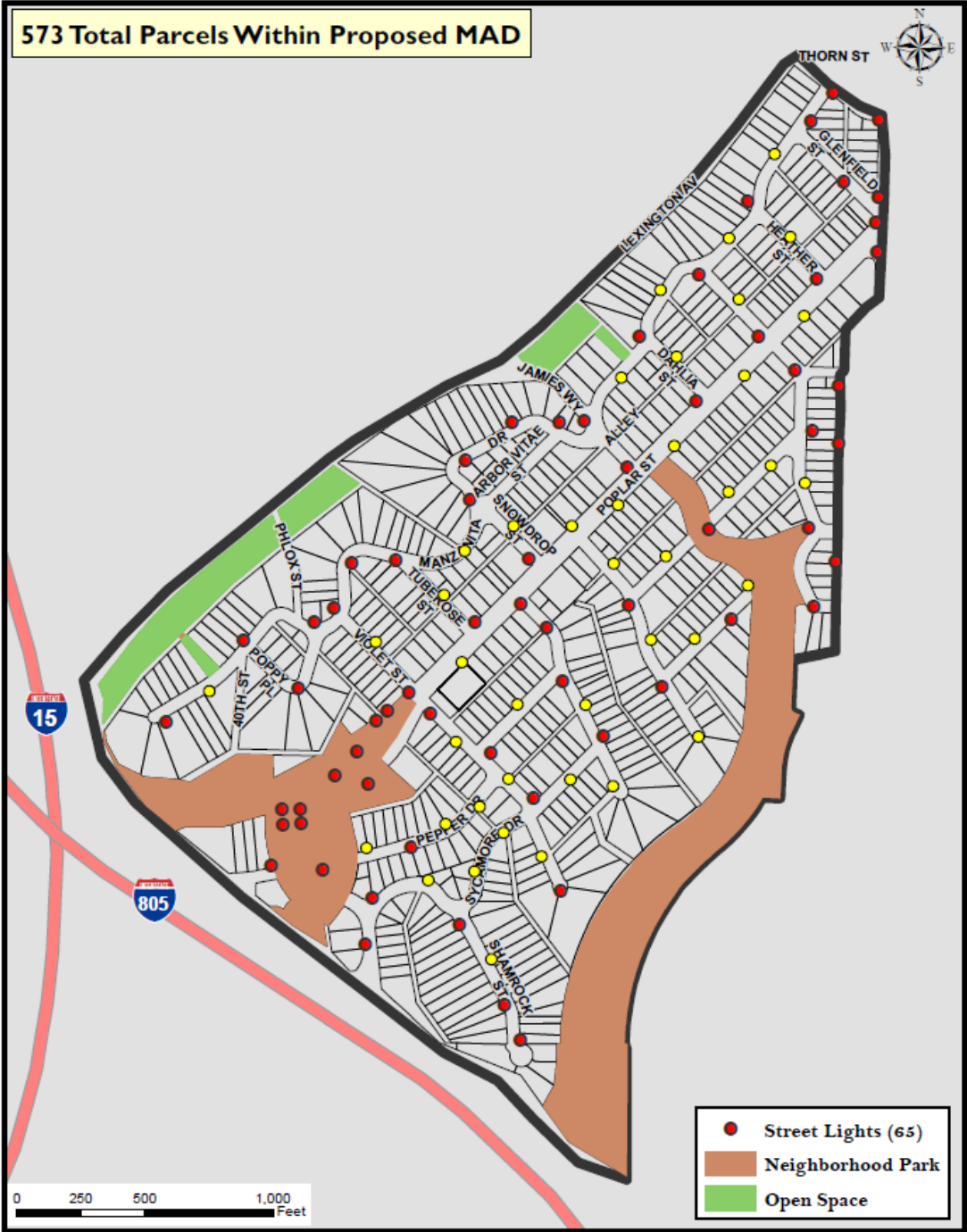
Approximate cost: \$46,000 through the annual allocation dedicated to the Installation of City Owned Street Lights (AIH-00001).

- **Reservoir Drive Lighting:** I recommend the installation of street lights along Reservoir Dr. from Montezuma Rd. to Alvarado Rd. to mitigate the public safety concerns in the College Area. *Approximate cost: Unknown, but efforts to install on Reservoir Drive could be funded through the annual allocation dedicated to the Installation of City Owned Street Lights (AIH-00001).*

- **Southcrest Lighting**
 - o Acacia Street west of South 35th Street 140', north side streetlight
 - o Delta Street east of Acacia Street 150', south side
 - o Delta Street east of Acacia Street 150', south side
 - o 35th Street north of Tompkins Street 135', west side
 - o S 38th Street south of Superior Street 160', east side
 - o S 39th Street south of T Street 150', east side
 - o 39th Street north of F Street 170', west side
 - o 39th Street south of Hilltop Drive 130', west side
 - o 42nd Street north of F Street 120', west side
 - o 42nd Street south of Hilltop Drive 170', west side

Approximate cost: \$67,500 through the annual allocation dedicated to the Installation of City Owned Street Lights (AIH-00001).

ATTACHMENT 2
AZALEA PARK STREET LIGHT LOCATIONS



Approximate cost: Unknown