



**CITY OF SAN DIEGO**

**COUNCIL PRESIDENT PRO TEM SHERRI S. LIGHTNER, DISTRICT ONE**

**COUNCILMEMBER MYRTLE COLE, DISTRICT FOUR**

**COUNCILMEMBER DAVID ALVAREZ, DISTRICT EIGHT**

**COUNCILMEMBER MARTI EMERALD, DISTRICT NINE**

**JOINT BUDGET MEMORANDUM**

DATE: May 23, 2014

TO: Andrea Tevlin, Independent Budget Analyst

FROM: Councilmember Sherri S. Lightner

Councilmember Myrtle Cole

Councilmember David Alvarez

Councilmember Marti Emerald

*Sherri S. Lightner Myrtle Cole*  
*David Alvarez Marti Emerald*

SUBJECT: Fiscal Year 2015 Budget Priorities in response to the Mayor's May Revised Budget

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Thank you to Mayor Faulconer for recognizing many of the needs and priorities of the citizens of San Diego in his proposed FY15 budget and subsequent May revised budget.

We are especially pleased to see funding for the following items included in the FY15 budget and the May revised budget:

- Critical public safety needs, including funding to implement the Police Department Five Year Plan, funding for new fire stations, increased staffing for the Lifeguard Boating Safety Unit, brush management, the Skyline Drive Temporary Fire Station, and a lifeguard at Windansea Beach. In addition, many critical one-time needs have been funded, such as additional police equipment, police helicopter support, the police retention program, and the relocation of the Park and Recreation garage from Lifeguard Headquarters.

- Community services, including an increase to library hours, funding for homelessness services and youth services such as the Connect2Careers program, and funding for the cleanup of La Jolla Cove and an accompanying coastal management plan.
- Infrastructure needs, including an additional \$1 million for streetlights and sidewalks.
- Operational needs, such as funding for a Chief Data Officer, increased funding to our Department of Information Technology, funding for the improvement of government operations and the creation of a separate Economic Development Department.
- City commitments, including funding to implement the Neighborhood Parking Protection Ordinance and the Climate Action Plan.

The following are our priorities for additional funding in the FY15 Budget:

**Priorities for Ongoing Funding:**

**Public Safety:**

- **Chollas Lake Park Ranger:** One full-time Park Ranger dedicated to patrolling Chollas Lake Regional Park is requested. Consistent with other regional parks, a full-time Ranger will be able to address quality of life issues that are currently being handled by Police. Chollas Lake is currently being patrolled by a Ranger on a rotational basis. As of April 4, 2014, there were four vacant Ranger positions. A dedicated Ranger for Chollas Lake may be achieved by filling these positions. The approximate cost for one Park Ranger is \$115,000 which includes a onetime cost of \$37,000 for a vehicle.
- **La Jolla Shoreline Park Ranger:** Approximately \$115,000 for one Park Ranger to patrol the La Jolla coastline to address quality of life issues that are currently being handled by Police and Lifeguards, resulting in both departments being called away from their primary missions to respond to issues that could better and more cost-effectively be addressed by a Park Ranger.

**Community Services:**

- **Library Materials:** An increase of \$500,000 to fund the library materials budget to the level consistent with FY14's funding level to ensure the library system continues to provide current materials to its users.
- **Zoning Investigator II (Land Development Investigator):** \$110,437 for one FTE (including salary and fringe) to enforce the City's regulations regarding nuisance rental housing in such communities as the College Area.
- **Grounds Maintenance Worker I:** \$71,600 for one FTE (including salary and fringe) to keep up with parks maintenance needs. Parks maintenance has been short one position since 2008. The need for this position is especially great in City Heights, which has some

of the most-used parks in the city. This worker would address landscaping, litter abatement and graffiti removal.

- **Urban Forester:** We support the establishment of an Urban Forestry program that could include the addition of a dedicated Urban Forester in the FY16 budget at an annual cost of approximately \$150,000. FY15 could be spent identifying in which department this position would best fit and planning for the hiring of the position. The Urban Forester would help develop and implement long-range plans, policies and procedures, provide professional and technical guidance to staff, ensure compliance with city policies and regulations, monitor permitting, and coordinate with City departments, outside agencies, community groups and the City Council.
- **Community Planning Group Support:** \$20,500 to cover the operational costs of agenda printing, room rentals, telephone, website hosting and other organizational support for each of the city's 41 community planning groups, per the request of the Community Planners Committee.

#### **Operational Needs:**

- **Civil Service Hiring Improvements:** \$218,000 for 2.0 FTEs in the Personnel Department is requested to improve the civil service hiring process and decrease the amount of time it takes to hire city employees. Our specific request is for an Information Systems Analyst II and an Associate Personnel Analyst to handle the Online Hiring Center (OHC), which will give departments direct access to requesting and receiving eligible lists, and the ability to review candidate applications within the NeoGov system. The cost for these two positions is \$109,374 and \$108,481, respectively. These additions are critical to ensure existing vacancies in each city department are filled in a timely manner. Doing so will help the City provide adequate workforce and staffing levels as necessary to meet our obligations and deliver core city services. As of April 4, 2014, there were approximately 430 vacant General Fund positions. The faster we fill vacancies, the quicker we are able to mitigate service impacts and/or decrease the use of overtime.

#### **City Commitments:**

- **Living Wage Ordinance:** \$100,000 for the addition of 1.0 FTE, including fringe, for a Senior Management Analyst to perform monitoring and ensure compliance with the newly expanded living wage program that was approved by Council in 2014.
- **Property Value Protection Ordinance:** \$67,804 to increase compliance with the Property Value Protection Ordinance, which requires all lenders to register defaulted and foreclosed residential properties within the City of San Diego. The ordinance also requires code enforcement officials to track, inspect and monitor these properties so

they do not fall into neglect and further lower property values. The addition of 1.00 Zoning Inspector 2 in the Development Services Department is needed to assist with the program. This position will be cost neutral with the addition of anticipated revenue through fines levied for non-compliance.

### **One Time Costs:**

#### **Infrastructure:**

- **One-time Sidewalk and Street Light Improvements:** The proposed budget includes \$2,400,000 for citywide streetlight installation and one-time sidewalk improvements. Public street lighting is important to our quality of life. There is growing concern about inadequate lighting and pathways of travel, particularly near transit stops, which are generally used by youths, seniors and the disabled. Missing streetlights and sidewalks in high-crime and high-traveled areas should be prioritized. For example: Market Street sidewalk and streetlights.
- **Pacific Breezes Community Park:** The Ocean View Hills community has multiple shovel-ready park projects that have been delayed far too long and need to be built. Using existing funds to fill the funding gap for the largest park project, Pacific Breezes Community Park, would create approximately 15+ acres of parkland in this area of the city and provide an immediate benefit to the community. This project constructs a community park in Ocean View Hills that includes lighted softball fields, playground areas, a comfort station, concession stand, storage, off-street parking, turf areas, picnic shelters, benches, a drinking fountain and storm water detention areas. The project is shovel ready. A combination of General Fund and non-General Fund monies should be used to realize the completion of this long delayed park project.

#### **Community Services:**

- **Youth Services:** Funding to support youth services that would lead to a positive youth development vision and strategy, advance the City's youth policies at the community level, convene youth stakeholders to ensure better coordination of youth-focused policy and practice. Foster public-private partnerships to target and leverage funding opportunities for sustained youth resources.
- **Combination Building Inspector II:** \$115,354 for one FTE to address a backlog of cases involving Storm Water Best Management Practices violations in order to avoid fines from the Regional Water Quality Control Board. This is a one-time cost because the cases should be able to be addressed within FY15. This position could be considered cost neutral in that it would allow the city to avoid potential fines. Funding this position

would free up other staff throughout the department to address other code enforcement cases.

- **Arts & Culture Commission:** \$128,000 is recommended to restore the Arts & Culture Commission Budget to the FY14 Adopted Budget Level of 5.7% of TOT. Increasing arts funding is in line with the *Penny for the Arts Five-Year Blueprint* and will support local arts and culture and art education programs that support our quality of life, benefit diverse communities and neighborhoods and help makes our City a vibrant place to live and visit.

#### **Operational Needs:**

- **Charter Review Committee:** approximately \$80,000 for the City Council to form a charter review committee to make recommendations on updates needed to bring the San Diego City Charter into the 21<sup>st</sup> Century. Over the past few years there have been various charter related issues that have arisen that indicate a need to revise and update the City Charter. As such, the City Council should form a Charter Review Committee in January 2015 to provide recommended changes to the Mayor and City Council. Some funding will be required to provide staffing to the committee, including \$80,000 for an IBA Fiscal and Policy Analyst (1.0 FTE) for one half of FY15.

#### **Potential Revenue Sources:**

In order to fund the proposed projects, programs, and services recommended above, we have identified the following areas in which additional revenue can be generated in order to offset our additional budget recommendations.

- **Increase to Property Tax Base:** \$1,000,000 can be generated by increasing the assumptions on the property tax revenue.
- **Adjust Excess Equity:** \$4,000,000 in Excess Equity remains unallocated. Consideration should be given for use of this funding for critical one-time needs.
- **Expand Alternative or Flexible Work Schedule:** Citywide implementation of an expanded alternative or flexible work schedule, such as the 4/10 schedule already being used in the Environmental Services Department at a savings of \$6,000,000.

We look forward to the collaborative work ahead to weigh the numerous competing priorities in order to deliver a balanced and responsible budget. Thank you for your consideration of these budget priorities and options for revenue generation.



**CITY OF SAN DIEGO  
COUNCILMEMBER ED HARRIS  
COUNCIL DISTRICT TWO**

**M E M O R A N D U M**

**DATE:** May 23, 2014

**TO:** Andrea Tevlin, Independent Budget Analyst

**FROM:** Councilmember Ed Harris

**SUBJECT:** Fiscal Year 2015 Budget Priorities Memo

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The Fiscal Year 2015 budget is good news for our neighborhoods and consistent with my council priorities: infrastructure, neighborhood services, public safety, and a clean and healthy environment. We will see more streets paved, an increase in library hours, additional police officers on our streets, lifeguard facility improvements, funding for District Two street lights, a new Fire Station for Point Loma, a sustainability program manager and more. We are also pleased about the commitment to complete a Coastal Management Program this year.

As you know, while more dollars are earmarked for infrastructure improvements, the budget's current infrastructure funding sources are not sustainable and will most likely not meet the City's capital funding needs. The City will need to look to additional funding sources, such as an infrastructure bond, to address its \$2 billion infrastructure price tag. I look forward to working with the Mayor and my Council colleagues on this issue.

I also commend the Mayor for the City's management reorganization efforts, including the creation of stand-alone departments for communications, economic development and analytics and performance management. Given the increased attention and need for addressing climate change and its impact on public health and our quality of life, we may also want to consider a stand-alone Sustainability Department in the future.

Looking ahead, the following are my priorities for additional funding in the Fiscal Year 2015 Budget:

- **Park Ranger:** Approximately \$80,000 for 1.0 FTE ranger for Sunset Cliffs Park to address quality of life issues handled by Police and Lifeguards.
- **Ocean Beach Lifeguard Station:** Currently in the top tier of underfunded projects, the OB Lifeguard Station is identified as a top priority by the community to meet public safety needs. The cost for design and first phase of community input is identified as \$600,000.
- **Increase for Library Materials Funding.** This year's budget has a reduction of \$500,000 in library materials funding. Experienced librarians have conveyed the long-term problems created when we fund library materials at approximately \$2.30 per capita when the standard is closer to \$5.00. We recommend fully restoring this materials funding to \$500,000.
- **Establishment of the Urban Forestry Program and City-wide Tree Maintenance.** One of the most common calls we receive from constituents relates to tree trimming and maintenance. Providing uniform tree maintenance and trimming in the City's right-of-way is a core city service. Because both Streets and Park and Recreation provide this service for different areas, it is difficult for constituents to call the right department and difficult for Council offices to track down the right City staff to respond to constituents. It is also essential that someone is looking long-term at how to increase urban tree coverage citywide. As identified in the General Plan, increasing urban tree cover saves energy, sequesters carbon and reduces the urban heat island effect. We recommend a citywide Urban Forestry Coordinator position within long-range Planning, as well as ensuring that Development Services fills their funded Tree Warden position in Neighborhood Code Compliance. The Tree Warden position has been fully funded since FY14. The Urban Forestry Coordinator position is approximately \$150,000 with benefits.
- **Living Wage Ordinance:** \$230,000 for the addition of 2.0 FTEs for a Program Manager and Senior Management Analyst to perform monitoring and ensure compliance with the newly expanded living wage program approved in February 2014.
- **Assistant Traffic Engineer for Planning:** \$103,000 for 1.0 FTE to add an Assistant Traffic Engineer in Planning and Neighborhood Services to assist with the Mobility section's increased workload and responsibilities. Technical expertise is needed to conduct travel forecasts and traffic modeling, which is critical for community plan updates. The lack of sufficient

staffing has caused bottleneck for moving forward with grants, as well as causing delays to community plan updates and amendments. Planning risks losing awarded grant funding if it is unable to meet deadlines. Given the new “complete streets” approach to developing and designing our roads and walkways, it is critical that we invest the necessary resources to fully staff this work.

- **Civil Service Hiring Improvements:** \$200,000 for 2.0 FTE in the Personnel Department to improve the civil service hiring process and decrease the amount of time it takes to hire City employees. This is critical to fill existing vacancies and deliver core City services.
- **Support for the Community Planning Groups:** \$20,500 to cover the operational costs of agenda printing, room rentals, telephone, website hosting and other organizational support for each of the City’s 41 community planning groups, per the request of the Community Planners Committee.
- **Combination Building Inspector II:** \$115,354 for 1.0 FTE to address a backlog of cases involving Storm Water Best Management Practices violations in order to avoid fines from the Regional Water Quality Control Board. This is a one-time cost because the cases should be able to be addressed within FY15. Funding this position would free up other staff throughout the department to address other code enforcement cases.

### **Potential Revenue Sources**

In order to fund the proposed projects and programs recommended above, I request that we revisit some of our revenue projections, in particular property tax projections.

Thank you for your consideration of these budget priorities.





**OFFICE OF COUNCIL PRESIDENT TODD GLORIA  
COUNCIL DISTRICT THREE**

**M E M O R A N D U M**

DATE: May 23, 2014

TO: Andrea Tevlin, Independent Budget Analyst

FROM: Council President Todd Gloria, Third Council District *Todd Gloria*

SUBJECT: Council District Three Budget Priorities and Revisions to the Fiscal Year 2015 Budget

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The following items are my priorities and revisions to the FY 2015 City Budget. Over the last several months, and during our budget review hearings and deliberations, I have heard from community members about what City services they value most. The priorities I offer today are in response to citizen requests and are in line with the budget priorities I have established which champion public safety, job creation and economic development, solutions for ending homelessness, and responsible governance.

First and foremost, I applaud the transparent and collaborative process in the development of the FY 2015 Budget thus far and I thank the Mayor, the Financial Management team, and the Independent Budget Analyst for their roles in facilitating this process. The Mayor's May Revise is a sound proposal that balances many of the wishes of this City Council with responsible fiscal practices. The proposal reflects the City's continued fiscal health, as we begin to restore core City services and meet our target reserve goals.

In particular, I am in full support of the additional funding for our public safety needs including **police helicopter support and brush management**; additional **library hours**; implementation of the Climate Action Plan through funding for a **Sustainability Program Manager**; and an increased commitment to best practices for ending homelessness with funding for **25 triage/assessment beds**. This is another huge step in changing the way that the City funds homeless services and I thank the Mayor for his support of my \$1.9 million plan for homelessness solutions in line with the housing first model.

I am also pleased to see the commitment of \$300,000 for **Civic San Diego** to develop reuse opportunities for the old Central Library and for the formation of a Public-Private Partnership Transit Oriented Development Fund with an emphasis on affordable housing, retail/commercial, infrastructure, economic growth and social benefits. It is my belief that this allocation will allow Civic to bring proven economic development tools and innovative financing sources to communities where there has been a historic lack of investment.

## FY 2015 BUDGET REVISIONS

- **Urban Forestry Program/Citywide Tree Maintenance:** Over the years, as the City faced budget woes, trimming of trees in the public right of way was one of the services eliminated. This has proven to be problematic, and often, a public safety matter in my Council District. Funding for a Citywide Urban Forestry Program and uniform maintenance of trees on public property should be included in the FY 2015 Budget. This includes an Urban Forestry Coordinator position, requiring about **\$150,000** in personnel and related non-personnel expenses, and an additional **\$100,000** for Citywide tree maintenance.
- **Living Wage Ordinance Program Staffing:** Since inception, the Living Wage Ordinance (LWO) Program has not been optimally staffed, and efficient administration of the proposed program amendment requires expanded monitoring. Adequate staffing for the LWO Program should include the addition of a Program Manager and a Senior Management Analyst at a fully loaded cost of **\$230,000**. Some cost recovery may be achieved through assessment and collection of fines for violations. However, such monies must be deposited in the General Fund and cannot provide direct support for LWO Program staffing.
- **Libraries:** As an advocate for libraries and the transformational value they bring to our communities, I am extremely supportive of the increase in library hours that this Budget proposes. However, I am concerned that we are still not committing 6.0% of our General Fund to the Library Department as outlined in the City's Library Ordinance. With potential new revenue from a 5% property tax increase, I would like to see a greater increase to hours at the Central Library @ Joan ^ Irwin Jacobs Common to ensure that after years of waiting and significant public and private investment, the public has greater access to all the library has to offer. Given that the current FY 2015 Budget projects a cost of \$1.5 million to increase branch libraries by four hours per week and Central Library hours by five hours per week, I have estimated the additional cost of increasing Central Library hours by 7 hours per week (from 54 to 61 hours) at approximately **\$1 to \$1.2 million**. I request that the Library Department Director continue to work with the Independent Budget Analyst to provide further clarity on a cost estimate. Finally, while I certainly support youth programs and believe that libraries are a resource to expand access to education, I am concerned that a \$500,000 reduction in the materials budget will have an impact on the ability to leverage public dollars for private donations to our library system. If the "Do Your Homework at the Library" program continues in the next fiscal year, I would strongly recommend that other sources of funding be identified.
- **Pacific Breezes Community Park:** This project constructs a long overdue community park in Ocean View Hills that includes lighted softball fields, playground areas, a comfort station, concession stand, storage, off-street parking, turf areas, picnic shelters, benches, a drinking fountain and storm water detention areas. This project is shovel ready and incremental or partial funding could allow it to move forward to construction. It is my hope the Mayor and District 8 can continue to discuss how to best move the project forward to completion.
- **Penny for the Arts:** The percentage of TOT dedicated to Arts and Culture will go down to 5.6% under the proposed budget, compared to 5.7% in FY 2014. While I recognize we are unable to fund the full blueprint amount, I would like to see an upward trajectory in the spirit of the Penny for the Arts Blueprint. To bring Arts funding up to 5.7% would be an additional **\$128,000** from the FY 2015 TOT revenue increase. In response to overwhelming community support, I encourage that additional increment be appropriated to the San Diego Opera, or

recommend that the Arts and Culture Board revisit their recommendation and bring forward a new one that would increase the City's funding commitment to the San Diego Opera.

**FY 2015 ADDITIONAL REVENUE SOURCES**

- **Public Facilities Financing Plans:** The City's Capital Improvements Program hinges on effective Public Facilities Financing Plans (PFFP). I request that updated PFFPs be brought forward for Council consideration as early as possible in this fiscal year. Approval of these plan updates could result in additional revenue for critical neighborhood infrastructure projects and also increase their reimbursement of administrative expenses from Development Impact Fees.
- **General Fund User Fee Policy:** In 2009, the City Council adopted a comprehensive General Fund User Fee Policy to assist with determining the appropriate level of user fees for services and related cost-recovery revenues. The Policy was intended to require a fee review and adjustment process as part of the City's annual budget process. I urge the Mayor to adhere to this practice and bring forward the policy early in the fiscal year. Annual inflationary or other technical adjustments to fees should be considered each year as part of the budget process. The City must achieve 100% cost recovery for programs and services that are intended to be fully cost recoverable through fees.
- **Fill Existing, Already Budgeted Vacancies:** We must provide adequate workforce and staffing levels as necessary to meet our obligations and deliver core City services. For the first time, the FY 2014 First Quarter Budget Monitoring Report provided a list of current vacant budgeted positions for General Fund Departments and non-general funds. The City must aggressively fill these identified vacancies and find efficiencies in the recruitment process to ensure that the workforce is staffed at budgeted levels. Proper staffing will result in higher quality service delivery and overall performance. I would further recommend that staff explore and bring forward specific personnel reforms in the coming fiscal year to the Budget and Government Efficiency Committee, in response to discussions at the Budget Review Committee.
- **Encourage Corporate Sponsorships and Public-Private Partnerships:** The City should continue to explore innovative ways and revisit existing codes and policies in order to encourage the private industry to partner with the City. These partnerships are sure to benefit our taxpayers and strengthen our General Fund.

Thank you for your guidance in consolidating my priorities and the critical role you play in helping this Council to review and analyze the information presented to us throughout the budget process and throughout the year. I look forward to working with you, my Council colleagues, the Mayor, and the public to develop a balanced FY 2015 budget.

**FY 2015 BUDGET ADJUSTMENTS**

**Ongoing Uses**

Urban Forestry/Citywide Tree Maintenance	\$250,000
Living Wage Ordinance Program Staffing	\$230,000
Additional Library Hours	\$1,000,000

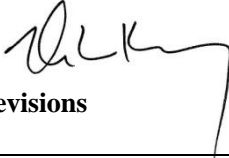
**Ongoing Sources**

Email Retention Policy	\$500,000
5% Property Tax Increase	\$1,000,000
	\$20,000



City of San Diego  
**MARK KERSEY**  
CITY COUNCILMAN, FIFTH DISTRICT

**MEMORANDUM**

**DATE:** May 23, 2014  
**TO:** Andrea Tevlin, Independent Budget Analyst  
**FROM:** Councilman Mark Kersey   
**RE:** Fiscal Year 2015 Budget Revisions

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This memorandum is in response to Council President Gloria's call for budget priorities and revisions to the Mayor's Proposed Fiscal Year 2015 budget. Mayor Faulconer's proposed budget and May Revision are reflective of this Council's commitment to rebuild San Diego. This budget displays the City's continued fiscal prudence through accelerated funding of reserves and provides a more open and transparent government. As we continue to monitor the budget and identify additional revenue, the following items should be considered for funding to provide greater access to the public and enhanced services to our neighborhoods.

**Additional Resources for Open Data Implementation**

The City is taking steps toward implementation of an open data policy. As a proponent of open data and participant in the open data advisory committee, it is clear that additional resources beyond the Chief Data Officer will be necessary to successfully implement a robust open data program as called for in the draft policy. A Program Manager in the Department of Analytics and Performance Management could assist the Chief Data Officer with interfacing with internal departments as well as the public as data is reviewed and posted. Additionally, the Program Manager would provide capacity to gather public input on which data sets are high value and should be made available to the public first.

**Locate a Fast Response Squad in San Pasqual Valley and Review Cross Staffing**

The San Pasqual Valley is home to the Zoo Safari Park, Orfila Winery, and numerous agricultural farms. Although it has less than 1,000 residents, it receives approximately 1.5 million visitors annually. Serviced by Fire Station 33 in Rancho Bernardo, traffic impacts can translate into 20 minute response times before critical medical care arrives on the scene. Stationing a Fast Response Squad in the pilot program here during part of the year, particularly during summer months, would be beneficial in determining the viability and effectiveness of the program. Furthermore, the City's cross staffing should be analyzed, as a dedicated HAZMAT unit would further relieve the stressed fire system of the northern San Diego region and improve response times.

### **Brush Management**

With nearly 904 acres of City-owned open space abutting structures, brush management is critical to the protection of life and property during the expanding wildfire season. An additional investment in brush management, specifically along wildlife-urban interface areas, is a necessary proactive measure.

### **ADA Infrastructure at Parks**

The City of San Diego is home to a world-class park system. Unfortunately, our parks are aging and experiencing significant playground equipment deterioration. As playground parts fail, the City is forced to close the playgrounds or, in cases where a like replacement cannot be found, completely remove play structures. Structures cannot be replaced until the entire park is brought up to ADA compliance. The city should invest in ADA upgrades to parks across all neighborhoods to address this issue and ensure access for all people. I have dedicated a portion of my office FY 2014 Community, Projects, Programs, and Services fund as initial investment for ADA upgrades at Hoyt Park in Scripps Ranch. Incremental investment can be used to leverage grants and private funding to help ensure all people can enjoy neighborhood recreation.

### **Monetize Savings through Energy Efficiencies at Mission Trails**

The City would greatly benefit from energy efficiency upgrades at Mission Trails Regional Park, San Diego's largest park. Installation of solar panels and modernized air conditioning systems will reduce ongoing operational costs that can be reinvested into this regional asset.

### **Support Penny for the Arts**

As the City's fiscal picture improves it is important to fund long-term investment plans such as the Police Five-Year Plan, the Citygate Working Group Plan, and the Penny for the Arts Blueprint. Our reinvestment of Transient Occupancy Tax into arts and culture results in over \$186 million in expenditures and approximately 6,500 jobs.

We must invest in maintaining and improving the facilities and infrastructure that support our arts and culture organizations to ensure long-term viability. If revenues improve and become available, funding the Penny for the Arts should be considered on-balance with other priorities of the City.



## MEMORANDUM

**DATE:** May 23, 2014  
**TO:** Andrea Tevlin, Independent Budget Analyst  
**FROM:** Councilmember Lorie Zapf- Council District 6  
**SUBJECT:** Final Budget Suggestions for FY 2014/2015

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In the most recent May Revise several of my major concerns were addressed by the Mayor. Restoring the reserve levels to the Public Liability Fund, as well as increasing infrastructure funding and finding additional money for public safety and brush clearance. Below is a list of Council District 6 priorities and identified savings options that I, on behalf of my council district, would like to see included in the upcoming budget discussions:

- 1. *Arts and Culture Penny for the Arts Funding:*** TOT revenues have remained steady in the City's financials even after a year in which the TMD was limited in how much marketing they could do of the region. Even with the increase in Arts funding proposed in the budget we are losing ground with the targets we had laid out in the Penny for the Arts Blueprint. In fact arts and culture funding remains at half of what it was in 2002. The City Charter specifically identifies supporting arts & culture as a core city service. Additionally, it is an investment that generates revenue for the City and that investment yields a significant return – because of revenue generated from TOT, from sales tax, and more. The return on our investment in the arts is how we fund neighborhood services, public safety, and infrastructure. If San Diego doesn't offer these options to our tourists, they will travel elsewhere. They're ready to stay twice as long and spend twice as much as an average tourist. They should be doing that here, not in LA or San Francisco. We would recommend that the City find an additional \$260,000 to bring funding up to a comparable percentage level with last fiscal year. We would also recommend that the Council strongly recommend that the Arts & Culture Commission revisit the allocation for the Opera given the recent restructuring.

We recommend revisiting the projection for TOT and think that an assumption of 6% growth rate in TOT would be reasonable. City TOT met projections for the last fiscal year despite a lack of marketing dollars. An increase of half a percent would not be unreasonable expectation.

- 2. *City Pools:*** While we agree with you that it is a big ask to look at increasing Park and Recreation Center hours across the board, we think that looking at extending the


timeframe in which summer hours are in place is preferable. We think that additional pool hours should be added to the final budget proposal.

3. ***Increased Funding for Auditor Training:*** We are requesting an increase of \$15,000 in training funds for the City Auditor's office. The Audit Committee unanimously approved this recommendation in April. These funds will help improve the efficiency and effectiveness of the Auditor's office and allow staff to continue producing high impact audits.
4. ***Additional Resources for Open Data Implementation:*** The City is taking steps toward implementation of an open data policy. A Program Manager in the Department of Analytics and Performance Management could assist the Chief Data Officer with interfacing with internal departments as well as the public as data is reviewed and posted. Additionally, the Program Manager would provide capacity to gather public input on which data sets are high value and should be made available to the public first. We believe that the Program Manager and the Auditor Training money can be paid for out of the excess funding brought about by increasing the TOT projection.



City of San Diego  
Councilmember Scott Sherman  
Seventh District

**MEMORANDUM**

DATE: May 23, 2014  
TO: Andrea Tevlin, Independent Budget Analyst  
FROM: Councilmember Scott Sherman   
RE: Recommended FY 2015 Budget Revisions

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I am encouraged by the Mayor's May revision to the Fiscal Year 2015 "One San Diego" budget, which included several of my highest budget priorities. I was particularly appreciative of the funding for a sport lighting system at the Tierrasanta Community Park and the \$1.5 million increase in the Police Department for helicopter support.

The following are my Council District's priorities for additional funding in the FY 15 Budget:

***Increased Funding for Auditor Training:*** As Chairman of the Audit Committee, I am requesting an increase of \$15,000 in training funds for the City Auditor's office. The Audit Committee unanimously approved this recommendation in April. These funds will help improve the efficiency and effectiveness of the Auditor's office and allow staff to continue producing high impact audits.

***Mission Trails Regional Park Energy Efficiencies Upgrades:*** Mission Trails Regional Park (MTRP) serves the City of San Diego as one of the largest urban parks west of the Mississippi. The MTRP Visitors Center holds community events and serves as an education center for visitors and students throughout the City. MTRP has identified energy efficiency upgrades for the park through the installation of solar panels and a new air conditioning system to replace the 20-year old unit that is currently in place. We are requesting that these upgrades be installed on the Visitors Center to help reduce their long term operating costs.



**City Pools:** As the City continues to reinvest in neighborhood services, I believe that funding additional hours at city pools should be added to the final budget proposal.

**Camino De La Reina Pedestrian Tunnel Lighting:** Camino De La Reina has a pedestrian tunnel on its north side that is completely walled off from the street as it travels under the 163. Residents do not feel safe using this tunnel because it is too dark during the day and pitch black at night. There is a large population of homeless in the area that are frequently in that tunnel. On behalf of the residents, I request that permanent lighting fixtures be installed in this pedestrian tunnel to help encourage residents in the area feel safe walking to Fashion Valley Mall instead of driving which will also help the traffic congestion in the area.

**Locate a Fast Response Squad in San Pasqual Valley and Review Cross Staffing:** The San Pasqual Valley is home to the Zoo Safari Park, Orfila Winery, and numerous agricultural farms. Although San Pasqual has less than 1000 residents, it receives approximately 1.5 million visitors annually. Serviced by Fire Station 33 in Rancho Bernardo, traffic impacts can translate into 20 minute response times before critical medical care arrives on the scene. Stationing a Fast Response Squad in the pilot program here during part of the year, particularly during summer months, would be beneficial in determining the viability and effectiveness of the program. Furthermore, the city's cross staffing should be analyzed, as a dedicated HAZMAT unit would further relieve the stressed fire system of the northern San Diego region and improve response times.

**Brush Management:** With nearly 904 acres of city-owned open space abutting structures, brush management is critical to the protection of life and property during the expanding wildfire season. An additional investment in brush management, specifically along wildlife-urban interface areas, is a necessary proactive measure.

**Additional Resources for Open Data Implementation:** The City is taking steps toward implementation of an open data policy. A Program Manager in the Department of Analytics and Performance Management could assist the Chief Data Officer with interfacing with internal departments as well as the public as data is reviewed and posted. Additionally, the Program Manager would provide capacity to gather public input on which data sets are high value and should be made available to the public first. We believe that the Program Manager and the Auditor Training money can be paid for out of the excess funding brought about by increasing the TOT projection.

**Arts and Culture Penny for the Arts Funding:** As the City's fiscal picture improves it is important to fund long-term investment plans such as the Citygate Working a Group Plan, the Police Five-Year Plan, and the Penny for the Arts Blueprint. Our reinvestment of Transient Occupancy Tax into arts and culture results in over \$186 million in expenditures and approximately 6,500 jobs.

We must invest in maintaining and improving the facilities assets of our arts and cultural institutions, particularly in Balboa Park, to ensure their long-term viability. If revenues improve and become available, funding the Penny for the Arts should be considered on-balance with other priorities of the City.

***Restoration of the Street Median Maintenance Program:*** Due to budget shortfalls during the recession, Park and Recreation's Median Maintenance Program was cut by almost half in FY 2011. This program maintains the medians for communities throughout the City. The current dilapidated state of both the concrete and landscaped medians should be addressed by restoring the Median Maintenance Program as new revenues are identified.