



100 Days SAN DIEGO

“A Blueprint for Building One San Diego”

Mayor Kevin L. Faulconer

TRANSITION ADVISORY COMMITTEE RECOMMENDATIONS

June 12, 2014

The Office of the Mayor would like to thank the following members of the One San Diego Transition Advisory Committee for volunteering their time to reviewing materials, attending meetings and providing valuable input for this report.

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ONE SAN DIEGO TRANSITION ADVISORY COMMITTEE

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EXECUTIVE SUMMARY

Following through with his vision to create *One San Diego*, Mayor Kevin Faulconer assembled a bipartisan and diverse team of men and women from across the city to comprise his One San Diego Transition Advisory Committee. Committee members volunteered their time and expertise to help advise Faulconer during the mayoral transition period. Following Mayor Faulconer's inauguration, the Committee divided into six subcommittees to review the Mayor's policy initiatives from his campaign. This report details the work of the subcommittees and their recommendations to the Faulconer Administration.

COMMITTEE RECOMMENDATIONS

Education & Youth Opportunity

- ✓ **Work with educational institutions to close the “skills” gap**
 - Prioritize STEM educational opportunities and internships for at-risk youth
 - Collaborate with regional education leaders to create a K-12 ladder to better prepare students for the 21st century workforce
- ✓ **Increase access to quality education programs**
 - Expand joint-use programs and hours at libraries and recreation centers
 - Build on existing community youth programs to increase access to quality after-school program
 - Collaborate with commercial lending institutions to provide financial literacy education for San Diego youth

Homeless & Housing Affordability

- ✓ **Pass regulatory reforms to reduce market rate housing costs**
 - Accelerate community plan updates in priority development areas with master EIRs to stimulate economic development
 - Streamline the entitlement process to create certainty
 - Encourage infill development near transit corridors
 - Defer the Facility Benefit Assessment Fee until projects are finished
- ✓ **Reduce costs for affordable housing projects**
 - Advocate for reforming the point system used by the California Tax Credit Allocation Committee
 - Identify sites for affordable housing outside of downtown, including an analysis of city-owned parcels
 - Streamline permitting process to fast-track affordable housing projects
- ✓ **Encourage private investment in affordable housing**

- Explore innovative land-use methods and economic incentives to encourage private investment
- Increase participation of local lending institutions in the federal Community Reinvestment Act
- Create a program to provide alternative funding sources similar to the Bay Area Transit-Oriented Affordable Housing Plan
- ✓ **Lead the effort to end homelessness**
 - Fund a pilot program of 25 triage beds through the San Diego Police Department's Homeless Outreach Team
 - Pursue housing first solutions for the chronically homeless
 - Create a coordinated rapid rehousing network that utilizes transitional housing services to prevent individuals and families from becoming homeless
 - Collaborate with regional stakeholders, such as the Regional Continuum of Care, to maximize resources and monitor performance outcomes
 - Advocate for San Diego to get its fair share of federal homeless funding
 - Create a coordinated intake assessment system to match the homeless with services and efficiently track use of resources
 - Become an active participant in the national "25 Cities" campaign to end veteran homelessness

Infrastructure, Water Reliability & the Environment

- ✓ **Increase funding for infrastructure and neighborhood improvements**
 - Fund needs assessments for streets, sidewalks and buildings
 - Use software to monitor conditions and coordinate repairs
 - Create a multiple-year capital improvement plan
 - Improve inter-departmental coordination on street repairs
 - Use open data to track infrastructure spending online
 - Speed up the contracting process through innovative procurement strategies
- ✓ **Continue efforts to diversify San Diego's water sources**
 - Pursue 83 million gallons per day in potable reuse (Pure Water)
 - Promote Pure Water initiative
 - Support efforts to diversify regional water resources, such as desalination
 - Encourage a culture of water conservation
 - Streamline permitting for "greywater" systems
- ✓ **Invest in renewable energy production, such as solar**

Jobs & Economy

- ✓ **Protect, promote and grow San Diego's main economic drivers: defense, tourism and innovation**

- ✓ **Develop emerging local industries such as sports/active lifestyle and cyber security**
- ✓ **Create “Economic Opportunity Zones” to provide economic incentives for development in low-to-moderate income neighborhoods**
- ✓ **Lead on efforts to develop, attract and retain a skilled workforce**
- ✓ **Leverage San Diego’s proximity to Mexico for economic opportunities**
- ✓ **Attract foreign direct investment and implement the Global San Diego Export Plan**
- ✓ **Reestablish a film commission**
- ✓ **Overhaul the City permitting process using online tools**

Open and Transparent Government

- ✓ **Create a 3-1-1-type application and/or collaborate with 2-1-1 San Diego**
- ✓ **Implement an open data policy**
 - Hire a Chief Data Officer
- ✓ **Modernize the City website**
 - Allow online payments
 - Develop an application to centralize and track Public Records Act requests
- ✓ **Create a technology advisory committee**

Public Safety & Veterans Affairs

- ✓ **Rebuild the San Diego Police Department**
 - Streamline recruitment and hiring practices
 - Provide competitive compensation packages
 - Invest in staffing and equipment
- ✓ **Improve emergency response times**
 - Construct new fire stations in Skyline and on Home Avenue
 - Implement a Fast Response team pilot program
 - Procure a new long-term ambulance contract
- ✓ **Proactively address gang violence through community policing and the Gang Commission**
 - Diversify the Police Department staff
 - Collaborate with faith-based community groups to build trust
- ✓ **Participate in the Military Transition Support Project to help veterans transition from military service to civilian life**
- ✓ **Create a “Boots to Badge” program to prioritize veteran employment**

One San Diego Subcommittee on Education and Youth Opportunity

The Subcommittee on Education and Youth Opportunity brought together experts in K-12 education, workforce development, post-secondary education and college access as well as respected community leaders to critically evaluate and build upon many of the Mayor’s proposals to improve educational outcomes in every San Diego neighborhood.

Subcommittee Objectives

The subcommittee was given the assignment to evaluate and provide a comprehensive review of the Mayor’s proposals to improve educational outcomes such as:

- Expand after-school programs at libraries and recreation centers to improve educational outcomes for San Diego youth.
- Prioritize Science, Technology, Engineering and Math (STEM) educational opportunities and the proposal to create 2,500 internships for at-risk youth to ensure students are prepared for the 21st Century workforce.

Summary of Findings

The subcommittee agrees that every child throughout San Diego deserves access to meaningful educational opportunities and that the City can play a greater collaborative role with local schools and institutions to improve educational outcomes and build a more prosperous future.

Recommendation 1: Work to Close the “Skills Gap”

The subcommittee recognizes that many San Diego students are not prepared for the jobs of the 21st Century. Closing this “gap” in skills is critical to building a prosperous San Diego.

- **Prioritize Science, Technology, Engineering and Math (STEM) educational opportunities and internships for at-risk youth to close the “skills gap.”** There are thousands of high-paying jobs in engineering and science, yet there are not enough qualified applicants to fill these positions. This skills gap threatens the region’s economic competitiveness, negatively impacts productivity and perpetuates growing inequality. The Mayor must play an active role in providing San Diego youth opportunities to build the skills necessary to meet the workforce demands of today’s economy.

Education & Youth Opportunity

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This will enhance opportunity, build more economically prosperous communities and empower local youth to achieve economic success. **The subcommittee strongly supports the Mayor’s initiative to partner with local schools on initiatives to prioritize STEM educational opportunities to prepare San Diego youth to meet the needs of today’s economy, reduce economic inequality and grow San Diego’s economy.**

- **Collaborate with regional leaders in education to create a K-12 ladder that will better prepare students for the 21st century workforce.** One of the greatest impediments to regional economic growth is building a workforce that meets current demands. The combination of globalization and technological advancements has created diminished demand for low-skill workers. At the same time, demand is growing for middle-skill workers – machinists, technicians, health care practitioners and a broad range of others. Many job opportunities available do not require college degrees, yet require specialized skills that can only be attained through focused and effective training. The challenge is building a ladder for students to acquire the right skills to be prepared for the jobs of the 21st century. For example, emerging sectors in San Diego, such as the cybersecurity industry, create thousands of well-paying jobs throughout the region, yet consistently report challenges attracting and retaining qualified applicants. **To meet the workforce demands of a changing economy, the subcommittee recommends the Mayor work collaboratively with local education leaders to create more robust career pathway programs, such as a K-12 ladder to post-secondary education, to meet the regional demand for a skilled workforce. The subcommittee recommends the Mayor meet regularly with regional education leaders to drive progress on this important issue.**

Recommendation 2: Increase Access to Quality Education Programs

Access to quality education programs can dramatically improve student outcomes, build stronger communities and play a transformative role in the life of a child. To increase access to quality educational opportunities, the subcommittee provided the following recommendations.

- **Provide additional funding for after-school programs to increase access to quality educational opportunities.** The subcommittee supports the Mayor’s vision to increase funding for after-school opportunities for San Diego youth to improve students’ quality of life and enhance educational outcomes. The subcommittee also agrees there is immense opportunity to build stronger programming in City facilities, such as parks and libraries, to better serve all of San Diego’s communities. The subcommittee believes that the City should play a stronger role in supporting local schools to build a strong, vibrant and healthy after-school environment for students to play, learn and thrive. Subcommittee members support the Mayor’s proposal to prioritize collaboration with local school districts to build strong partnerships. **The subcommittee recommends the Mayor conduct a comprehensive analysis of potential joint-use agreements with the school district. In addition, the Mayor should make it a budget priority to increase library and recreation center**

hours so that children have access to a safe and productive environment after school.

- **Capitalize on federal mandates that require commercial lending institutions to provide valuable financial literacy education to prepare San Diego youth for the future.** Several programs are mandated by the federal Community Reinvestment Act for educational purposes. For example, financial institutions throughout California are required by federal law to provide financial training to youth to teach students about personal finances. Often these programs are not centrally organized to maximize impact. Subcommittee member Faith Bautista brought forward for the subcommittee's consideration a proposal for the Mayor to create a Youth Financial Empowerment Initiative to teach San Diego youth the tools necessary to build a strong financial foundation. The subcommittee supported this idea and expressed interest in utilizing existing City facilities. Libraries and recreation centers are part of the fabric of many San Diego communities and can be powerful centers of learning and be an effective way of connecting youth with available resources. **Subcommittee members strongly encourage the Mayor to collaborate with the San Diego Unified School District, federal agencies, local financial institutions and philanthropic foundations to implement an innovative and interactive program to create a Youth Financial Empowerment Initiative to teach financial literacy and give San Diego youth the tools necessary to build a more prosperous future.**

One San Diego Subcommittee on Homeless & Housing Affordability

The Subcommittee on Homeless and Housing Affordability brought together preeminent leaders in the fields of both affordable housing and homeless services. The group met over the course of three months to discuss the most relevant topics facing San Diego today.

Comprised of affordable housing advocates, construction and building industry leaders, land-use experts and community leaders, the subcommittee represented a diverse set of interests.

Subcommittee Objectives

The subcommittee was given the assignment to evaluate and provide a comprehensive review of Mayor Kevin L. Faulconer’s “Housing for All” plan with policy recommendations to address the affordable housing crisis in San Diego.

Summary of Findings

Mayor Faulconer’s three-point housing plan focuses on the following core components of the housing market: construction of market rate housing, affordable housing units for struggling San Diegans, and homeless services and housing for San Diego’s most vulnerable.

The first component of Mayor Faulconer’s plan focuses on the City’s ability to streamline and improve regulations that contribute to high construction and permitting costs for market rate housing. Efforts to streamline City regulations can play a substantial role in incentivizing private development of additional housing supply. Adequate housing supply can play a significant role in stabilizing housing prices so the average San Diegan can afford to buy a home.

The second component of the Mayor’s housing plan focuses on strategies to increase the local inventory of affordable housing units by identifying methods to encourage private and philanthropic investment in affordable housing and implementing regulatory reforms necessary to better leverage state and federal dollars designated for affordable housing.

The final component of the “Housing for All Plan” focused on strategies to create an energized campaign to serve San Diego’s most vulnerable.

Homeless & Housing Affordability Subcommittee



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Recommendation 1: Make Market Rate Housing Cheaper to Build

To improve housing affordability for market rate housing, the subcommittee recommends the Mayor pursue strategies to reduce regulatory burdens that create economic uncertainty and increase construction and permitting costs, ultimately leading to higher housing prices.

- **Accelerate community plan updates in priority development areas with programmatic Environmental Impact Reports (EIRs) to stimulate economic development and revitalization.** Many of the City's community plans are decades old and because of this project applicants are more likely to be burdened with expensive plan variances and lengthy and expensive environmental reviews. Without clear development guidelines that accurately reflect current traffic, environmental and market trends, projects are more expensive since project review outcomes are more difficult to predict. To incentivize the private production of housing supply, the subcommittee recommends that the Mayor prioritize community plan updates with programmatic EIRs that provide adequate traffic and environmental analysis to reduce construction and permitting costs. To maximize the number of communities throughout the City that have updated development guidelines, the subcommittee suggests the Mayor explore the feasibility of creating smaller focus areas within communities, providing updated design and environmental guidelines for each priority development area.
- **Designate one project manager to complete on-time project reviews, maintain consistency and create certainty for project applicants.** As applicants bring projects forward to the City for review, it is critical that applicants receive consistent advice throughout project reviews. To more reliably and cost effectively process building projects, the subcommittee recommends that the Mayor create a policy that designates a single project manager for each project to help guide applicants through the permit process.
- **Analyze potential reforms to streamline the entitlement process to increase reliability and consistency.** To improve and streamline the process of obtaining a building permit the Mayor should explore implementing various reforms, including:
 1. Implement a new, off-the-shelf permit system to replace the antiquated system currently being used.
 2. Implement a system to accept online plan submittals so that builders avoid printing lengthy blueprints and can better track comments online.
 3. Limit the amount of time the City can provide comments to prevent multiple rounds of review that many times lead to inconsistent information being provided to project applicants.

4. Create a clear process for making determinations when there is a disagreement between different City departments. Many times project applicants will receive conflicting information and have no clear process for resolving conflicts.

A slow and unreliable permitting process can deter projects from coming to the City, add significant costs to projects and slow economic development. The subcommittee recommends that in order to create a more reliable and efficient entitlement process, the Mayor should explore several reforms to the permitting system as outlined above.

- **Prioritize policies that encourage infill development near transit corridors to reduce congestion and create walkable, livable communities. Utilize new state guidelines that fast-track transit-oriented development to reduce construction costs and expedite the construction of market rate housing.** If the City prioritizes transit-oriented development by accelerating community plan updates and the development of specific plans in transit corridors, it will be poised to benefit from recent state legislation streamlining CEQA requirements in transit priority areas. Expedited environmental review, as well as reduced parking requirements in areas near transit, has the potential to reduce housing construction costs and increase the local housing supply of affordable market rate housing.

The City should also explore the feasibility of reducing parking requirements by allowing builders to pay a fee in lieu of building expensive onsite parking. The fee could be used to support community parking solutions, which could be especially useful in areas near transit hubs since some residents may not need a car to commute. Another option is to separate parking costs with housing costs to allow the market to drive demand. If residents understand the true costs associated with parking, they may choose to live without a car, so that housing is more affordable.

The subcommittee agrees that the Mayor should prioritize development near transit corridors to improve quality of life, reduce single occupancy vehicle trips, and capitalize on new CEQA traffic and parking guidelines identified under SB 743 that have the potential to reduce construction costs to incentivize efficient development of affordable, market rate housing. The City should also explore innovative parking solutions to reduce the cost of building homes and encourage sustainable choices.

- **Permanently defer the Facility Benefit Assessment Fee.** San Diego contractors are responsible for tens of thousands of dollars in fees before a project is even built. By deferring the majority of these costs until the homes are completed – when the certificate of occupancy is issued – builders will have more cash on hand to be applied toward additional construction that increases housing supply. If costly fees are deferred until construction is complete, builders will be able to hire more local workers and complete projects with greater certainty. **The subcommittee recommends the Mayor brings forward to City Council an update to the City's**

fee deferral program, scheduled to expire in 2014, and explore the feasibility of expanding the City's fee deferral program to other assessed fees.

Recommendation 2: Reduce Costs for Affordable Housing Projects

Affordable housing projects tend to be more expensive than market rate housing which makes little economic sense. The City should focus on efforts to reduce the cost of affordable housing projects to maximize the number of affordable housing units.

- **Advocate for reforms to the Tax Credit Allocation Committee application point system.** The subcommittee agrees that construction of affordable housing tends to cost more than constructing market rate housing. A report commissioned by San Diego Housing Commission (SDHC) analyzed the costs associated with developing affordable housing and was presented to the SDHC Board of Commissioners on Jan. 20, 2012. The report concluded that developing affordable housing costs 13-34% more than market rate housing (excluding the cost of acquiring land). Tax credits issued by the State of California are an essential financing tool for affordable housing projects. However, the process used by state officials to disburse these tax credits often drives up overall project costs, providing few incentives for projects that most effectively spend affordable housing funds. The additional costs for affordable housing were attributed to amenities that receive priority during the selection process such as community rooms, solar power and energy efficient construction, prevailing wages for construction workers, and durable building materials to ensure longevity for 55 years or longer. To reduce the cost of building affordable housing the subcommittee recommends that the Mayor advocate for changes to the application point system to State Tax Allocation Committee to promote more efficient, lower cost affordable housing developments rather than awarding points to developments that have the most local public funding invested.
- **Lower the cost to construct affordable housing by identifying sites outside of downtown, including conducting an analysis of City-owned parcels.** While the SDHC has already done significant work to prioritize the development of affordable housing outside downtown, the City should explore additional opportunities to prioritize the development of affordable housing outside of high-cost areas, such as downtown. The subcommittee recommends that the City prioritize locations outside of downtown that serve transit-oriented development locations or are designated SANDAG "Employment Centers" to encourage smart development throughout the region. Additionally, the City should consider utilizing excess property for potential economic development opportunities. The subcommittee recommends that the Mayor conducts a comprehensive analysis of the City's real estate portfolio to explore potential opportunities to develop affordable housing and other potential uses that could benefit the community such as business incubators and other economic development opportunities.

- **Streamline processes to fast-track priority affordable housing projects.** To build projects affordably, it is critical to have an entitlement process that is certain. To ensure that the City effectively fast-tracks housing projects that bring significant community benefit, it should explore the feasibility of updating the 2011 draft of City Council Policy 600-27, Affordable/Infill Housing and Sustainable Buildings Expedite Program, and bring the revised policy to the City Council. This policy supports affordable housing development by streamlining the City’s development review process. The City should also pursue methods to shorten the entitlement process by creating specific plans and updating outdated community plans in targeted areas to fast-track affordable housing projects. This is a model similar to the one Civic San Diego used for downtown development. To fast-track the construction of affordable housing, the subcommittee recommends that the City should reduce the time required to permit a project by recreating the expediting entitlement process currently used by Civic San Diego for downtown. Additionally, the subcommittee recommends the City update the Council Policy as it relates to expedited affordable housing projects.

Recommendation 3: Encourage Private Investment in Affordable Housing

The City can play a powerful role in encouraging and empowering the private sector to make critical investments in affordable housing. To incentivize private investment in affordable housing, the subcommittee submitted the following policy recommendations.

- **Explore innovative land-use methods and other economic incentives to encourage private investment in affordable housing.** There are strategies the City can employ to empower private industry to build additional affordable housing units. One of those methods is through a bonus program that allows builders to construct affordable units to serve San Diego families. In return for building additional affordable units, a builder can construct more housing units on his property. Currently, the program only exists for builders who would like to construct affordable units on-site. Reforms to the program to allow more builders to utilize the program if the affordable units are off-site will increase participation in the program. The subcommittee recommends the City work with SDHC to develop an update to the City’s policy. The subcommittee recommends that the Mayor explore reforms to further incentivize the private sector to build affordable housing units, including creating a menu of ministerial incentives to developments similar to what the City of Los Angeles has done, such as variances for height restrictions, lot coverage and setbacks in exchange for the development of affordable housing units. The Mayor should also increase participation in the affordable housing density bonus program.
- **Leverage nontraditional private investment for affordable housing.** The City has an important role to play in providing “gap financing” for affordable housing projects and should utilize broad-based solutions through innovative public-private partnerships. The subcommittee recommends that the Mayor work with Civic San Diego to strengthen participation by local commercial lending institutions through the

Community Reinvestment Act – a federal requirement to invest in local communities – to identify capital for affordable housing projects. The subcommittee recommends that the City work to enhance the participation of local lending institutions in the Community Reinvestment Act and create a program similar to the Bay Area Transit-Oriented Affordable Housing Plan (TOAH) to provide alternative funding sources for the development of affordable housing.

Recommendation 4: Lead the Effort to End Homelessness

As housing costs rise, more San Diegans are faced with homelessness. In 2014, more than 5,000 San Diegans were living on the street. To address homelessness, the subcommittee provided the following recommendations.

- **Provide the City of San Diego Police Department’s Homeless Outreach Team (HOT) the tools needed to better connect individuals with permanent supportive housing.** Many homeless service providers require minimum admittance criteria be met such as a recent negative Tuberculosis test that takes multiple days to process. Minimum admittance standards make it challenging to serve individuals with an immediate need. Funding 25 emergency triage beds will allow HOT to better connect individuals with an immediate housing need. After providing a preliminary assessment, HOT officers will then be able to coordinate with local service providers to connect clients to permanent supportive housing. The subcommittee recommends the City fund an initial pilot program of 25 triage beds as well as a housing navigator to assist in connecting individuals to long-term supportive housing.
- **Invest in homeless service programs to create a rapid rehousing network, which utilizes critical transitional housing services, to prevent individuals and families from becoming homeless and help those who are experiencing homelessness to be quickly rehoused and stabilized.** Transitional bridge housing can play a critical role in connecting individuals with the long-term housing services needed to transform lives. As the City invests in housing first strategies for chronically homeless individuals, it should continue to support the network of transitional housing to serve families and individuals that require less intensive intervention and services. The subcommittee suggests that in addition to pursuing housing-first solutions for the chronically homeless, the Mayor supports local efforts to create a network of bridge housing services that can help families and individuals experiencing homelessness that require less intensive services be rapidly-rehoused so that they can permanently transform their lives.
- **Provide housing first for the chronically homeless.** The housing first model has been adopted by many governmental agencies and nonprofit organizations throughout the country and is a recognized best practice for combating chronic homelessness by the United States Interagency Council of Homelessness, a coalition of federal agencies that support state and local governments and other

agencies in developing programs to address issues of homelessness. Throughout San Diego there have been numerous success stories, including:

1. **“Home Again, Project 25” (Project 25):** SDHC awarded 25 federal sponsor-based housing vouchers to St. Vincent de Paul Village for the United Way Project 25 campaign, which began on Jan. 12, 2011, to support housing for chronically homeless individuals who were frequently jailed or repeatedly used emergency rooms and hospitals. Project 25 saved more than \$1.4 million in the first year (January 2011–2012).
2. **Campaign to End Homelessness in Downtown San Diego:** In 2009, the Downtown San Diego Partnership created a partnership that included Civic San Diego, the County of San Diego, Office of Veterans Affairs, San Diego Housing Commission and United Way of San Diego County to create a multi-year plan to end homelessness in downtown San Diego by connecting the homeless with permanent supportive housing. The campaign is a part of the National 100,000 Homes Campaign that has housed more than 50,000 people since July 2010 and is guided by a local leadership team of 60-plus members. SDHC has awarded 125 federal sponsor-based housing vouchers to the Community Research Foundation and Mental Health Systems for the Campaign to End Homelessness in Downtown San Diego to support housing for chronically homeless individuals. SDHC has also awarded 75 U.S. Department of Housing and Urban Development-Veterans Affairs Supportive Housing (HUD-VASH) vouchers to support the campaign.

These are critical programs that are making a difference. The subcommittee recommends the City continue to utilize housing first strategies and collaborate with SDHC and Civic San Diego to provide permanent supportive housing to the chronically homeless. The subcommittee also recommends that the City work with the County of San Diego to link wrap-around supportive services with new permanent supportive housing.

- **Collaborate with regional care providers to maximize resources and monitor performance outcomes.** The Regional Continuum of Care Council (RCCC), is a regional conduit that coordinates the Continuum of Care homeless assistance federal funding from HUD. Over the past several months, many organizations have worked diligently as a member of the Governance Working Group drafting a Governance Charter, which has been adopted and approved by the full RCCC membership. This Governance Charter outlines the role, responsibilities and authorities of both the RCCC membership and the Governing Board. The Governance Board will play an important role in setting long-term strategic regional goals, priorities for ending homelessness in San Diego, establishing and monitoring Department of Housing and Urban Development Continuum of Care and Emergency Service Grants project performance targets, and evaluating regional infrastructure organization performance annually. **The subcommittee recommends that the City**

be an active participant on the newly formed Regional Continuum of Care Governing Board to increase regional collaboration and public awareness.

- **Get San Diego its fair share of federal homeless funding.** In 2012, San Diego County ranked third highest in homeless population yet ranked 17th in the amount of funding for which the City is eligible to apply. The subcommittee recommends the City work with San Diego's federal delegation and the Regional Continuum of Care to identify and build relationships with city leadership of other regions that are negatively impacted by the current formula, such as Houston and Seattle. The subcommittee recommends the Mayor work collaboratively with mayors of other cities negatively impacted by the current funding formula and urge their participation in the HUD comment period expected to open soon to advocate for changes in the formula. **The subcommittee suggests the Mayor work with the local congressional leadership and regional stakeholders to enhance public awareness and submit formal comments during the next HUD comment period to advocate modifications to the federal funding formula for homeless services so San Diego can receive the funding it needs to adequately address homelessness.**
- **Created a Coordinated Intake Assessment to improve individual outcomes.** The County of San Diego and City of San Diego are not in full compliance with federal regulations that require a functional data collection and tracking information management system to measure the success of federally funded programs aimed at reducing overall homelessness. Many improvements can be made to better track individual client data and the availability of shelter beds throughout the region to better manage available resources. Currently there isn't a program in place that contains real-time information for all shelter beds located in the region. Additionally, there are limited options available for outreach workers to search a centralized database for beds based on the specific needs of an individual, such as their gender, disability or age. **The subcommittee recommends the City work with regional stakeholders to create a coordinated intake assessment that more effectively tracks and matches available resources to San Diegans in need to more efficiently manage resources.**
- **Actively support local efforts to reduce chronic veterans homelessness.** The subcommittee believes the Mayor should be an active participant in local efforts to end chronic veterans homelessness. San Diego has one of the highest population of homeless veterans. To combat this troubling trend, Veteran Affairs and the Department of Housing and Urban Development and the Interagency Council on Homelessness launched a national effort to end chronic veteran homelessness in 25 cities throughout the United States. This initiative represents an unprecedented level of collaboration between major government agencies to have an integrated and coordinated approach to serving homeless veterans. **The subcommittee recommends the Mayor is an active participant in the local 25 Cities initiative, a national campaign coordinated by the Department of Housing and Urban**

Development, the Veterans Affairs Department and the U. S. Interagency Council on Homelessness to combat chronic veteran homelessness.

**One San Diego
Subcommittee on Infrastructure, Water Reliability and the Environment**

The Infrastructure, Water Sustainability and the Environment Subcommittee was invited to participate in a comprehensive review of policies recently unveiled during the 2014 mayoral campaign.

The subcommittee met several times over the course of four months to develop an actionable plan for the Mayor to address many of the challenging and complex issues facing the City. With representatives from labor, business, environmental groups and regional planning agencies, the subcommittee's discussions were dynamic, in-depth and representative of the diverse views throughout San Diego.

Subcommittee Objectives

The subcommittee reviewed the Mayor's "Streets and Neighborhoods First" infrastructure plan and provided policy recommendations to create a sustainable and reliable water source.

Summary of Findings

Through years of neglect, the City has developed a backlog of repair work for streets, storm drains, and facilities of \$898 million. This estimate is outdated and doesn't include many important City assets, such as park facilities, bridges, piers and sidewalks. The Independent Budget Analyst recently stated that the City's actual total repair needs could be between \$2 billion and \$3 billion as updated condition assessments are finalized.

Infrastructure repair is a primary focus of the new administration. To address the infrastructure backlog, Mayor Faulconer put forth a four-step approach to enhancing City infrastructure during the 2014 mayoral campaign.

The multi-step approach focuses on a comprehensive and effective long-term planning strategy, new approaches to identifying and prioritizing critical infrastructure funding, and innovative technology to ensure the City more effectively utilizes taxpayer dollars.

After the comprehensively reviewing the Mayor's "Streets and Neighborhoods First" plan, the subcommittee offered the following recommendations:

**Infrastructure,
Water Reliability
and the
Environment**

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Mayor Faulconer's Streets and Neighborhood Improvement Plan

Step 1: Understanding the Problem and Identifying Solutions

Fund condition assessments, or comprehensive surveys, of the City's streets, buildings, sidewalks and other infrastructure to determine the extent of the repair backlog. Historically, the City kept incomplete records, didn't adequately keep track of ongoing maintenance and repairs, and failed to assess the future infrastructure needs for neighborhoods. The funding of these assessments will help the City plan better for the future.

Step 2: Streamline and Strategize to Prepare for Construction

Create an effective management plan to avoid delaying critical maintenance, costing more money in emergency repairs and place a single office in charge of all infrastructure to create more accountability and better coordination.

Step 3: Implement "Neighborhoods First" Program to Repair 500 Miles of Streets

Identify and allocate 50% of all new General Fund revenues for infrastructure spending, both ongoing maintenance and new capital expenditures. Prioritize funding to pave 500 miles of streets over the next five years as well as invest in other critical infrastructure.

Step 4: Enact Innovation and Transparency to Involve San Diegans

Improve the public's participation and access to information by revamping the City's Capital Improvement Program website and creating more transparency by requiring departments to disclose real-time budget and project data for City projects.

Recommendation 1: Increase Coordination to Maximize Resources

- **Fund critical needs assessments.** Subcommittee members agree that comprehensive needs assessments are critical to the long-term strategic planning necessary to effectively manage City infrastructure assets. In 2009, the City commissioned a condition assessment focused on facilities that are funded by the City's General Fund. However, this assessment only included 443 of the City's 1,700 buildings. Additionally, the needs in the City's Park and Recreation Department have not been thoroughly assessed in years. In 2011, the City conducted a streets assessment. Best practices recommend that condition assessments are conducted every several years. Additionally, the City is currently conducting the first comprehensive sidewalk assessment. These assessments are critical to understanding the magnitude and scope of the City's needs, and the first step to tackling the immense infrastructure backlog. **The subcommittee recommends investing in critical needs assessments, consistent with best practices, to understand the City's infrastructure needs and adequately plan for future investments.**

- **Create an Asset Management Plan to efficiently maintain the City's infrastructure.** Subcommittee members support the Mayor's proposal to prioritize and fund initiatives to create a more centralized and effective strategy to manage City infrastructure assets, including the creation of a comprehensive asset management plan. The subcommittee strongly recommends that the City continue to implement a coordinated software system that could monitor all City-owned streets, building and facilities to improve coordination across the City. **The subcommittee recommends the City invest in a comprehensive asset management software system to consolidate complete asset information into a single system for an analytical approach to infrastructure repair. This will fully capture the lifecycle cost of maintaining and replacing assets, eliminate inefficient and ineffective business practices, and reduce redundant data entry into disconnected systems to more effectively manage resources.**
- **Clearly defined service levels should drive planning.** Level of service is a measure of the quality, quantity, functionality and reliability of different asset types (i.e., parks, libraries, fire stations, streets, etc.). Establishing goals for the desired level of service of infrastructure assets is important in determining the need for ongoing maintenance, capital projects and funding priorities. **The subcommittee recommends clearly defining service levels to create a predictable schedule of CIP improvements to allow the City to plan effectively for programs, staffing needs and external vendor capacity to maximize efficient project delivery.**
- **Create a multi-year Capital Improvement Program.** The committee members expressed strong support for the Mayor's proposal to work with the chair of the City's Infrastructure Committee to create a multi-year CIP to ensure the City effectively maintains its assets. A multi-year infrastructure budget would allow the City to effectively plan for the future while maximizing taxpayer dollars to maintain City streets and facilities.

Subcommittee members agree that a long-term strategic plan is especially important to maximize efficiencies in the CIP program. Long-term planning, including a financing strategy, will create a predictable schedule of CIP improvements.

The subcommittee expanded on the Mayor's policy proposal by recommending that specific and thoughtfully defined service levels should drive planning and resource management. Additional analyses should be completed to ensure that the City is appropriately allocating scarce resources and objectively prioritizing infrastructure dollars. **The subcommittee recommends that the Mayor pursues the creation of a multi-year CIP, with clearly defined service levels, for a more efficient CIP program that will deliver projects faster and more reliably.**

- **Implement better planning and oversight to manage scarce resources.** According to a 2011 City audit, the "City lacks coordination and oversight because no one department or leader is accountable or responsible for the process." The City has recently improved coordination and the process with which projects are

prioritized and selected. More can be done to improve the process. **The subcommittee agrees with the Mayor’s proposal to further improve strategic planning, coordination and oversight through centralization of asset management through a single office in charge of overseeing the City’s infrastructure program.**

- **Prioritize public right-of-way coordination to improve street conditions.** The subcommittee recommends that while the Mayor pursues an aggressive paving strategy of 500 miles over five years, the focus be on quality rather than quantity. The subcommittee recommends that the City continue to prioritize public right-of-way coordination to ensure infrastructure work underneath City roads are addressed prior to repaving. Streets should be repaired only after aging water pipes and other critical infrastructure below the streets surface are repaired to prevent the digging up of recently paved streets. Effective coordination between departments is imperative for maximizing scarce resources. Additionally, the City should take a “complete streets” approach with improvements within the public right-of-way to integrate bicycle and pedestrian projects with planned street projects. This would improve bicycle and pedestrian mobility which is beneficial for health and sustainability. **The subcommittee recommends that as the City begins an aggressive paving plan, it should ensure optimal coordination between departments to ensure a focus on quality streets rather than total miles paved.**

Recommendation 2: Prioritize Funding for Infrastructure

- **The subcommittee strongly supports the Mayor’s focus on infrastructure funding for street and neighborhood improvements, including his initiative to direct 50% of all new major revenue growth from the General Fund to infrastructure improvements.** With a growing infrastructure backlog and a clear need to prioritize infrastructure investment, subcommittee members agree that the Mayor’s proposal to prioritize infrastructure funding by allocating at least 50% of all new major revenue to infrastructure expenditures is a powerful step in addressing the City’s infrastructure needs. However, the subcommittee acknowledges that the City’s total infrastructure deficit may be billions of dollars and identifying sufficient funding to address the multitude of needs will be challenging and may require additional sources of revenue in the future. **The committee supports the renewed focus on infrastructure funding, including the Mayor’s initiative to direct 50% of all new major General Fund revenue growth to infrastructure, while recognizing additional revenue sources may be required in the future to meet current needs.**
- **Identify innovative solutions to fund projects and expedite construction.** Identifying new sources of funding and implementing innovative project delivery methods for infrastructure funding will play a key role in generating needed additional revenues and increasing project capacity. Enhanced project delivery methods, such as increasing the amount of design-build contracts and the exploration of performance based public-private partnerships, will be critical

components to meeting the City's extensive infrastructure needs. Additionally, the Mayor can play a role in attracting private investment infrastructure. For example, the City can provide economic incentives to builders that develop amenities accessible to the public. These projects can be financed through New Market Tax Credits or economic incentives, such as density bonuses. This is discussed in greater detail in the final report by the Subcommittee on Homeless & Housing Affordability. **The committee supports the Mayor's efforts to pursue innovative methods for infrastructure financing, such as utilization of New Market Tax Credits, innovative land-use strategies to attract private investment in neighborhood infrastructure, and the implementation of cost-efficient project delivery methods such as performance based public-private partnerships to stretch taxpayer resources.**

- **Use Open Data to track infrastructure spending online.** Keeping updated and relevant project data available to the public in machine readable format is critical to maximizing scarce resources, increasing accountability, public participation and community outreach. **The subcommittee supports the Mayor's proposal to implement Open Data strategies to improve the public's access to infrastructure data. It broadened the proposal to recommend pursuing initiatives similar to the dashboard program already utilized by SANDAG. The dashboard displays critical project information online and in real time, which enhances public participation in infrastructure planning and ensures scarce resources are spent wisely.**
- **Explore innovative procurement strategies to increase contract efficiency.** In 2012, the City passed a series of municipal code amendments to increase efficiency in the CIP program. The City has additional opportunities to improve efficiency, especially in reducing the amount of time it takes to procure contractors. Additional efficiencies could be achieved by migrating to an online process for conducting competitive bids, including the ability to accept online signatures. An online system would increase construction capacity because numerous more contracts could be awarded at the same time. The current system of processing bids manually is inefficient and increases incidents of human error that lead competitive bids to be disqualified, resulting in protracted procurement periods. The City should direct resources to advancing Regional Procurement Cooperation Agreements to capitalize on economy of scales, save costs and improve efficiency. **The subcommittee recommends the Mayor pursue innovative procurement strategies to increase contract capacity, reduce procurement times and increase efficiency by utilizing economy of scales. This can be achieved through acceptance of online bids, regional procurement agreements and other contract process improvements.**

Recommendation 3: Continue Efforts to Diversify San Diego's Water Supply Portfolio

A sustainable water source is critical to preserving quality of life and economic prosperity. To preserve the City's water resources, the subcommittee recommends a series of initiatives.

- **Pursue Pure Water Program to increase water reliability.** Potable reuse is critical to creating a local, reliable water source to reduce the City's reliance on imported water that is subject to environmental restrictions, droughts and seismic interruption. The City recently completed two major studies – the 2012 Recycled Water Study and the 2013 Water Purification Demonstration Project – that explored the feasibility and opportunities associated potable reuse. To ensure a local, sustainable water source, the subcommittee recommends completing the major technical, cost and implementation studies to create a full-scale 83 million gallons per day potable reuse program.
- **Engage in policy and legislative efforts to promote Pure Water as well as positively affect regulations and potential legislation in order to clear a path for approving purified water as a viable water supply.** Currently the regulatory framework necessary to pursue a long-term, full-scale potable reuse program does not exist. The California State Department of Public Health is the state regulatory agency responsible for creating the regulations associated with potable reuse. Recently the department has been directed by the California state legislature to establish uniform statewide criteria for the development of indirect and direct potable reuse but has yet to finish. Additionally, a critical component for the success of Pure Water is federal legislation creating secondary equivalency under the Clean Water Act. This will enable the Point Loma Wastewater Treatment Plant to continue providing high-quality wastewater treatment under current plant operations and design, and avoiding any potential future requirement to make unnecessary and expensive capital improvements. The subcommittee recommends the City work collaboratively with state and federal regulators to ensure the viability of full-scale potable reuse.
- **Support efforts by the San Diego County Water Authority (CWA) to diversify regional water resources, such as seawater desalination, as needed.** Desalination is a critical component in the effort to diversify regional water supplies and reduce dependency on imported water that is vulnerable to droughts, environmental regulation and seismic disruption. To protect San Diego ratepayers and future uncertainty, it is imperative that the region works collectively to promote the development of local, sustainable water sources, including the development of desalination in addition to potable reuse. It will be important for the City of San Diego to work collaboratively and openly with CWA to create a commonsense approach for future cost allocation for long-term desalination rates. It is recommended the City of San Diego work collaboratively with CWA to support projects that increase the reliability of the local regional water supply, such as seawater desalination, while promoting local water agencies' ability to create long-term reliable sources of water.

- **Explore opportunities to capture and reuse stormwater to augment raw water supplies.** To further explore opportunities to develop local, reliable sources of water, the City of San Diego should study additional opportunities to capture rainwater to augment the local water supply. The subcommittee recommends the Public Utilities Department collaborate with the Department of Transportation and Stormwater to study the feasibility of augmenting raw water supplies by capturing storm water.
- **Explore opportunities to develop and remediate existing groundwater supplies.** Implement the recommendations contained within the Public Utilities Department's 2012 Long-Range Water Resources Plan.

Recommendation 4: Improve Drought Response

San Diegans have reduced water consumption by approximately 20% since 2007, the last drought year. As California enters a new drought in 2014, it will be important to prepare so San Diego continues to have a reliable and sustainable source of water.

- **Encourage a culture of conservation through continued public outreach.** To ensure San Diego has a reliable water source for years to come, San Diegans need to continue to conserve even more. The City has done an effective job communicating to the need for water conservation. As the City moves toward implementing potable use on a large scale, it will be important for public campaigns emphasizing conservation to highlight San Diego's need for a local, reliable source of water. Currently, the branding, education and outreach efforts can do a better job connecting conservation efforts with messages of water independence and reliability. Increased efforts to coordinate messages emphasizing conservation as well as "water self-sufficiency" will more effectively promote the Pure Water Program while communicating the need for additional investments to address the system's current and future infrastructure needs in addition to encouraging conservation.
- **Promote water recycling opportunities by streamlining permitting for greywater systems where there is no risk to public health or the environment.** Last year, the City Council implemented legislation that eliminated the need for permits for simple greywater systems for landscape irrigation that discharge less than 250 gallons a day. It primarily consists of systems taking discharge water from washing machines and wash basins that don't include a potable water connection, the use of a pump or affect other plumbing, electrical, mechanical or building components. The Mayor should support efforts that streamline the permitting process for "complex systems," which refers to systems that discharge more than 250 gallons or take discharge water from other elements in a residence, such as bathtubs and showers, that would require more extensive in-house plumbing modifications. The Development Services Department should work with commercial greywater system designers, installers and other professionals to identify areas within the existing permitting process that could be modified to expedite the review

and inspection process for such greywater system installations without compromising public health standards.

- **Develop policy and regulatory framework for decentralized wastewater reuse ordinance to support private and civic collaboration.** There is an opportunity to increase opportunities to recycle water by allowing private individuals to install infrastructure capable of recycling wastewater on individual properties. Currently the process is difficult to navigate given the multiple state agencies that regulate the process. **For ease in navigating the regulatory process, the Public Utilities Department should develop a toolbox to provide clear guidance for prospective water recycling projects.**
- **Advance comprehensive energy management strategies, including exploring the feasibility of renewable energy production and energy optimization to reduce costs, create new possible sources of revenue and reduce greenhouse emissions.** The Public Utilities Department should continue to explore opportunities to optimize energy use throughout the department to reduce energy consumption during peak demand times. It should examine opportunities for energy production, including investing in renewable energy production such as solar where feasible. **The subcommittee recommends that the Public Utilities Department develop a Departmental Strategic Energy Plan that establishes priorities for advancing Public Utilities' interests in assuring long-term energy supply reliability for its growing operations (especially as it relates to Pure Water), minimizing energy costs, conforming with greenhouse gas reduction requirements, and promoting energy and greenhouse gas reduction goals.**
- **Implement measures identified in the current Public Utilities Operations Optimization Study.** The Public Utility Department is conducting an optimization study to enhance and improve every aspect of how the Department delivers water. **In order to improve and/or streamline operations and maintenance, increase efficiency and reduce costs for the water and wastewater systems prior to completion of the study, the subcommittee recommends that the Public Utilities Department begin to implement identified efficiencies where benefits clearly outweigh costs and no barriers to implementation exist.**

One San Diego Subcommittee on Jobs and Economic Development

Comprised of experts in economic development, tourism, construction biotech and life sciences, the Subcommittee on Jobs and Economic Development brought real-world experience and expertise to its evaluation of Mayor Faulconer's economic development strategy.

Subcommittee Objectives

The subcommittee was given the assignment to evaluate and provide a comprehensive review of the economic proposals outlined in Mayor Faulconer's IDEAS plan, with a focus on providing policy recommendations for creating a sound regional export strategy, creating bridges between K-12 and regional workforce development opportunities, and creation of an effective and dynamic City economic development strategy. Mayor Faulconer's IDEAS plan outlined five strategies for growing San Diego's economy:

- **INVEST** in and protect San Diego's core economic engines: military, tourism and innovation.
- **DEVELOP** and cultivate the next generation of innovative businesses by creating high-tech job incubators, securing economic incentives for revitalization in low-to-moderate income communities, and updating community plans to encourage business investment in underserved communities.
- **EDUCATE** and prepare students for the 21st century by improving access to Science, Technology, Engineering and Math (STEM) educational programs and provide job training for returning veterans.
- **ATTRACT** new business and grow San Diego's economy by leveraging our proximity to Mexico and the Pacific Rim, creating an Economic Development and Growth Services Division, expanding the City's Business Expansion Attraction and Retention (BEAR) program, and reviving the San Diego Film Commission to help attract visitors and increase tax revenues that fuel the City's General Fund.
- **STREAMLINE** the City's permitting processes to create certainty for businesses and stimulate economic growth by modernizing the City's permit system, putting more City business online, permanently deferring Facility Benefit Assessment fees, curbing the "job tax" and expanding small business support.

Jobs & Economic Development



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Wilson, Boyles &
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Robert Gleason
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Mark Cafferty

Despite varying opinions on a variety of economic issues, there was significant consensus on five major items:

1. The health of San Diego's economy and opportunities for significant economic development rely heavily on three industries: military, tourism and the innovation economy. Within the innovation economy, the local life sciences and biotech clusters are a significant component of the region's economy.
2. These core industries should be a strong focus of the City's economic development strategy.
3. Key San Diego industries depend on the ability to develop, attract and retain a talented work force.
4. The City should improve its global fluency to better market San Diego to the world to increase foreign direct investment (FDI) and grow the number of San Diego companies accessing foreign markets. Potential growth to San Diego's exports presents a great opportunity to further develop San Diego's regional economy.
5. The City can encourage economic activity and incentivize economic development through streamlined processes, updated City land use policies and more online services to create greater certainty for job creators.

Recommendation 1: Invest in Key San Diego Industries

San Diego's economy relies on the preservation, growth and development of the military, tourism and innovation economies, and should be a major focus of the City's economic development strategy. The subcommittee agrees with the Mayor's focus on investing in the growth and preservation of jobs in these three major economic sectors, which are critical to a healthy regional economy.

1. Military

San Diego's military community and defense clusters are critical to the local economy. According to the San Diego Military Advisory Council (SDMAC), in 2013, San Diego County realized \$24.6 billion in direct spending related to defense. The defense industry includes leaders in unmanned vehicles, robotics, cyber security, command and control systems, and shipbuilding, ultimately representing one out of every four jobs in the San Diego region. Many of San Diego's leading engineering and technology firms are located here because of the proximity to major military installations. Growing industry clusters, such as San Diego's emerging Cybersecurity cluster, are by-products of local military investment in the research and development of advance technologies. **The subcommittee recommends the Mayor be an active participant in local military affairs and proactively pursue policies to support local military. These actions are important and convey to local and national constituencies that the Mayor strongly supports the local military and their families. The Mayor should proactively engage in advocacy**

efforts locally and in Washington, D.C., to promote San Diego as a technology and research hub, uniquely positioned to serve strategic national defense needs.

2. Innovation Economy

San Diego's innovation economy is vital to the economic strength of the region. Jobs in technology, life sciences and other related fields pay substantially more on average. A recent CONNECT report stated technology sector wages averaged \$117,740 compared to an average of \$49,013 in the non-technology sector. Moreover, every tech job in San Diego creates an additional 1.6 jobs. In 2013, life sciences employment in San Diego County was at 67,500 people at an average wage of \$123,000 with an overall economic impact of \$14.2 billion. Life science jobs are responsible for creating another 160,000 indirect and induced jobs in San Diego. Both aspects of the innovation economy are critical cogs to a regional ecosystem that is part of the basic foundation of San Diego's economy that has propelled the region as a global center for innovative research, technology and medical breakthroughs. Known for a talented workforce and pleasant quality of life, San Diego should continue to build on these strengths and its reputation as a center of innovation. San Diego must do a better job communicating these strengths to the world to attract and retain successful companies and encourage entrepreneurship.

The subcommittee recommends that the Mayor work with regional stakeholders to promote San Diego's innovation and life sciences clusters to the world by marketing San Diego as a global center of innovation. Current marketing efforts focus on San Diego's beaches and tourist attractions. While this is critical to increase tourism, San Diego should also actively market its innovation and life sciences clusters to build San Diego as a world leader in research, technology and life sciences.

3. Tourism Economy

The tourism economy supports 160,000 local jobs and contributes substantially to the region's economy. City revenue collected from hotels is the third largest source of revenues following property and sales taxes, helping to fund services in every neighborhood across San Diego. The tourism economy provides tremendous economic opportunity for hundreds of thousands of San Diegans. The Mayor should take a lead role in working to grow and support San Diego's tourism economy, including collaborating with tourism experts on business development opportunities. Additionally, the Mayor should support efforts to increase cultural tourism by supporting local Arts and Culture programs citywide. Cultural tourists tend to stay longer and spend more money during their stay, creating a greater economic impact than average tourism. Additionally, large special events or social gatherings can be used to grow San Diego's profile nationwide. **To protect and grow the local tourism economy, the subcommittee agrees that the Mayor should be an active participant in promoting tourism starting with expanding the Convention Center, creating and implementing long-term strategies for maintaining the Convention Center, securing a long-term contact with**

Comic-Con., and emphasizing growth in cultural tourism by supporting local arts programs.

Recommendation 2: Develop San Diego's Emerging Economies

The subcommittee supports the Mayor's renewed focus on cultivating and fostering the development of San Diego's emerging economies. To DEVELOP local industries, the subcommittee recommends that the City create business incubators, support the emerging Cybersecurity and Sports and Life Style industry clusters, and create economic incentives for revitalization in low-to-moderate income communities to encourage business investment in underserved communities.

- **Support regional efforts to support the development of emerging industry clusters such as cybersecurity and growing sports and active lifestyle (SAL) industry.** The cybersecurity industry is more than 100 companies strong and employs at least 3,500 private sector employees. SPAWAR, the Navy's Space and Naval Warfare Systems Command, employs an additional 3,095 cybersecurity professionals. The industry overall impacts more than 13,000 jobs and generates more than \$1.5 billion in economic activity throughout the San Diego region.

A March 2014 report by the San Diego Regional Economic Development Corporation (EDC) highlighted the emerging cybersecurity industry's direct and indirect economic impacts to the San Diego region. The study revealed San Diego's Cyber workforce is projected to grow by more than 25 percent in the coming year.

According to the EDC, San Diego County is home to more than 1,200 sports and active lifestyle businesses that employ approximately 23,000 people, and more than 32,000 jobs are impacted by the industry. Overall, the sports and active lifestyle industry generates more than \$2.24 billion in economic impact, the equivalent of hosting four Super Bowls every year. San Diego's natural attributes provide a valuable testing ground for developing sports-related products and services, creating a natural competitive advantage for the region.

As both of these industries grow, attracting and developing skilled workers with technical expertise remains a top concern for cybersecurity and SAL employers. The subcommittee recommends that the City take steps to align efforts between industry and the educational institutes of the region. By partnering with local universities and colleges and industry professionals from both sectors, the region can begin to retain and attract the necessary talent for these businesses to expand in the region. By retaining businesses and helping them expand, the economy of San Diego will grow at a more rapid rate than if it focused on attraction of companies in these sectors.

Further, the City can lead efforts to showcase San Diego's collective innovation economy on campuses around the country. While we can strive to retain top talent from our world class universities, it will still be increasingly important to attract new top talent from around the country. The City can also help integrate these industries to the export strategy already in place. As is seen with the Brookings' Global Cities

Initiative, by having businesses incorporate a global mindset into their business models, a region's economy will thrive and grow. The subcommittee recommends the City support regional efforts to grow the emerging cybersecurity and SAL industries by working with local educational institutions to create strategies to develop, attract and retain the talented workforce needed to thrive and grow in San Diego. The subcommittee also recommends that the City work to integrate these emerging industries in the regional export strategy already under development to increase access to global markets.

- **Create “Economic Opportunity Zones” to provide economic incentives for development in low-to-moderate income neighborhoods to create vibrant communities.** The subcommittee agrees with the Mayor’s vision that the City has the ability to play a transformative role in creating a better, more prosperous City for all of San Diego’s neighborhoods. The subcommittee agrees with the Mayor that the City can play a transformative role in creating better, more vibrant communities. This goal can be achieved by streamlining planning and permitting through the implementation of specific plans with master environmental documents to incentivize revitalization. This provides builders with economic incentives to construct community amenities, including community gardens and parks. This City should also create a philanthropic investment fund to provide gap financing for critical neighborhood improvements.

Recommendation 3: Build a Strong Workforce

Developing, attracting and retaining a talented workforce is an integral part to building a strong economy. Regardless of sector, every part of the regional economy is dependent on a strong workforce to maximize productivity, fuel growth and increase access to economic opportunity.

- **San Diego’s economic growth depends on the ability to develop, attract and retain a skilled workforce.** There was a significant consensus that San Diego’s core industries were extremely reliant on the ability to attract and retain a talented workforce to meet the demands of the 21st century. To maximize economic productivity, growth and economic success, the City should be actively involved in educational efforts to better align education curriculum with the needs of the local economy. The City should also work collaboratively with San Diego Regional Economic Development Corporation, the Chamber of Commerce and other regional stakeholders to market San Diego as more than a leisure destination, but a center of innovation to position the City as a critical economic hub. The City should also focus on infrastructure and quality-of-life improvements in an effort to attract and retain the necessary workforce to drive San Diego’s economy. The subcommittee strongly recommends the Mayor work with regional stakeholders to build a strong regional workforce by actively engaging with local educational institutions to better align curriculum to meet workforce demands, market San Diego globally as center of innovation to attract and retain talented workers, and rebuild local infrastructure to create a truly, world-class City.

Recommendation 4: Leverage San Diego's Strengths

Proximity to the international border and San Diego's diversity are strengths that can be heavily utilized to drive economic growth, increase foreign investment, and increase access and participations in foreign markets. Additionally, San Diego is just a short drive away from Los Angeles and should be major creative hub given its location and beautiful setting. To better leverage these assets, the subcommittee provided the following recommendations.

- **Enhance cross-border relations with Mexico and invest in critical infrastructure to leverage the trade potential of the CaliBaja Bi-National Mega Region.** San Diego's proximity to Mexico should be leveraged to increase regional economic output. Right now millions of dollars of economic output is lost each year due to slow and inefficient border crossings as well as outdated infrastructure. To grow San Diego's economy, the City must work with regional stakeholders across the international border to capitalize on trade and export opportunities. The subcommittee recommends the Mayor commit to creating strong cross-border ties to increase trade, build a stronger regional economy and leverage San Diego's proximity to the international border as an economic asset.
- **Implement the findings from the Global San Diego Metro Export Initiative and pursue opportunities to attract foreign direct investment to drive economic growth throughout the region.** Despite being the 8th largest U.S. city and 17th most populous metro area in the United States, San Diego currently ranks 55th in export intensity. Of the region's \$177 billion in GDP, only \$17 billion comes from exports. It is critical for San Diego to grow export intensity since exporting companies are more likely to expand and pay their employees higher wages than non-exporting companies. The subcommittee supports the proposal to collaborate with regional stakeholders to implement the Global San Diego Export Plan and recommends the following:
 1. **Increase outreach to improve local access to export market information to increase the participation of small and medium-sized enterprises (SMEs) engaged in global trade.** The greatest barrier to companies exporting abroad is lack of available information on opportunities and resources. Despite dozens of entities working to promote exports and economic development, companies perceive a fragmented approach lacking common goals, metrics and alignment. The City should work to provide coordinated information to SMEs looking to expand into the export market.
 2. **Proactively leverage San Diego's diversity to target major markets based on industry strengths.** San Diego is home to one of the nation's highest concentrations of foreign-born residents with more than 23 percent of its population born outside of the United States. This is an important asset given business leaders often cite their connections abroad as the catalyst that led to exporting out of San Diego.

- 3. Develop a comprehensive international business development strategy for the region.** The Brookings Institution selected San Diego to participate in the pilot of the Metro Foreign Direct Investment (FDI) Program in which the core team will conduct a market assessment to better understand FDI in the region. Following the market assessment, the core team will analyze the results and develop an FDI plan, which when combined with the export plan, will constitute a comprehensive international business development strategy for the region. The City should work with the Regional EDC and the Brookings Institution on an implementation strategy.
 - 4. Support investments in key infrastructure assets and leverage the City's position to advocate for these improvements.** Regional infrastructure can serve as a bottleneck to exporting practices. In particular, businesses are looking for key investments in the port, airport and cyber infrastructure. While the port and airport are commonly discussed in the infrastructure dialogue, cyber infrastructure's importance is rapidly growing given San Diego's diverse innovation economy.
 - 5. Develop a "Buy San Diego" brand to enhance the region's global fluency and competitiveness.** San Diego does not yet exhibit true global fluency and orientation as defined in the Brookings Institution's "10 Traits of Globally Fluent Metros." As the region seeks to increase its global reach, visibility and penetration, it must work to have a global orientation permeate through all economic development activities. As companies start, grow and expand, they should see value in exporting their goods and services abroad and be aware of resources available to assist them.
 - 6. Advocate for state funding to support the California Office of International Trade and Development as well as the California Export Finance Office.** The lack of a singular source for export advocacy and information at the regional level has created significant barriers for smaller companies to enter the export market. There is currently a lack of information and organization for creating a statewide export strategy. As the San Diego Metro Region, along with other regions throughout the State, including Los Angeles and Sacramento, begin to invest in export assistance, the State should do so as well.
- **Re-establish the San Diego Film Commission.** The San Diego Film Commission was recently closed, leaving San Diego — only miles from Hollywood — without an official liaison to the entertainment industry. By working to bring more film activity to San Diego, the City's profile would be heightened in media markets worldwide which would support and create film-related jobs, including caterers, make-up artists, lighting and production rentals and hotel employees. **The subcommittee strongly recommends that the City rebuild the San Diego Film Commission to market San Diego and streamline regulatory hurdles for film and entertainment projects.**

Recommendation 5: Streamline City Processes to Create Certainty

Streamlining City processes is critical to creating the certainty that businesses need to invest. To ensure that certainty, the subcommittee provided the following recommendations.

- **Overhaul the City's permitting process.** The subcommittee agrees with Mayor Faulconer's proposal to create a modern permit tracking program for the City that expedites the permitting process, a critical step to creating economic opportunity in San Diego. Without improving the permitting system, individuals will continue to be deterred from doing projects that create jobs and improve the regional economy. **The subcommittee strongly supports the Mayor's proposal to implement broad reforms to overhaul the City's permitting process and invest in a new, modern permit-tracking system to encourage economic growth.**
- **Move City permitting processes online to make it easier to do business in San Diego.** The subcommittee strongly supported Mayor Faulconer's proposal to overhaul the City's website to make it more user-friendly so San Diegans and businesses can interact with the City quickly and easily. City applications and forms need to be placed online in one centralized location for businesses to easily access. Currently the City's online services for businesses are outdated and difficult to navigate. The City has not significantly updated its website for more than a decade. **The subcommittee supports the Mayor's commonsense proposal to update the City's online services. Technology is an important tool for optimizing City operations, improving public communication and increasing access to timely and accurate data. These improvements will make it easier to do business in San Diego.**

One San Diego Subcommittee on Open Government and Transparency

The Open Government and Transparency Subcommittee brought together technology experts, community leaders and experienced business professionals in open government to evaluate Mayor Faulconer’s “Transparency First” plan and provide policy recommendations.

The subcommittee had robust and thoughtful conversations and committed to creating a clear, actionable plan for the Mayor to implement meaningful reforms.

Subcommittee Objectives

The subcommittee comprehensively reviewed the Mayor’s “Transparency First” Plan.

Summary of Findings

Openness and transparency is critical to a well-functioning City government and is based on the following principles:

- An open City Hall is integral to building public trust in government.
- The City must invest in technology that routinely and accurately captures and displays data to make City processes easily accessible to the public, increase overall accountability, and enhance public interaction and communication.
- The creation of tools to foster an open and transparent government should be built on the basic principle that government is accessible and responsive to the citizens it serves.

Recommendation 1: Create a Culture of Service

Currently, the City’s communication services are designed to meet internal department needs and do not efficiently and effectively serve the needs of constituents. The inability to communicate perpetuates a feeling of mistrust and the misperception that the City is falling short in fulfilling its mission to serve the residents of San Diego.

The subcommittee proposes the following proposals to create a more responsive City government.

Open and Transparent Government



Bill Geppert
Subcommittee Chair
Senior Vice President and
General Manager of Cox
Communications (Ret.)

Jennifer Jacobs
Owner
Sunshine Strategy

Tony Manolatos
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- **Redesign City communication programs to enhance constituent services through a 3-1-1 type application. Pursue opportunities to collaborate with 2-1-1 to capitalize on already existing infrastructure.** City of San Diego residents have limited options to quickly and efficiently report potholes, fallen trees and other issues within the City's jurisdiction. Constituent phone calls come into the City in many different entry points, are decentralized, and not efficiently tracked for follow-up. The City's website does not quickly direct residents to the appropriate location to submit a concern.

Currently the City's website is designed to meet internal service needs and is organized by department rather than frequently asked questions. This makes it challenging for an average San Diegan to navigate the City's website, locate the correct number or contact information to communicate a need, and receive the appropriate follow-up.

Other large cities utilize 3-1-1 type services to appropriately meet constituents' needs. For example, New York has a 3-1-1 website and phone number for constituents to access. The City could pursue opportunities to work with 2-1-1 San Diego, a local nonprofit that connects local residents with community, health and disaster services through a free phone service. Many local cities already have existing contracts with 2-1-1 to provide these critical services to local residents.

The City does not appear to have a coherent strategy in place for effectively communicating with residents. It is clear that San Diegans are looking for government for help. In 2013, 2-1-1 received more than 100,000 calls from San Diego residents requesting assistance. **To better serve San Diegans, the subcommittee recommends the City pursue opportunities to enhance its 3-1-1 services online and by phone, including exploring opportunities to collaborate with 2-1-1 San Diego.**

- **Implement a comprehensive Open Data policy to cultivate an environment of transparency and improve management decisions by increasing access to real-time data that objectively measures program benchmarks.** Proactively making information available online will promote a culture of openness while also encouraging data-driven decision-making that allows for informed policy choices. The subcommittee strongly supports the Mayor's commitment to implementing a comprehensive Open Data policy so City information can be easily accessed online and analyzed by the general public. Providing access to City data sets for independent third-party analysis is important for increasing accountability and fostering an environment where City officials and policymakers are using data to shape and inform policy decisions. **The subcommittee supports the Mayor's commitment to implementing an Open Data policy to increase transparency, improve government accountability and enhance public policy outcomes by providing critical data necessary to drive informed decision-making.**

In order to implement a successful open data policy, immediate steps should be taken to:

- 1. Hire a Chief Data Officer and construct a data portal that is easily accessible to the general public and will enhance City operations.** The Chief Data Officer, in partnership with the Open Data Advisory Group, will manage the successful implementation of the Open Data policy. The position is included in the Mayor's Fiscal Year 2015 budget. The subcommittee recommends the Mayor hire a Chief Data Officer to effectively implement the policy, and within 6 months, review what other investments are necessary to implement a successful Open Data Policy.
- 2. The first project for the Chief Data Officer should be to make critical budget documents more accessible.** The budget is one of the most important documents to understanding the basic operations of City government. An open budget exploration application would increase understanding of the budget and could allow members of the public to more easily analyze City budget data. This would allow for greater understanding of City practices and could create opportunities for better, more informed management decisions. To enhance public participation, improve City operations and create a greater understanding of City budget practices, the subcommittee recommends a major priority for the new Chief Data Officer be the creation and implementation of an open budget application tool, such as applications already utilized in Philadelphia and New York.

Recommendation 2: Implement Transparency Measures through Investments in Technology

- **Explore the feasibility of creating a system to publicly track and manage Public Records Act (PRA) requests to increase accountability and transparency.** The subcommittee recommends that the City create a system similar to the one that is currently utilized by the City of Oakland to track and manage public records requests. This open source tool could be an easy and cost-effective solution for managing large volumes of PRAs. In addition to meeting a core goal of greater transparency, this tool would be valuable in identifying the most common and labor intensive PRA requests which could then be automated to reduce redundancies and increase efficiency. To create a more responsive City government, the subcommittee recommends the City pursue implementing an application that will help centralize and track PRA requests. This process will ultimately reduce redundancies because recurring requests will be posted in a centralized location, reducing the frequency in which the same information is requested by different sources and processed repeatedly.
- **Modernize the City website to increase efficiencies at City Hall, improve usability, and enhance constituent services.** The City does not post much of its

information online, forcing San Diegans to seek documents through time-consuming and burdensome public records requests. The subcommittee strongly agrees with the Mayor's proposal to overhaul the City's website.

The subcommittee agrees that the City's website can be challenging to navigate and does not always effectively communicate information. Currently City IT staff processes thousands of requests from City departments to update content on the website because there is not an easy way for individual departments to do so. This drains valuable resources that could be applied to other desperately needed technology improvements.

To improve usability, the subcommittee agrees the City can do a better job of putting basic services online and create more consistency in its application across different departments. For example, a resident can currently pay a library fine online but cannot purchase a trash can online. To create a government that works for San Diegans, it is important that these basic services are in place. **The subcommittee supports the Mayor's proposal to overhaul the City's website and recommends the City reference notable municipal websites, such as New York and Phoenix.**

- **Create a technology advisory committee to help implement meaningful reforms for more open, transparent and efficient City government.** Technology is advancing at a rapid rate, creating exciting opportunities as well as challenges. It is even difficult for private sector firms to attract and retain a talented workforce that has the ability to implement and utilize cutting-edge technology. The City spends millions of dollars annually on IT projects but has limited in-house expertise. Most private sector firms with 10,000 employees would have several executive-level technology experts. **To advise the Mayor and his administration as they make complex decisions surrounding highly technical matters, the subcommittee supports the Mayor's proposal to create a technology advisory committee.**

One San Diego Subcommittee on Public Safety and Veterans Affairs

The Subcommittee on Public Safety and Veterans Affairs was comprised of experienced public safety and military leaders, respected community activists and preeminent leaders in human rights.

The diverse perspectives of the subcommittee encouraged authentic and meaningful dialog about the future of the San Diego Police Department and the Fire-Rescue Department, the need to care for military transitioning to civilian life, and the acknowledgement that the City can do a better job to empower San Diego's most vulnerable youth. The subcommittee was asked to evaluate and provide recommendations as they relate to the public safety proposals unveiled in the 2014 mayoral campaign.

Subcommittee Objectives

- Provide guidance on implementing Mayor Faulconer's "Safe and Strong Neighborhoods" Plan.
- Evaluate Mayor Faulconer's proposals to improve emergency response times.
- Provide recommendations for expanding youth crime prevention programs to proactively address gang violence.
- Review the feasibility of creating a partnership between the San Diego Police Department (SDPD) and regional military organizations to expedite hiring of veterans.

Summary of Findings

After evaluating the public safety proposals, the subcommittee agreed upon the following recommendations to the Mayor and his staff to create a better, more prosperous San Diego for all.

Recommendation 1: Rebuild the San Diego Police Department

Severe budget cuts over the last several years have left the City with fewer officers in its neighborhoods. The San Diego Police Department has approximately 1,800 officers – that's fewer than it had more than a decade ago. SDPD continues to lose an average of 10 officers per month and over half of its officers will be eligible for retirement in the next several years.

Public Safety & Veterans' Affairs

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Mayor Faulconer's Safe and Strong Neighborhoods Plan

1. Streamline Recruitment and Hiring Practices

SDPD relies on an efficient and effective hiring process to operate at capacity and quickly fill budgeted positions. During these difficult times when budgetary resources are scarce, it is a stunning failure that budgeted sworn officer and civilian positions — some funded by state and federal grants — went vacant because of the City's lengthy and burdensome hiring process. The City must restructure its hiring practices to ensure the Police Department attracts and retains the best personnel.

2. Close the Compensation Gap

SDPD's current compensation package is not competitive with other local agencies. The City must increase compensation for existing police officers and new recruits in order to attract and retain the most qualified individuals committed to San Diego and growing within the department.

3. Invest in Staffing and Equipment

The recent economic crisis hit San Diego hard. To meet budgetary challenges, the Police Department was forced to forgo critical investments in staffing and equipment. The City can no longer wait to invest in these needs.

Many officers have left the department for better pay and benefits offered by other agencies. To rebuild the SDPD, Mayor Faulconer proposed a three-point "Strong and Safe Neighborhoods" Plan. Subcommittee members reviewed the plan, conducted additional research and provided the following recommendations to the Mayor.

To rebuild the San Diego Police Department the subcommittee recommends:

- **Continue to pursue measures to streamline recruitment and hiring practices.** Over the last several months, it was revealed that there was a protracted process for hiring police officers and civilians that work within the Police Department. In the last year, there have been three public hearings on the City's hiring process. Mayor Faulconer, as a Councilmember, oversaw an audit of the Personnel Department. He proactively worked to reduce the time it took to hire officers and worked closely with the SDPD to implement important reforms. The Personnel Department, in collaboration with SDPD, implemented more than a dozen reforms that have successfully reduced the processing time for new hires.

Although significant progress has been made in the last year to streamline the amount of time it takes to hire police officers, it is important the City continues to streamline the hiring process by implementing new, more efficient processes while providing the necessary resources. It is critical the City prioritizes the quick hiring of public safety

officers so it does not lose the opportunity to hire the best and brightest future police officers due to a protracted hiring process. **The subcommittee supports the Mayor's focus on streamlining personnel processes to prioritize public safety hiring. It also supports exploring ways to implement streamlining and enacting measures to help expedite hiring.**

- **Provide a competitive compensation package to attract the best and the brightest.** San Diego police officers are some of the lowest paid throughout the region. A recent study commissioned by the Association of Los Angeles Deputy Sheriffs showed compensation for San Diego Police Department officers ranked 68th out of the 75 agencies surveyed. The City expends significant economic and personnel resources to train and mentor new officers. It is counterproductive for the City to underinvest in compensation since losing a new officer will require the City to spend additional resources in training costs and other resources associated with the hiring process. Hundreds of SDPD officers will be eligible for retirement in the next four years. To maintain a well-trained and prepared Police Department, it is critical to improve compensation in addition to implementing meaningful professional development opportunities to retain experienced officers and train the next generation of leaders so vital to a strong department. **The subcommittee recommends the City increase compensation for officers so it can retain new recruits and experienced officers critical to rebuilding the San Diego Police Department.**
- **Invest in staffing and equipment to create a more responsive department.** Over the last several years, police officers have been asked to do more with less. The department has critical staffing and equipment needs necessary to bring the department to full strength. To rebuild the department, the subcommittee recommends supporting the staffing and equipment needs outlined in the department's five-year plan. In addition to focusing on the addition of sworn personnel, it will be equally important to prioritize development of the civilian workforce in the department. Civilian personnel provide critical support services to sworn officers so that sworn personnel can spend more time on patrol. Additionally, the subcommittee recommends the City prioritize the modernization or replacement of vital equipment, most importantly the City's antiquated Computer Aided Dispatch System. **To bring the San Diego Police Department up to full strength, the City should prioritize critical staffing and equipment needs as outlined in the department's five-year plan, with a critical emphasis on the outdated communication system that officers rely on every day.**

Recommendation 2: Improve Emergency Response Times

In the 2014 campaign, Mayor Faulconer unveiled proposals to reduce emergency response times to address critical gaps in service and to ensure the City consistently meets service level goals for emergency response times. Mayor Faulconer asked the subcommittee, comprised of public safety experts, to evaluate his proposals and provide policy recommendations to address these challenging issues. The subcommittee provided the following recommendations to reduce emergency response times:

- **Implement the recommendations of the Citygate report by funding critical fire stations, starting by constructing the Home Avenue and Skyline fire stations.** Subcommittee members strongly agree with Mayor Faulconer’s goal of prioritizing investment in critical fire stations and programs to reduce emergency response times. Members recognize the City has invested a great deal of work in examining emergency response times and is positioned to benefit from some of these recent changes. In February 2011, Citygate Associates, LLC, completed a Fire Service Standards of Response Coverage Deployment Study for the San Diego Fire-Rescue Department.

The Citygate report noted several challenges in the Fire-Rescue Department's ability to provide emergency service delivery within nationally recognized best practice response times. This deficiency is attributable to a shortage of response resources that have accrued over several decades, as well as several other operational issues. The Citygate report was presented to the full Council on November 15, 2011, and was adopted unanimously. An implementation plan was developed to address the operational issues and create additional fire stations and emergency response units as revenue allowed. **The subcommittee recommends the Mayor begin to implement recommendations outlined in the Citygate Deployment Study, starting with the construction of the Home Avenue and Skyline Fire Stations.**

- **Implement a one-year pilot program to evaluate fast-response squad.** The Citygate report recommended the City invest in new strategies to meet emergency response needs throughout the City, including the implementation of fast response squads. Fast response squads are two-person squads that would be located in neighborhoods relatively far from fire stations, allowing them to arrive at emergencies in those areas before ambulances and four-person fire engines located farther away. Once there, the squads could provide medical aid, start fighting smaller fires and assess the scope of the emergency before other personnel arrive. **In an effort to reduce emergency response times, the subcommittee recommends the City implement a 1-year pilot program and expand it if successful.**
- **The Mayor should be actively involved in procurement of a new Emergency Medical Services contract to ensure San Diegans are receiving the best possible emergency response times.** This contract will have a direct impact on emergency response times citywide depending on how the new contract is negotiated and procured. The subcommittee believes the Mayor should proactively advocate for a new contract that will limit exemptions for delayed response times. On April 28, 2014, the City Council unanimously approved a one-year extension to the current Rural Metro contract. This extension eliminated a provision that exempted compliance with contractually required response times when 12 or more ambulances are responding to 911 calls.

One of Mayor Faulconer's key proposals since taking office was to negotiate a one-year extension of the City's ambulance contract with Rural/Metro Corp that excluded this exemption and focused on reducing inequities in emergency response times. The contract extension included several significant changes, including an extra ambulance unit for South Bay neighborhoods that have consistently been a hard-to-serve area of the city. This has been a tremendous success, reducing response times by up to one minute in impacted South Bay communities. **The subcommittee supports the efforts of this contract extension and encourages the Mayor to be an active participant during the procurement process for a long-term contract to ensure these reductions in emergency response times continue. The subcommittee also recommends that the Fire-Rescue Department continue to provide the City Council with detailed response time data, broken down by each priority level call, for the duration of the one-year contract extension to monitor service quality.**

Recommendation 2: Proactively Address Gang Violence by expanding youth crime prevention programs and building community partnerships. Gang violence is a reality that many of our communities face on a daily basis. San Diego has 52 gangs with more than 10,000 gang members. Young men and women join gangs when opportunities for the future seem unattainable. Mayor Faulconer believes the City must proactively provide the support and services our communities need so that no child ever turns to a gang to feel safe. Providing opportunity and choices for success to prevent children from joining a gang is critical. **One of the most important strategies for preventing youth violence is strengthening community ties and trust. To strengthen community relations, the subcommittee recommends:**

- **Build trust through continued focus on Community policing and recruitment efforts focused on diversifying the San Diego Police Department.** The subcommittee recommends the San Diego Police Department continue to focus on community policing strategies to build strong relationships throughout San Diego neighborhoods.

Some suggestions include:

1. Re-establish a robust community policing program by hiring additional Community Relations Officers (CROs) to facilitate community dialogue and relationship-building.
2. To build and strengthen community relations, the Chief of Police should have an open door policy and create an accessible office, including continuing efforts to visit different communities and attend local community events on a regular basis to build strong relationships with local community groups.
3. Continue efforts to build a more diverse police organization.

To create a more community-based Police Department, the subcommittee recommends the San Diego Police Department continue to emphasize community policing strategies, as well as work on strategies for creating a diverse workforce.

- **Work collaboratively with faith-based organizations and neighborhood leaders to build community trust.** To create strong community relationships throughout all of San Diego’s neighborhoods, the subcommittee recommends the San Diego Police Department work closely with local faith-based institutions that have strong roots in the community in order to facilitate authentic dialogue and build strong relationships between SDPD and community leaders. A program of this nature will help to build trust in communities by creating a familiar link between community members and police officers. Pastor Wells provided a powerful example of when San Diego Police Department employed this strategy successfully. After the Los Angeles riots, amidst rising tensions, many pastors active in the community rode with SDPD officers in solidarity every Friday in a collaborative effort to maintain peace throughout the community. **To enhance public trust and collaboration, the subcommittee recommends the San Diego Police Department explore the feasibility of implementing a grassroots approach to incorporating the faith community in neighborhood policing strategies.**
- **Empower the Gang Commission to play a greater role in preventing gang violence.** The City should play a more active role to aggressively address the urgent issue of gang violence. The City is home to more than 10,000 active gang members. Youth are often targeted to join at very young ages and unless the City is aggressive in identifying and connecting youth with meaningful educational opportunities, the City will have difficulty reducing gang violence. The subcommittee recommends the Mayor be deliberate with his nominations to the Gang Commission to ensure members who are appointed are passionate about reducing gang violence and know the impacted communities. **The subcommittee recommends the Gang Commission take a more active role in the prevention of gang violence and the Mayor be deliberate and thoughtful in his nominations to the Gang Commission to ensure maximum impact.**
- **Proactively address gang violence with enhanced educational opportunities.** As the Gang Commission and the City of San Diego take a more active role in the prevention of gang violence, the City should pursue collaborative opportunities with community-based organizations to prevent youth from joining gangs. Pastor Wells recommended the City investigate opportunities to scale-up programs that are already experiencing success with gang prevention in the community. For example, at Mount Erie Baptist Church, the Freedom School is a six-week summer program designed to provide mentorship and a safe community during summer months in an effort to steer youth from joining gangs. The Pastor recommended the Mayor pursue developing a program in partnership with philanthropic partners such as “Adopt-a-Freedom School” to build City and community efforts to proactively address gang

violence. This program can utilize and build off of existing community partnerships, such as the USS Midway Education Program. **The subcommittee strongly recommends the Mayor work with existing community programs that have already experienced success in gang prevention to better serve San Diego youth.**

Recommendation 4: Create an Ethic of Service for San Diego Veterans

San Diego has one of the highest concentrations of the veterans in the United States. It is imperative the City work collaboratively with the military and the local veterans community to better serve the individuals and families that have so selflessly served.

- **Better serve San Diego military personnel transitioning to civilian life and build on existing efforts in the community to leverage impact.** The subcommittee recommends the Mayor work with existing organizations since much work has already been done throughout the San Diego region over the past year to improve veteran transition services. Through the leadership of the Veterans Coalition, the County of San Diego, Veterans Administration, 211, San Diego Military Advisory Committee, Navy Region Southwest and the Marine Corps Recruit Depot, a veteran transition process for San Diego has been created and will soon be implemented. This process, called the Military Transition Support Project (MTSP), will assist 15,000 service members leaving military service in the region annually in receiving the help they need to assimilate into our community. The subcommittee recommends that the City be an active participant in this process and pledge the support of the City. **The subcommittee recommends the City actively participate in the Military Transition Support Project to better serve San Diego veterans as they transition from active military service to civilian life. The subcommittee also recommends the Mayor initiate his support by appointing a representative to the Military Transition Support Project.**
- **Create a “Boots to Badge” Program to help recruit military veterans.** This program will help veterans find jobs but will also help the Police Department with recruiting America’s finest. The subcommittee recommends the City utilize MTSP to link active military with the Police Department prior to leaving active duty. The subcommittee stresses the City does not need to create a new process but should collaborate with existing organizations. The subcommittee also recommends the City, in addition to prioritizing the hiring of military veterans, should explore offering additional services to veterans that would help individuals transition to civilian life. Services could include a behavioral training class for new recruits to prepare veterans for civilian police service. **The subcommittee supports the Mayor’s focus on hiring veterans to help the men and the women who have selflessly served the community. Establishing a “Boots to Badge” program is a viable strategy for prioritizing veteran employment at the City. The subcommittee additionally recommends the Mayor explore opportunities to provide additional services to veterans who are seeking employment at the City to better transition veterans to civilian service.**

ONE SAND DIEGO

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