




**CITY OF SAN DIEGO
COUNCIL PRESIDENT GEORGETTE GÓMEZ**

M E M O R A N D U M

DATE: March 12, 2019
TO: Honorable Mayor Kevin Faulconer
FROM: Council President Georgette Gómez 
SUBJECT: 2019 Council President's Work Plan for the City Council

As Council President, I am committed to fostering a stronger relationship with my council colleagues and you, the Mayor, by identifying our City's top priority problems and developing implementable solutions. I know we share core values and priorities in relation to serving constituents, expanding affordable and middle-income housing, addressing homelessness, as well as promoting active transportation, public safety, economic development, and the environment.

Please find attached the 2019 Council President's Work Plan for the City Council that was presented to the City Council on January 29, 2019. This workplan is a first for the City Council. I plan to request that the Rules Committee make it an annual work plan to be presented to City Council each year and then forwarded to the Mayor's office for consideration.

I look forward to aligning and prioritizing our efforts around these policies over the coming year.

CC: Mara Elliott, City Attorney
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2019 COUNCIL PRESIDENT'S WORK PLAN FOR THE CITY COUNCIL

Purpose and Intent

Under my leadership as Council President, I will work to create a city that is more equitable, inclusive, transparent, and accountable to its citizens. I know many of us serving on the City Council share core values and priorities regarding affordable and middle-income housing, housing our unsheltered population, transportation, public safety, infrastructure, economic development, and our environment. With these values and priorities in mind, as Council President, I will endeavor to foster the development of our strong council form of government by setting priority goals for this year.

A key objective of my council presidency will be to ensure investment in underserved communities and maximize opportunities that support affordable housing and create well-paying jobs. Not only should investment be prioritized for those communities with the greatest need, city projects should deliver concrete community and environmental benefits. For far too long, low-income communities and communities of color have suffered from lack of infrastructure investment and have borne the brunt of environmental degradation.

On January 29, 2019, I presented the 2019 Work Plan to the City Council for consideration and feedback from my colleagues. Following the discussion, I have incorporated the feedback that my colleagues provided.

It will take several years to achieve many of these efforts and our work begins today. The proposed priority goals for 2019 include:

1. **Restructuring Council Administration to further support all council offices**
2. **Addressing our unsheltered population**
3. **Reinforcing and establishing new tenant protections**
4. **Continuing to develop innovative housing solutions**
5. **Achieving targeted economic development in our communities**
6. **Proactively protecting our environment and implementing our Climate Action Plan**
7. **Reforming and transforming public safety throughout our communities**
8. **Increasing the City's grant outreach and coordination**
9. **Providing responsive and timely constituent services and adopting a human capital plan**

1. Restructuring Council Administration to Further Support All Council Offices

As Council President, I will advocate for expanding the functions of Council Administration within the purview of the Council President's office, which is vital to supporting our strong Council form of government. This includes adding a new position to coordinate government affairs relating to our legislative platform priorities, as well as interfacing with the Mayor's government relations team, and our state and federal lobby teams. Additional staffing would assist all council offices' public communication efforts.

2. Addressing Our Unsheltered Population

Our unsheltered population demands an urgent, less punitive and coordinated response from the City, County, and community partners throughout the region to provide services and housing to the unsheltered. Many of these efforts rely on the San Diego Housing Commission's existing programs as well as effective coordination with the County's Health and Human Services Department. As such, I look forward to strengthening the relationship between the City of San Diego, the San Diego Housing Commission, the County of San Diego and all of our nonprofit partners to help our residents that are most in need. These efforts include:

- **Improving Regional Partnerships & Coordination**

The City Council, Mayor, County officials and Regional Task Force need to work proactively to develop a coordinated response to providing housing and services. Our City has a great opportunity, in partnership with the County of San Diego and Regional Task Force, to implement a coordinated plan led by the San Diego Housing Commission that will place homeless individuals and families in housing. This coordinated and comprehensive plan must be data driven. We must also focus our funds on identifying units for occupancy and leverage our local and state funding resources to help bridge the gap to obtain these units. This plan should also be structured around following five criteria: collaboration, outreach, identification of properties, wrap around services, and monitoring results.

- **Expanding Outreach to our Unsheltered Population**

The outreach to our unsheltered population should be inclusive of all affected communities. Therefore, our efforts should align with the work that was done by the City's Select Committee on Homelessness. Our focus on expanding outreach to unsheltered residents beyond downtown to include canyons, beaches, and open space areas will be an important part of this work. It is imperative that additional dedicated outreach workers be deployed to support expanded outreach efforts.

Furthermore, the City and County should be working in close partnership with our hospitals and medical clinics to ensure that, as a region, we retain and expand beds in recuperative bed facilities to ensure that our unsheltered have facilities

where their medical and mental health needs are addressed before seeking permanent supportive housing options.

3. Reinforcing and Establishing New Tenant Protections

Implementing and enhancing a variety of preservation strategies is critical to addressing our housing needs, as our affordable housing shortage cannot be addressed simply by building new units. We must also ensure that existing affordable units remain affordable to low income San Diegans. Working with San Diego Housing Commission staff to revise, as well as create, a variety of anti-displacement policies and regulations, is a priority. These programs and initiatives include:

- **Anti-Displacement Policies**

It is a priority to ensure that renters who are a paycheck away from being unsheltered have the support to stay in their units. With this intent, working with the San Diego Housing Commission (SDHC), we should focus on the following items: develop a rent policy for SDHC owned-properties that benefits tenants; enforce State and Federal relocation assistance rules; create a local relocation assistance program for residents displaced by the conversion of an affordable property to market-rate; update our City's tenant right to know regulations; and, update the City's Inclusionary housing regulations.

4. Continuing to Develop Innovative Housing Solutions

Streamlining solutions to begin addressing our housing supply issues is critical if we are to truly change the housing narrative in San Diego. This includes bold action to bring high density housing that includes on-site low and middle-income housing opportunities in close proximity to transit. Included in this is a continuing effort to adopt streamlined policies and regulations for movable accessory dwelling units (ADU) and the adoption of an ADU Toolkit.

Additionally, we should opt in to the new state regulations per AB 2372 in order to ensure denser residential and mixed-used development along our transit corridors along with a restructured development impact fee structure and reduced parking.

Included in this is a comprehensive long-term real estate plan for all of the City's property holdings. This long-term plan will give the public and decision makers tools to have a transparent and easily accessible plan to understand. This plan should lay out what the public lands are, how they are being used and what could be redeveloped to achieve the City's goals over the next 50 years.

5. Achieving Targeted Economic Development in Our Communities

It is my intent to build strong partnerships between our business community, our neighborhoods, and our local government so we can improve the economic returns and quality of life for all. Too many San Diegans are grappling with a lack of quality jobs. I am going to work on a range of policies to ensure both high-quality job creation and that pathways are created for low-income workers, people of color, women, and other groups of disadvantaged workers.

- **Neighborhood Reinvestment**

The Southeastern and Encanto Neighborhoods Community Plan Update Market Demand Analysis study determined that there is a net export or leakage of sales costing approximately \$170 million per year from these communities to others. This leakage contributes to food and retail deserts that require residents to travel far from their homes to meet their basic daily needs for food, medication and other services. We need to stave off this retail leakage and proactively solicit new commercial and retail business so residents can have their daily needs met without necessarily having to drive a car or take transit.

- **Promise Zone and Opportunity Zone Investment**

The economic investment that is underway in such areas as Sorrento Mesa and near UCSD should also be extended to areas designated as the Promise Zone and the designated Opportunity Zones. As we plan future investment in these areas, I encourage us to identify and seek new opportunities within the Promise Zone and Opportunity Zones in partnership with our biotech and technology sector leaders.

- **Equal Opportunity Contracting Program**

The City's Equal Opportunity Contracting (EOC) Program implements programs to support small and local businesses by working to ensure diversity and inclusion in City purchasing and contracting. Recent reports have showcased discouraging statistics in City procurement, particularly for firms from underserved communities. In order to better understand how to reform EOC, a disparity study must first be commissioned to remedy any perceived discrimination in City contracting. Therefore, I will call for funding of an EOC disparity study in the FY2020 budget.

In order to ensure that contractors doing business with or receiving funds from the City do not engage in unlawful discriminatory employment practices as stipulated by State and Federal Law, I request that the City should conduct periodic reviews of Contractors to ensure that unlawful discrimination is not being practiced. In addition, we need to ensure that Equal Employment Opportunity Plans are

implemented in accordance with San Diego Municipal Code Section 22.2706, which outlines the City's equal employment opportunity outreach program.

6. Proactively Protecting the Environment and Implementing our Climate Action Plan (CAP)

The CAP is a landmark document that aims to reduce the City's carbon footprint and contribute to making San Diego a thriving, sustainable, and livable city. To ensure that the goals of the CAP are implemented through an equitable and inclusive approach, I suggest the following:

- **Climate Action Plan; Strategy 3: Bicycling, Walking, Transit and Land Use**

The goals set by the City's CAP are bold and will require bold leadership. I am committed to ensuring we meet those goals by supporting our dense urban development projects along our transit corridors, support transit and active transportation projects that will help achieve our 2020 and 2035 targets for increased bicycling, walking, and transit commuting; and fund infrastructure projects that implement the General Plan's City of Villages strategy.

- **Community Choice Aggregation Resolution**

Community Choice Aggregation (CCA) is a specific strategy identified in the Climate Action Plan that will help achieve the City's goal of having 100% renewable energy by 2035. By passing supplementary ordinances, we will reach our goal of fully implementing a CCA system, which gives residents more choice and freedom from utility companies, reduce greenhouse gas emissions and waste, and improve the quality of life for all San Diegans. I expect that a resolution of intent to form a Joint Powers Authority related to the CCA will be brought forward to the City Council in early 2019.

- **Street Sweeping and Creek Restoration**

Street sweeping is an effective mechanism for complying with the City's storm water regulations. However, in underserved communities it is apparent that street sweeping is not capturing the volume of waste flowing into our storm drain system. A new method must be deployed to address the significant amount of trash and debris flowing into our waterways. Increased maintenance and codified timelines to implement this approach will significantly increase the quality of life for area residents and potentially help reduce damage caused by flooding.

- **Development Infrastructure Templates**

We must prioritize infrastructure investments to our high density, mixed-use, walkable, urban "villages", where a high level of activity already exists, and that have the capacity for growth. In order to do this, I suggest the Mayor consider

having staff develop and adopt urban public infrastructure templates for curbs, gutters, sidewalks and streets in order to improve our infill development.

7. Reforming and Transforming Public Safety Throughout Our Communities

Improving the quality of life through safer and more livable neighborhoods for underserved communities is a high priority. We realize that the first step in the right direction is to rebuild trust between our underserved communities and our San Diego Police Department (SDPD) through meaningful access and policy reform.

We must reform our recruitment efforts by investing existing resources in a program that will focus on minority and local resident recruitment. We must develop policies that will improve accountability and transparency within the department and our communities. In order to provide tangible results for our residents, we must shift the way our City Council, SDPD and Mayor work together. The following are important issues to consider in designing policy solutions to address discriminatory policing: police profiling; officer training; data collection and reporting; and oversight and accountability.

8. Increasing the City's Grant Coordination and Outreach

In our approach to seek funding for neighborhood services and capital projects, I will endeavor to work with the Mayor to enhance our processes across all key departments to increase our grant seeking capabilities. Grants opportunities should include but are not limited to: cap and trade funding including affordable housing and sustainable communities, Urban Greening Funding Active Transportation and Smart Growth Implementation Funding, Calfire Funding, Transformative Climate Communities (TCC) Funding, Senate Bill (SB) 2 and SB 3 Funding, and, Integrated Regional Water Management Funding.

9. Providing Responsive and Timely Constituent Services and Adopting a Human Capital Plan

The City should provide more responsive and timely constituent services, especially in our urbanized communities. It is vital that the City be more diligent in completing constituent requests in a timely manner, especially requests that may affect our daily quality of life matters such as trash, palm tree trimming, street and sidewalk repairs, and lighting repairs.

The City should prepare and adopt a human capital plan. We need a human capital plan in order to recruit and retain high-performing staff. The City has over 11,000 employees and it is vital for the operations of the City that we better understand the needs of our employees to ensure high-quality services for our residents and businesses.