



THE CITY OF SAN DIEGO  
OFFICE OF COUNCILMEMBER MONICA MONTGOMERY

MEMORANDUM

DATE: January 18, 2019  
TO: Andrea Tevlin, Independent Budget Analyst, IBA  
FROM: Councilmember Monica Montgomery, Fourth Council District  
SUBJECT: Fiscal Year 2020 Budget Priorities

A handwritten signature in blue ink, appearing to read "M. Montgomery".

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I am pleased to present budget priorities which focus on the needs of District 4. My priorities aim to establish equity, and to build a San Diego that we can all be proud of. We need the resources that are essential to have a quality life, such as adequate police, fire-rescue resources, personnel, safe streets and sidewalks that are paved and well-lit by streetlights, libraries, parks and more. The following are our priorities for funding in the Fiscal Year Budget:

**Public Safety**

**Police Recruitment and Retention**

Public safety remains our highest budget priority. It is important that law enforcement agencies reflect the cultural, racial and gender diversity of the communities they are employed to serve and protect. The City must focus its recruitment efforts on attracting a diverse force, and a force that respects the communities it serves. The City must continue to prioritize the recruitment and retention of police officers. Recent efforts to increase retention has not resulted in decreased attrition rates.

**Community Oriented Policing**

The City must take steps to further define "Community-Oriented Policing" and establish policies that achieve the true spirit of this approach. Each neighborhood has unique needs and the community should take the lead in defining what public safety means and what role police play. Police should form partnerships broadly with community stakeholders and should develop solutions to public safety problems through collaborative problem-solving. It is imperative that we continue to invest resources to expand policing alternatives and to continue to build the trust and relationship between our residents and police officers. Additionally, I am requesting that we have multi-lingual Police Officers/Police Service Officers who can serve individuals who do not speak English as their first language will assist in bridging the cultural divide that exists in some of our communities.

### **Police Trainings, Metrics and Impacts**

The City must provide line officers and leaders with effective trainings and policies on de-escalation, multicultural awareness, and working with people experiencing mental health crises. These trainings and policies must be connected to metrics to measure their impact in the field to ensure the effectiveness and officer accountability. Also, there should be an effort to support the expansion of PERT teams across the City.

### **Continued Implementation and Monitoring of AB 953**

*Monitoring of AB 953 (Racial and Identity Profiling Act of 2015):* An annual independent Racial Impact Report should be funded and presented to the City Council analyzing the data collected under the Racial and Identity Profiling Act. The report should include information about any racial bias complaints and the outcomes of such complaints, as well as any action taken by SDPD to mitigate racial biases. The report should also make recommendations based on the data they collect. The Racial and Identity Profiling Act of 2015 only requires that the data be sent to the State Department of Justice. San Diego residents must have an opportunity to hear from SDPD directly. This will allow for us to see if we are making progress to deal with the disparities identified in the SDSU study, as well as under AB 953, and to ensure that officers are being held accountable for compliance with the law. Approximate Cost: \$75,000.

### **Restoration of Police Civilian Positions**

There is cost benefit in restoring civilian positions. The elimination of these critical positions over the years has resulted in slower police non-emergency response times, additional overtime costs, decreased revenues from permit and fee collections, case backlogs and other impacts. The restoration of civilian staff will allow existing sworn officers to return to patrol duties. The City should also continue to monitor and restoration of these positions.

### **Police Department's Traffic/Special Events Division**

The current structure was designed to accommodate the needs of Traffic Division in 1999. Since that time, the demands placed on the facility have grown. The City Council approved a resolution to fund a feasibility study for a permanent Traffic Division facility. To allow Public Works to work with the Police Department to analyze property issues, operational needs, desired facility conditions, and to develop a project scope, budget, and schedule, the Council should fund a feasibility study. Public Works has provided an estimated cost of \$250,000.

### **Homeless Outreach Program and Housing First Expansion**

In addition to reserved CPPS funds for this project, the Housing First Fund for 2018-2020, and money raised by community groups, additional funds are needed to ensure that year-round services are provided by the Alpha Project to help address homelessness in various areas throughout city (outside of downtown), particularly in neighborhood canyons, parks and beneath bridges. Funding source: Property Tax Beneficiary Fund.

### **Permanent Skyline Hills Fire Station (FS 51)**

Temporary FS 51 opened in 2015, immediately improving emergency response times. Progress must continue to identify funding to construct a permanent facility for the health and safety of our fire-rescue personnel and also a facility that residents deserve and can be proud of.

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

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

**Life Guard Presumptive Medical Coverage**

The cost is undetermined, but should be studied and provided for in the FY20 budget.

**Fire-Rescue Department's Lifeguard Service's Five-Year Plan**

The City should expand the Lifeguard Dive Team by adding 4 Lifeguards II positions. This requires no additional FTEs. The cost will be for the additional special team pay, equipment and training for new members.

**Citizens Review Board (CRB) on Police Practices**

Additional resources should be identified to ensure the independence of the CRB and to include the addition of two FTE (independent investigator). This will enable complaints to come directly to the CRB and to be investigated independently of SDPD Internal Affairs. Additional funding may be needed pending the outcome of Council deliberation on this matter.

**Neighborhood Code Compliance**

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

**Infrastructure**

The City must make infrastructure improvements and maintenance a higher priority going forward, particularly in areas which have historically been underserved. I seek to achieve equity for the neighborhoods I represent, which means targeted infrastructure investments are needed to address the substandard conditions which have presented roadblocks to true economic and social opportunities. The following focused investments will address visual impacts, create jobs, promote economic growth, environmental sustainability and meaningfully address pressing community needs.

**Streetlights**

No less than \$1 million should be identified to install streetlights citywide in areas with the most urgent public safety needs for additional streetlights, as identified in the Street Division streetlight unfunded needs list. Installation priorities include area with high pedestrian activity, including parks, community centers, schools, business corridors, and transit stations. Street lighting can be an important tool in combating crime, as well as increasing safety for motorists, cyclists, and pedestrians. Considerable savings in reducing the backlog can be achieved by locating new lighting fixtures on existing poles, where available.

### **Storm Water Channel and Storm Drain Maintenance**

The City has engaged to enhance the maintenance of its storm water channels and storm drains to ensure that life and property are protected. However, much of the work being performed by the department is through emergency permitting. To avoid the need to do last minute emergency permits to prevent flooding, the City should fund an enhanced storm water channel and storm drain maintenance program that addresses high flood risk locations in FY20 and beyond.

### **Maintenance and Repair of Streets Classified as “Unimproved Roads”**

The City must either develop a process to provide for the repair and maintenance of “Unimproved Roads” or develop a plan to upgrade or construct these roads into complete streets. Residents throughout the City, particularly in parts of Encanto and Skyline-Paradise Hills are unable to request common street improvements due to this technicality.

### **Transition Dangerous Corridors to Complete Corridors**

Circulate San Diego, a transportation advocacy non-profit that provides research and outreach addressing barriers to public transportation access, and solutions for improving neighborhood walkability, bike routes and scooters, adopted a policy initiative as one of its advocacy programs, titled “Vision Zero.” The initiative originated in Sweden and was approved by its Parliament in 1997. The Vision Zero policy initiative demands that governments across the world to prioritize the outcome of zero traffic-related fatalities through targeted traffic and transportation improvements. Circulate San Diego’s partnership with the City of San Diego has led the city to become 1 of 5 U.S. cities that referenced the Vision Zero Action Plan to be implemented in local government programs and policies.

In 2017, to fulfill the outcome Vision Zero outcome, Circulate San Diego utilized the City of San Diego’s Transportation and Storm Water Department to identify 15 intersections with the most repeat crashes, which were termed as the “Fatal 15.” Presentation of the data from Circulated led the Mayor and the City of San Diego to commit to fixing all the intersections by the end of fiscal year Fiscal Year 2018. However, Circulate San Diego has sourced city data again to identify another list of “Fatal 15” intersections and additional corridor improvements in their recommendations for the Councilmember Budget Priorities for Fiscal Year 2020. Two of the following locations are in Council District 4:

#### **45<sup>th</sup> St & Market Street**

- Lead Pedestrian Interval blank out signs (LPI) (\$10,440)
- Audible Pedestrian Signals (\$8,000)
- 2 Street lights on signal poles (\$75,000)

#### **62<sup>nd</sup> St & Imperial Avenue**

- Rebuild curb ramp (\$150,000)
- Directional arrow heads (\$3,000)
- Install opposite crosswalk east of existing crosswalk (\$1,240)

### **Sustainable and Safe Streets Pilot Project Fund**

Another program that would be beneficial for District 4 and all districts, not only regarding infrastructure, but civic engagement as well was Circulate San Diego’s proposed “Sustainable and Safe Streets Pilot Project Fund.” This would be a funding source for Council Districts to have “Quick-build” projects that can be built in 1-year with place-making projects that are committed to safe street improvements. Proposed Funds: \$900,000 (In Grants)

The fund would be managed by a full-time employed Mobility Grant Writer and supporting staff that could be transferred from the Transportation and Storm Water, Planning, Public Works and Code Enforcement/Development Services departments to form a Mobility Department. Each district would ideally receive 100,000 dollars out of 900,000 dollars to pilot their projects.

### **Mobility and Bike Infrastructure Monitoring**

Increasing bicycle ridership throughout the city is an important part of the Climate Action Plan goals. The following items should be considered in development of the FY20 budget:

- A mobility monitoring program as cited by Climate Action Campaign “that reliably measures bicycle, pedestrian, and transit mode share in transit priority areas. The “smart streetlights” that are supposed to count bike and vehicle trips have been unsuccessful, so the city currently has no way to track progress toward the CAP mode share targets. We recommend instead taking advantage of low-cost bike and pedestrian counters already available and bringing on a consultant to conduct a travel survey at least every two years to complement counts” Approximate cost: \$400,000 every two years for travel survey; \$25,000 annually for counters.
- Budget for the installation of bicycle infrastructure and signage in conjunction with street overlay and repaving projects and suggest the budget reflect this continuing and expanding effort in FY20. Increase staffing to apply for grants to supplement City funding for bicycle infrastructure.
- Prioritize funding for biking and walking infrastructure improvements along Vision Zero corridors, specifically Imperial to Euclid Avenue Safety Improvements. Funding of staff time to establish a Market Street Working Group to implement safety improvements conceptualized in Southeastern and Encanto Community Plans, and the Pedestrian Master Plan and associated improvements include curb extensions, high visibility crosswalks, protected bicycle lanes.

### **Council District Four Sidewalks: Paradise Hills and Rolando Community Areas**

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

### **Parks**

Below are parks projects that will help achieve that parks-to-people priorities:

#### **Accelerate Citywide Park and Recreation Condition Assessment**

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

### **Chollas Creek Master Plan**

Chollas Creek traverses the City Heights, Eastern, Encanto, Southeastern San Diego, and Barrio Logan Communities. Chollas Creek is within communities that are largely underserved and it is time to provide these communities and the San Diego region with a unique regional park that focuses on habitat, nature, trails, passive recreation, culture, history and geography. The proposed Chollas Creek Regional Park proceeds directly from and builds upon the framework of the 2002 Chollas Creek Enhancement Program (CCEP) to develop a multi-use creek trail and continuous greenbelts throughout the Chollas Creek Watershed.

- In November 2015 the Park and Recreation Board Unanimously voted to accept the Chollas Creek Regional Park Designation Feasibility Study and recommended updating and expanding the 2002 Chollas Creek Enhancement Program. The next step would involve the preparation of a Master Plan to be developed under the direction of the City of San Diego Planning Department. The total cost of the Master Plan is estimated to be \$1.0 million based on the costs of the San Diego River Park Master Plan/CEQA document. However, Park Planning staff reports that the Master Plan could be funded in phases over a three-year time period.

### **Southcrest Park Security Lights**

Park security lights are requested for Southcrest Park. The park is in a high crime neighborhood and has large sections of unlit areas. Additional lighting has been requested by the Recreation Council and Park and Recreation staff for a number of years. The goal of the lights is to increase safety for community members at the park. Approximate cost: \$200,000 to \$500,000.

### **Martin Luther King, Jr. Recreation Center Facility Improvements**

The flooding of the racquetball courts, administrative offices, and gymnasium has been an ongoing issue at the MLK, Jr. Recreation Center. A permanent fix is necessary to have the sidewalk and soil removed next to the building and the foundation wall properly sealed with a drain line installed. This type of repair is estimated to be \$200,000 to \$300,000.

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

This project provides for retrofit and improvements to the existing basketball court lighting. Approximate cost: \$20,000.

### **Marie Widman Memorial Park Public Safety Redesign and Enhancements**

Reconfiguration of the park is needed to enhance public safety. Marie Widman Memorial Park has been the site of several violent crimes/murders in recent years. Enhancements to park amenities can increase park usage and activity, thereby deterring crime.

### **Emerald Hills Public Park Improvements**

The Emerald Hills Community Park is one of the few outdoor public spaces in District 4, and is a gathering place for youth, families and the neighboring community. Community members have been advocating for renovations to the park for over 20 years. This park was built over 50 years ago, and has had no significant upgrades since that time. The City should fund a complete redesign and renovation of the park, including a new tiny tot lot, gazebo, and new playground equipment (slides, connected equipment that enhances learning, and

learning, and foam playground flooring instead of sand). This park also needs new toilets, drinking fountains, tables, and the installation of bags to pick up dog waste.

#### **Keiller Playground Equipment Improvements**

Playground equipment: Over time the condition of the playground equipment at this location is outdated and has deteriorated. Approximate cost: \$100,000.

#### **Paradise Hills Recreation Facility Improvements**

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

#### **Castana Street East of 47<sup>th</sup> Street Along Chollas Creek**

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

#### **Encanto Open Space Trails Improvements**

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

- Emerald Hills--1,570 linear FT of new trail \$372,193
- Chollas Radio--550 linear FT of new trail \$534,911
- Valencia Canyon--210 linear FT of new trail \$188,341

#### **Additional Grounds Maintenance for Encanto Area Parks**

Additional Grounds Maintenance Worker II positions are requested for Encanto area parks. Approximate cost: \$70,600 per FTE

#### **Operational Needs**

While Public Safety and Infrastructure needs remain the twin areas of focus for our districts, there are significant citywide operational needs that should be accounted for in the FY20 budget. The priorities listed below will benefit all City residents, and many of them have impact for the communities we serve.

#### **Library Ordinance**

The Library Appropriation Ordinance requires that the Library Department budget equal six percent of the General Fund's budget each fiscal year. The anticipated budget for the library for FY20 is \$57.3 million, which is approximately \$30.3 million short of compliance with the Ordinance. In order to strive to achieve compliance with the Ordinance, we request an increased allocation to the Library Department budget beginning with the following items:

- Accelerate process for a New Oak Park Library Land Use and Feasibility Study.

- Technology upgrades: San Diego Public Library has approximately 3,000 technology devices it supports. Most devices are not supported by the Department of Information Technology and prevents the library from offering state of the art software. Annual investments are recommended. Approximate cost: \$200,000
- Materials: General fund budget for libraries are currently at 1.8 million, as it was in FY2009. To keep up with inflation in library materials, it is recommended increase in the San Diego Public Library's materials fund be enacted. Approximate Cost/Increase: \$400,000
- FY09-Fy19: The Library Department's Budget has remained flat for the remaining decade at 1.8 million. The library currently spends 3 million, but relies on donations to fund ongoing materials.
- Library Programs: Many library programs are funded via donations, which can vary year-to-year. Expansion of the programming budget for the City's branch libraries would allow programs to be consistent year to year and relatively equal across all branch libraries. Approximate cost: \$400,000.

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

Currently, the Mayor's 5-year Outlook shows 6.44% of projected TOT revenue budgeted to support the Penny for the Arts Blueprint, falling short of the Blueprint's stated 9.5% goal for FY20. This means that for the next five years, Arts and Culture funding will continue to be millions of dollars short of the Blueprint's commitment. Fully funding the Penny for the Arts program for FY20 is critical to the continued growth of our arts and culture programs across the City.

#### **Fiber Optic Network Feasibility Study**

Reliable high-speed internet access is a critical for large metropolitan areas to invest to attract new and retain current industries to the region and to enhance educational facilities throughout the city. The City should initiate a feasibility study to analyze potential financial models and partnership structures to provide a fiber optic network in San Diego that protects the financial interests of the city and its residents and helps ameliorate the digital divide in low income neighborhoods. Approximate cost: \$50,000.

#### **Equal Opportunity Contracting (EOC) Improvements/City of San Diego Disparity Study**

The City's EOC Program is intended to ensure diversity and to safeguard against discrimination in City contracts. Its purpose is to ensure fairness in the expenditure of taxpayer dollars. For the City to improve its EOC program goals and to adopt a race or gender-conscious preference program to remedy any perceived discrimination, the City must first commission a disparity study specific to the San Diego marketplace. We request that this study be funded in FY20. Approximate cost: \$1 million (can be phased over a two-year period). Prior to the study the following must be prioritized:

- Incentivize more anchor institutions to work with MBE and WBE contractors in promise zones.



- Improve the bidding and contracting process by all Contracting Departments by removing barriers and bottle necks.
- Apply accountability to contractors that are out of compliance with EEO plans by receiving consistent reporting and providing reprimand to those who fail to comply.

### **Small Business Bonding Assistance Program**

Resources should be identified to establish a Small Business Bonding Assistance Program similar to one in place at the San Diego County Regional Airport Authority and across California, as a supplement to the City's existing SLBE/ELBE program, and as an alternative to addressing the bonding needs of small construction firms. One major barrier to SLBEs from competing successfully in public works bidding is the challenge of being bonded. A Small Business Bonding Assistance Program would greatly enhance the opportunities of small and emerging local construction businesses in the City.

Small Business Bonding Assistance Programs have existed in California for almost two decades. Currently San Francisco, Oakland, and Los Angeles all have active programs which have shown great benefits. The Bonding Programs these cities have adopted increase the pool of businesses that have the capacity to bid and be awarded municipal contracts. This makes the field more competitive and results in cost savings for the City.

By adopting this program, other cities in California have benefitted from expanding the existing pool of bondable contractors, thereby increasing competition and reducing costs.

### **Youth Employment and Workforce Development**

The city needs to analyze, develop and implement a means to monitor the progress and outcomes for opportunity youth. With a strong team, deep community connections, best-in class web-portal and IT solution, we have the foundation needed to dramatically expand the program in FY20 to rival youth employment programs in other large cities. We also recommend a proclamation for National Volunteers, Internships and Work Readiness Programs week to promote more awareness for the program. Additionally, we recommend in prioritizing the following programs:

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

### **Climate Action Plan (CAP) Implementation**

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

- **Social Equity Compliance:** An important part of CAP implementation is ensuring social equity is monitored and protected in each goal. Consideration of a new staff position, or enhancement of a current staff position to ensure compliance is critical. Accessing available grant funds are critical to ensure implementation as well. Development of an "Equity Division" in the sustainability department is recommended to address this need. Approximate Cost: \$500,000

**Community Choice Aggregation:** Sufficient funding to conduct a study that will allow the City to explore and potentially implement a CCA in Phase II of the Climate Action Plan. Partial funding was allocated in FY14, but additional funding is required to move forward. Approximate cost: \$200,000.

- **Five-Year Climate Action Plan Outlook:** As cited from the Climate Action Campaign group's memoranda - "We request implementation of the Independent Budget Analyst's 2018 recommendation that the CFO include a CAP Five-Year Forecast as an addendum to the Five-Year Financial Outlook, on an annual basis. That Outlook, a five-year implementation plan for the CAP, with associated costs, would offer the Mayor and council a clear understanding of the actions and investments needed to hit the 2020 and 2035 CAP targets. The city must take a holistic programmatic approach to CAP implementation, rather than continuing to plan implementation simply through the budget cycle on an annual basis. Approximate cost: IBA Determination."

### **Urban Forestry Program**

A critical part of the Climate Action Plan is growing the City's urban forest. Trees make vital contributions to livable neighborhoods, resilient and prosperous communities, environmental quality, and public health as they sequester carbon, reduce energy use, and make neighborhoods cooler and more walkable. As such it is important that the city increase resources to plant and maintain trees throughout the city. The following FY20 budget allocations are vital to meeting the CAP goals related to growing our urban forest, as recommended by our Community Forestry Board as well:

- \$100,000 for one FTE for a Code Enforcement Officer, in Development Services.
- \$100,000 for additional arborist/horticulturalist, in Streets Division.
- \$300,000 for planting 1,500 additional street trees.
- \$500,000 increase in contracts for inspection and scheduled tree care.

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

- Educate residents and businesses about watering trees.
- Ensure that sidewalk improvements preserve trees.
- Develop Integrated Pest Management approach for emerging tree pests.

- Invest in trees to meet storm water permit requirements.
- Explore increasing property-based fees.
- Fill vacant funded Landscape Architect position in Public Works.
- Complete tree canopy analysis to provide direction for Climate Action.
- Approach contacting with "Best Value" approaches.
- Accelerate applications of Enterprise Asset Management systems.

### **Council Administration**

Funding for additional positions for reception and administrative support are important to ensure the Council provides the public with adequate accommodations and services while visiting City Hall.

- One management intern is requested to assist with various research assignments and other administrative support for Council Administration. The methodology is based on 20 hours per pay period. Approximate cost \$7,866;
- One Program Coordinator is requested to assist with identifying various grant funds that are available from numerous sources at the state and federal levels. This position will assist operations staff in researching and identifying available grants for project funding in underserved communities. Approximate cost &80,000 - \$120,000;

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

Continuing funds should be used to fund CIP projects in the economically disadvantaged areas previously designated as redevelopment areas. Using this revenue going forward to invest in San Diego's economically disadvantaged communities, as originally intended allows areas in the greatest need of economic investment an opportunity to attract new commercial activity, which in turn creates new jobs and greater tax revenue for the City's general fund. I would request allocation of this funding towards CIP projects or incentive programs that impact economically disadvantaged areas in your FY20 budget and beyond. The prioritized investment of these RPTTF funds is intended to supplement, not replace, funding identified in the Mayor's Five-Year Outlook.

### **Community Development Block Grant (CDBG) Program**

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

### **Create an Office of Labor Standards and Enforcement (OLSE).**

- Restructure existing City departments that investigate contractors, employers and workplace violations into a new Office of Labor Standards and Enforcement.
- The departments and personnel that should be restructured under a new OLSE should include, but not be limited to: Living Wage Office, Minimum Wage & Earned Sick Days (MWESD) Office, and Prevailing Wage investigators.

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

**Adopt Homelessness Strategic Plan and Data Management**

The city has invested millions of dollars over the years to provide services for our homeless population. Services are vital to assist those who are unhoused. However, we must also prioritize permanent supportive housing. We have about 2,500 permanent beds available for an unhoused population that exceeds 9,000. Housing should be the top priority and wrap-around services should follow. In addition, the city should, as a part of the Regional Task Force on the Homeless, partner with the County to ensure that we have a regional plan.

The Homeless Management Information System (HMIS) needs to be updated accordingly, so that those in the system can get the services needed in a timely manner. The purpose of the system is to coordinate efforts between all agencies that provide services to our homeless population. Although we do not bear all the costs of the system, we must consistently monitor it to ensure it is fulfilling its purpose, with an emphasis on homelessness prevention for residents that are one paycheck away from experiencing homelessness.

**Create an Office of Tenants Protection.**

- Existing Housing Code Enforcement Officers should be reassigned to this new office.
- All personnel in this new office should receive training in tenant protection and prevention of retaliation.
- Hire additional Code Enforcement Officers, focused on substandard housing in the following communities: Barrio Logan, Southeast San Diego and Encanto
- This office should provide regular "Know Your Rights" clinics to tenants, in multiple languages.

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

MLM:hf

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