



**COUNCILMEMBER CHRISTOPHER WARD
THIRD COUNCIL DISTRICT**

M E M O R A N D U M

DATE: January 18, 2019

TO: Andrea Tevlin, Independent Budget Analyst

FROM: Councilmember Chris Ward

SUBJECT: Budget Priorities for Fiscal Year 2020

Especially during years with constrained budgets, it's critical to examine what return we receive from our investments. While limited budget options may demand reductions in a variety of areas, it's critical that we avoid creating worse liabilities in the future with any short-term cuts. This should include programming, but also include careful evaluation of thousands of vacant, budgeted positions against the long-term costs of reduced service levels, more costly outsourcing of core public agency responsibilities, and the potential for spiking repair and infrastructure costs if pressing needs are not addressed now.

INVESTMENT IN CITY STAFFING AND RETENTION

The City of San Diego rates at the bottom in competitiveness for a number of classifications, with peer cities in the San Diego region offering salaries as much as 30 percent higher. Since 2016, the number of City of San Diego employees who quit their jobs has begun to outpace the number of employees who retire. These separations have been increasing at a faster rate than retirements, and prove to be disruptive since they are difficult to anticipate. Meanwhile, almost 25 percent of positions at the City are vacant and many of these positions have been vacant for an extended period, or more than eighteen months. In lieu of filling these vacancies, the City often hires costly outside consultants, resulting in higher costs than employees and a degradation of the employment culture. It is time to make a significant investment in City staff to ensure that San Diego's compensation is commensurate with equivalent positions in the region, align with our expectations of strong public sector performance, and improve the City's ability to hire and retain talented staff.

Employee Wages

In order to ensure San Diego is providing the best possible service to residents and the most accurate and transparent budgeting possible, the City should examine the 173 existing positions which have been vacant since prior to 2016, and the 244 existing vacant positions which have *never* been occupied. This examination may identify budgeted positions which

are no longer necessary or should be reclassified, as well as opportunities to redirect savings toward more competitive compensation for candidates in order to more effectively address the more than 2,300 existing vacancies citywide.

Approximate cost: Reallocation of budgeted positions

Staffing Levels in Targeted City Departments

The highest priority should be targeted vacancies that have broader systemic impacts on core city responsibilities. Filling vacancies in the Public Utilities, Public Works, Parks and Recreation, and Transportation and Storm Water Departments should be prioritized where hundreds of vacancies currently exist. These departments provide important core services that City residents rely on for their everyday health and safety. Ensuring an efficient hiring and recruitment of workers to provide these services to San Diego communities will help the City be a bigger driving force of regional economic development. I also ask that the recruitment pool be diversified to target neighborhoods in the City with higher rates of underemployment and unemployment.

Public Utilities Department

- 5 FTE, Customer Support Division/ Field Services & Investigations/ Meter Reading Division (\$40,800)
- 2 FTE, Senior Civil Engineers, Pure Water Program (\$95,900)
- 2 FTE, Corrosion Engineers, Water Systems Operation Section (\$83,100)

Public Works Department

- 8 FTE, Land Surveying Assistants (\$72,030)
- 2 FTE, Principal Survey Aides (\$62,530)

Approximate cost: N/A, currently budgeted vacant positions

Department of Housing and Community Development

Policies, services, and funding for the homeless, housing, real estate management, and community development are administered in San Diego through a variety of agencies including the San Diego Housing Commission (SDHC), the City's Real Estate Assets Department (READ), Civic San Diego, and the Economic Development Department. SDHC has been tasked with funding and managing services for people experiencing homelessness in recent years, without the significant addition of staff. The City's housing crisis demands us to develop a comprehensive, strategic approach to build and preserve housing in our neighborhoods, move people experiencing homelessness into housing, maximize the use of City-owned lands for housing, and ensure community development needs are met.

The City should consolidate management of homelessness services, READ's real estate portfolio management work, and Civic San Diego's housing and community development services into one department to ensure that efficient and accountable governance is created. Within this Department there should be an Office of Tenant Protection. All existing Code Enforcement Officers should receive training in tenant protection and prevention of retaliation. The office could create and fully fund a Tenants' Right to Counsel Program.

Hire additional Code Enforcement Officers to proactively focus on substandard housing:

- 3 FTE, Code Enforcement Officers (\$74,000)

Approximate cost: \$222,000 and reallocation of currently budgeted positions

Mobility Department

There is a need to establish a Mobility Department whose mission is to envision, build, operate, and maintain a transportation system that provides safe, equitable, efficient, and sustainable access and mobility for all residents. The City's transportation planning, design, and implementation services are currently scattered among the Planning, Transportation and Storm Water, and Public Works Departments. Cities across the country are abandoning this model to create a stand-alone mobility department to take a comprehensive approach to transportation, ensure collaboration with regional agencies, and diversify overall transportation services. The creation of a Mobility Department requires hiring one Mobility Department Director and transferring key staff from other departments.

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

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

City Employee Childcare Services

Finding licensed childcare for many families has become increasingly difficult, including for many parents who work for the City of San Diego. Childcare is a basic infrastructure element that should be pursued for children of city employees that are three months to five years of age. Staff should work with all municipal bargaining units to explore the costs associated with including financial assistance for daycare services as an employee benefit, pursue potential partnerships, and prepare to engage the negotiating units during FY2020. I request that the City reinstate the Childcare Coordinator position to enable this process.

Approximate Cost: \$91,000 for Childcare Coordinator plus other associated costs TBD

Office of Labor Standards and Enforcement

Existing City departments that investigate contractors, employers and workplace violations should be restructured into a new Office of Labor Standards and Enforcement. Existing programs such as the Equal Opportunity Contracting Program, Minimum Wage Program, and Prevailing Wage Ordinance administrators should be included in this effort, as well as monitoring of the Equal Pay Ordinance. Additional staff should be hired to proactively investigate minimum wage, sick days and retaliation violations. Specifically, I request the following:

- 1 FTE, Field Investigator (\$49,200)
- 1 FTE Auditor (\$78,000)
- 1 FTE City Attorney (\$235,000)

Approximate cost: \$362,200

City Vendor Registration

As public dollars are increasingly diverted to private companies, the public has not been adequately informed about the recipients of these funds. The City's current online

documentation system provides minimal contract information and does not fulfill the City's obligation to ensure public access to this information. Following a Disparity Study where more information on City contractor diversity is obtained, the City should establish a process to collect this information to regularly assess its contractors in a cost-efficient way, make a sustainable investment in good jobs, and institutionalize transparency. The City should hire additional staff in the Purchasing and Contracting Department's Equal Opportunity Contracting program to ensure the collection and analysis of this information.

Approximate cost: TBD

HOMELESSNESS

The City must remain vigilant about expanding our homeless response and build on momentum from 2018 to pursue lasting solutions to the homelessness crisis. The recent Homeless Emergency Aid Program (HEAP) of \$14,000,000 from the State of California enabled us to move forward on additional outreach, flex spending program, expansion of Family Reunification Program, increase in rapid rehousing, and improvement to the City's bridge structures. As we continue to analyze current programs for greatest impact, there remain new programs that we should implement.

Mobile Showers and Restrooms

The City must establish additional sites for mobile showers and restrooms at key locations and/or consider contracting with organizations that provide trailers and services. These operations should move throughout the City during the week to continue to offer a critical service to those still waiting for shelter while maintaining sanitary conditions for our neighborhoods.

Approximate cost: \$40,000 per trailer

Homeless Outreach

The Select Committee on Homelessness explored a new outreach and encampment protocol in 2018 recognizing that individuals and families experiencing homelessness deserve respect and protection, and that the City's outreach should strike a balance between respecting these rights while responding to community needs for safe streets. State grant funding will provide much needed resources to create two-person outreach teams and staff to expand benefits connections. Outreach teams must respond to data from the 2019 Point In Time Count to ensure time is spent in neighborhoods with the largest numbers of individuals experiencing homelessness. However, additional outreach targeted to public facilities, such as libraries, will allow our City facilities to better serve our most vulnerable while relieving impacts to City employees at those locations.

- Three 2-person outreach teams (\$170,000)

Approximate cost: \$510,000

Safe Parking

The City's Safe Parking Program provides individuals and families who are temporarily living in their cars or recreation vehicles (RVs) with a safe and secure place to park at night.

Participants are provided with case management, food assistance, access to bathrooms and showers, and assistance in finding permanent housing. HEAP funding provided \$540,000 for the expansion of new lots and \$820,000 for the continuation of existing lots. However, we know there is a need to create parking lots dedicated to RVs. The City should explore opportunities citywide for new lots including at the previous family tailgate lot at SDCCU Stadium directly adjacent to the Mission Valley Fire Station, north of Friars Road.

Approximate cost: \$450,000

Storage Facilities

The City provided funding for its second neighborhood transitional storage center in 2018, and City Councilmembers have identified locations for additional centers in each of their districts. The City should provide funding to expand the number of storage centers outside of Core Downtown and Sherman Heights. The \$900,000 identified in HEAP funding should allow the City to provide storage opportunities in at least three new locations.

Approximate cost: N/A – Use of HEAP Funding

Accessory Dwelling Unit Construction Pilot Program

The City Council has adopted regulations to incentivize the construction of Accessory Dwelling Units (ADUs) throughout the city. ADUs are a relatively inexpensive and quick project to build, and since streamlining the ADU permit process and reducing associated permit fees, the City has seen over 400 applications for ADUs submitted to Development Services. Despite the regulations that reduce fees, construction financing remains a barrier. The City should create a public financing pool for the design and construction of up to 50 ADUs, up to \$30,000 each for property owners within single family zoning.

Approximate cost: \$1,500,000

Accessory Dwelling Unit Public Financing Pilot Program for Homeless Occupancy

In 2017, the County of Los Angeles approved the “Second Dwelling Unit (Accessory Dwelling Unit) Pilot Program” to launch an 18-month pilot offering up to \$75,000 in forgivable loans to encourage the construction of ADUs in exchange for a commitment to rent the unit to a homeless family/individual. The City of San Diego should also offer a pilot program of public financing in the form of a forgivable loan up to \$75,000 per ADU in exchange for property owners willing to house a homeless individual for five years. The cost effectiveness of ADU construction as well as the short time frame between ADU construction and occupancy timeframes far outpace the traditional construction of subsidized housing, allowing opportunities for rapid housing for those most in need for a relatively low public subsidy.

Approximate cost: \$3,750,000 for up to 50 ADUs (or \$1,500,000 for 20 ADU)

Approximate cost: \$1,500,000

PUBLIC SAFETY

Community Oriented Policing

The City has made great strides under the leadership of our new Police Chief to create a Neighborhood Policing Unit, focused on building and strengthening relationships between police officers, community members, and neighborhood groups. This unit is focused on proactively addressing immediate conditions that could give rise to public safety concerns such as crime, social disorder, and fear of crime. The City should continue to prioritize funding for this unit to continue to build trust between police officers and community members. With an updated homeless outreach policy and funding made available through HEAP for new outreach workers in highly impacted neighborhoods, the reduction of time spent by SDPD addressing homelessness will allow a return to proactive community oriented policing.

Approximate cost: N/A Reallocation of existing resources

Lifeguard Division

In order for our Lifeguard Division to continue to provide exceptional service and safety at our beaches and bays, the following should be included in the FY20 budget:

- Create Independent Marine Safety Department (\$150,000)
- Provide presumptive coverage for all permanent San Diego lifeguards/Cost N/A
- 2 FTE lifeguard III to work at La Jolla Shores during the Winter, and as a Seasonal Lifeguard scheduler during Summer (\$277,400)
- 2 FTE lifeguard III to work at the Boating Safety Unit year-round (\$277,400)
- 2 FTE lifeguard III for the Children's Pool/ La Jolla Cove year-round (\$277,400)
- 1 FTE lifeguard III for Friday/ Saturday/ Sunday/ Monday at South Mission Beach in summer months (\$137,700)
- Reclassification of 1 FTE clerical assistant II into a Senior Management Analyst (\$57,270)
- Yearly funding to ensure that all 12 Swiftwater Rescue Auxiliary Team members can attend annual training in Oregon (\$15,000)

Approximate cost: \$2,024,370

Fire Division

The San Diego Fire-Rescue Department has challenges recruiting and retaining firefighters by not offering a competitive compensation and benefits package. The City's 5-year Financial Outlook does not project an increase in employee pay or benefits. I request a salary increase for firefighters to make their compensation comparable with other fire departments.

First responders routinely respond to horrific incidents and observe traumatic injuries, and annual increases in call volume, sleep deprivation and mandatory callback assignments compound the emotional and mental stress that firefighters experience. Firefighters are four times more likely to commit suicide than die in a fire related incident, and suicide rates continue to rise annually. I request a dedicated behavioral health clinician for the Fire-Rescue Department to educate and prevent Post Traumatic Stress Disorder (PTSD) among Department employees.

- 1 FTE, PhD Behavioral Health Clinician (\$182,000)

Approximate cost: \$182,000

Firefighters are often the first line of service for the City's homeless population. Because many of the City's homeless population do not have healthcare, they rely on the City's 911 System. Community paramedics can engage high frequency callers and at-risk populations to provide education and contact information for critical resources. I request that two of these positions be funded for the Fire-Rescue Department.

- 2 FTE, Community Paramedic (\$119,000)

Approximate cost: \$238,000

Brush Abatement

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

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

Approximate cost: \$872,000

Downtown Park Ranger

As the City's fastest growing neighborhood, Downtown San Diego is continuously adding park space to the multiple City parks currently in place. However, unlike other communities, Downtown parks are not supported by a Park & Recreation Department ranger. In light of ongoing public safety issues at Horton Plaza Park, Fault Line Park, and Children's Park, and in order to meet the standard of activation and support afforded to communities throughout the City, the Downtown neighborhoods of Core, Marina, Gaslamp Quarter, Little Italy, East Village, and Cortez Hill should have a dedicated Ranger. The City should add one FTE within the Park and Recreation Department for a Park Ranger in the Downtown neighborhoods of Core, Marina, Gaslamp Quarter, Little Italy, East Village, and Cortez Hill.

Approximate cost: \$75,000

Parking Abatement

The City has a 72-hour parking abatement team to handle complaints regarding abandoned vehicles. With the expansion of the Get It Done app, complaints regarding parking abatement have increased from approximately 80 complaints per day to over 400, resulting in delays of over 21 days to mark and ticket abandoned vehicles. The City should explore allowing Get It Done documentation to serve as the beginning of a 72-hour enforcement period. Further, the City should add 3.0 FTE to increase the responsiveness of the Department and better calibrate staff to the level of demand for service.

- 3 FTE, Parking Enforcement Officer II (\$51,000)

Approximate cost: \$153,000

Gun Violence Restraining Order (GVRO) Program

The Gun Violence Restraining Order Program spearheaded by City Attorney Mara Elliott has been successful in obtaining more than 80 restraining orders in Calendar Year 2018. There is a clear need for additional resources in this area, partly because all GVROs expire after 12 months. An additional Deputy City Attorney is needed to work with and represent the San Diego Police Department while petitioning the Superior Court of San Diego for GVROs and GVRO renewals, and to participate in the City Attorney's training programs to advance the use of GVROs in the region and in the state.

- 1 FTE, Deputy City Attorney (\$235,000)

Approximate cost: \$235,000

INFRASTRUCTURE AND SUSTAINABILITY

Transportation Master Plan

City staff has been working with a consultant to develop a Transportation Master Plan for several years, yet Plan details have not yet been shared with decisionmakers or with the public. This Plan should be vetted through Committee prior to adoption of the FY20 budget and funds should be allocated to update the Plan as needed to complete.

Downtown Mobility Plan

The Downtown Mobility Plan is an interconnected framework of one-way and two-way cycle tracks that will increase safety and mobility for cyclists and scooter riders. The first of three phases of the project are underway with Phases II and III scheduled for completion by the end of 2019 and 2020, respectively. Phase III of the Downtown Mobility Plan should be funded this year to ensure construction of the protected cycle tracks and create designated areas for scooter parking and operations, providing an alternative to illegal riding on sidewalks. Specifically, I request to fully fund the Downtown Mobility Plan Phases II and III to ensure completion before or during Calendar Year 2020.

Approximate cost: \$16,000,000

Scooter Education and Support

The proliferation of scooters in urban areas such as downtown, North Park, and Hillcrest has caused a disruption to transportation as we know it. I support the presence of scooters in City neighborhoods, but would like to see additional funding go towards broad-based education efforts, signage, and the painting of designated on-street parking. Costs for these efforts can be offset by new revenue generated by scooter fees.

Approximate cost: \$100,000

El Cajon Boulevard Mobility Project

In 2018, El Cajon Boulevard was host to three of the 15 most dangerous intersections in the City of San Diego. In recent years, my constituents have requested crosswalks and other safety improvements in numerous locations along El Cajon Boulevard. Several organizations have also requested that the City pilot a bus only lane on the Boulevard to improve transit times and reliability. In addition, the City Council adopted a Bicycle Strategic

Implementation Plan which among numerous projects, prioritizes continuous Class II bike lanes on El Cajon Boulevard between 43rd Street and Montezuma Road. Piecemeal traffic improvements, while helpful, do not address the most dangerous elements of this roadway. I am requesting funds for a comprehensive analysis of El Cajon Boulevard from Park Boulevard to 40th Street to explore opportunities for improving traffic safety, walkability, and accessibility of this vital corridor. Completion of such an analysis can improve safety for everyone traveling on the corridor and help the city compete for state grant funding dedicated to multi-modal travel and Transit Oriented Development.

Approximate cost: \$500,000

Vision Zero

Fund an additional set of fifteen intersections to improve safety for pedestrians. These intersections should include a variety of improvements such as countdown timers, audible pedestrian signals, lead pedestrian interval signals, and high visibility crosswalks.

Intersections where these improvements are requested include:

- 45th St & Market St (D4)
- Cesar Chavez Pkwy & National Ave (D8)
- Market St & 30th St (D8)
- Olney St & Grand Ave (D2)
- Scranton Rd & Morehouse Dr (D6)
- University Ave & 32nd St (D3)
- W Pt Loma Blvd & Rue Dorleans (D2)
- 14th St & Broadway (D3)
- Camino Ruiz & Reagan Rd (D6)
- Linda Vista Rod & Glidden St (D7)
- Mission Blvd & Felspar St (D2)
- Pearl St & Fay Ave (D1)
- Tierrasanta Blvd & La Cuenta Dr (D7)
- W. Bernardo Dr & Poblado Rd (D5)
- Mira Mesa Blvd & Marbury Ave (D6)

Approximate cost: \$527,312 for all 15 intersections

Sustainable and Safe Streets Pilot Fund

Dedicate funding to provide quick build infrastructure projects in each of the nine council districts. Sample projects could include intersection bulb-outs, bicycle infrastructure, and pedestrian plazas to be quickly installed through low cost improvements to advance Vision Zero and Climate Action Plan goals. Each council district could receive \$100,000 and determine its own pilot project.

Approximate cost: \$900,000

Sidewalk Maintenance and Repairs

With the completion of the Citywide Sidewalk Condition Assessment, the Mayor and City Council must take action to develop policy and a plan to address the findings in the condition assessment and mitigate all tripping hazards to effectively reduce the City's liability and improve the conditions of our sidewalks. If Prop H funds are not suspended, at least \$15,000,000 in infrastructure funds should be directed toward repairs and subsidy programs for sidewalks and emphasize repair of the segments in worst conditions as evaluated in the Assessment.

Approximate cost: \$15,000,000

Storm Water Channel and Storm Drain Maintenance in vulnerable areas of Golden Hill, Hillcrest, Normal Heights, North Park, and University Heights

The City has worked to enhance the maintenance of its storm water channels and storm drains to ensure that life and property are protected during the winter storm season. Much of the work performed by the department has been through emergency permitting. In order to avoid the need to do last minute emergency permits to prevent flooding, the City should continue funding our storm water channel and storm drain maintenance program at an enhanced level that proactively addresses high flood risk location in FY20 and beyond.

Approximate cost: TBD

Cool Pavement Pilot

Cool pavement is a road surface that reflects solar radiation and cools the streetscape, as opposed to conventional dark pavements which absorb radiation. Other municipalities, including Los Angeles, are currently studying the feasibility of cool pavement in their cities. This will potentially provide an opportunity to make our City's streets more pedestrian friendly, while supporting our Climate Action Plan. Such a technique can be targeted around public parks and Park and Recreation centers where pedestrian activity is strongest. I am requesting funds for the Transportation and Storm Water Department to explore this opportunity by installing cool pavement in the parking area of at least one Citywide Park and Recreation center as a pilot.

Approximate cost: \$65,000

Additional Staff in Transportation Engineering Operations Division

The San Diego Association of Governments (SANDAG) is designing 50 miles of bike facilities in the City of San Diego. Plans for portions of these facilities have been submitted to the Development Services Department for review, yet the related review processing time has lagged as much as one year. These delays have caused larger delays in SANDAG's project delivery and ability to hire companies to implement. I request that additional staff be added to Transportation Engineering Operations (TEO) within the Transportation and Storm Water Department to lead the review of these plans and to ensure timely delivery of these beneficial projects.

- 1 FTE, Senior Traffic Engineer (\$95,370)
- 1 FTE, Associate Traffic Engineer (\$83,100)

Approximate cost: \$178,470

ECONOMIC DEVELOPMENT

Worker Cooperative Business Development Program Feasibility Study

A worker cooperative is a business model that facilitates employee ownership of a company, while simultaneously providing for improved wages and benefits for workers. This model has been shown to be less susceptible to recession, more beneficial to lower-income communities, and more democratic than more traditional business models. I am requesting that funds be approved for a feasibility study to understand how a worker cooperative business development program would operate in San Diego.

Approximate cost: \$40,000. CDBG grants may be available to support this study.

Cannabis Equity Program

The legalization of marijuana in California has ignited the creation and growth of a cannabis industry throughout the state. Individuals most likely to gain from this burgeoning industry are those who already have money to invest. A Cannabis Equity Program would provide small business support, mentoring, and technical assistance to individuals in disadvantaged neighborhoods to allow them to participate and prosper. To begin this process, the City should provide funding for a Cannabis Opportunity Study that reviews the existing disparity in the ability of disadvantaged community members to participate and invest in this industry. Several cities such as Sacramento, Oakland, and San Francisco have created similar programs.

Approximate cost: TBD

Disparity Study

A disparity study is a report that collects qualitative and quantitative data on businesses within a defined market area, and analyzes that information within the context of the area's governing laws and regulations, and the purchasing program of the city or other government agency commissioning the study. This analysis is done with the intent of identifying whether or not any gaps exist in the organization's contracting with traditionally underrepresented groups, and will include recommendations on how to remedy those gaps. A disparity study for the City of San Diego would provide information on whether disparity in contracting with the City exists, and to what extent the City's current Equal Opportunity Contracting Program is able to address the disparity identified.

Approximate cost: \$3,000,000

ENVIRONMENT

Urban Forestry

Growth and maintenance of the City's urban tree canopy supports the implementation of the Five-Year Urban Forest Management Plan, helps reach Climate Action Plan goals, and preserves neighborhood character. The City should dedicate sufficient funding to maintain the broadleaf tree trimming services of FY19 in on-going non-personnel expenditures in the Transportation & Storm Water Department and expand the City's urban forestry staff:

- 1 FTE, Development Services Code Enforcement Officer (\$100,000)
- 1 FTE, Transportation & Stormwater Streets Division Arborist/ Horticulturalist (\$100,000)
- \$300,000 in additional contract work for Tree Planting Maintenance to plant 1,500 additional street trees
- \$500,000 in additional contract work for inspection and scheduled tree care

Approximate cost: \$1,000,000

Office of Sustainability

Hundreds of thousands of dollars in untapped grant funds are available from numerous sources at the state level, with a focus on underinvested communities. Creating a new staff position in the Office of Sustainability, specifically to lead grant writing efforts will provide the City with the resources and capacity to take advantage of these funds. In addition, one of the signature promises of the Climate Action Plan was to prioritize implementation in historically underinvested communities who are most vulnerable to the impacts of climate change. The City should hire a grant writer and Equity Program Manager within the Office of Sustainability to make socially equitable implementation of the Climate Action Plan a reality.

- 1 FTE, Sustainability Grant Writer (\$67,500)
- 1 FTE, Program Manager focused on Equity (\$120,000)

Approximate cost: \$187,500

NEIGHBORHOOD SERVICES AND PROGRAMS

Penny for the Arts

The Penny for the Arts Blueprint (Blueprint) adopted by the City Council in 2012 included a goal of restoring annual Arts, Culture, and Community Festivals allocations to 9.5% of the City's transient occupancy tax (TOT) revenues by FY17. In the years since, the City has never met the Blueprint's annual funding targets. A recent study found that San Diego's non-profit arts and culture industry generates \$1.1 billion in annual economic activity, supports 35,914 full-time equivalent jobs, and generates \$116,000,000 in local and state government revenues. In order to continue supporting the growth of this critical economic driver and get closer to our stated commitments in the Blueprint, funding levels for the Commission for Arts and Culture Funding Programs should be increased to at least 7.5% of anticipated TOT receipts.

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

Get It Done Support

Get It Done has quickly transformed how San Diego has provided city services. However, with increased use of the application, logistical and programmatic issues have surfaced. Reports are often closed without resolution or explanation, leading to unnecessary duplicate requests and frustration. I am requesting an additional FTE program coordinator to help resolve the application's feedback and reporting issues, and to help reach our customer service performance indicator targets.

Approximate cost: 1 FTE, Program Manager (\$125,000)

Neighborhood Dumping Program

Residents currently only have the option to dispose of large items by taking them to the Miramar Landfill. For many, this is neither feasible or affordable. At the rate of one pickup per day, each community planning area has the opportunity to host four pickups per year. To implement this service, Environmental Services staff would pick up large dumped items at a specified day and location each quarter and transport items to the Miramar Landfill.

Potential cost savings could be afforded to Code Enforcement Division and through streamlined City services as well as a reduction of items in the public right of way.

Approximate cost: \$170,000 – \$200,000

GPS Equipment Upgrade for Pothole Crews

Of the many asphalt trucks operating in the Department of Transportation and Storm Water, most do not have any GPS technology or any form of directional assistance. Many drivers are still using paperback maps and atlases to determine their routes. This operational inefficiency is likely costing the City tens of thousands of dollars in fuel costs from idle vehicles and delayed work schedules. I am requesting that each of our City's asphalt trucks be outfitted with GPS technology to resolve this.

Approximate cost: \$4,000

Library Materials and Programming

Despite recovering from drastic cuts during the recession, the materials budget has remained flat for a decade. Currently the materials General Fund budget is only \$1,800,000, the same as in Fiscal Year 2009. To better reflect library best practices and catch up to other major cities, an increase is needed to impact every branch library. Currently, the Library Department provides only \$100,000 for programs throughout the library system. To ensure that library patrons at all branches have access to impactful programs, it is necessary for the City to allocate additional resources to citywide programs.

Approximate cost: \$800,000 (\$400,000 for materials and \$400,000 for programming)

ADDITIONAL REVENUE OPPORTUNITIES

Proposition H

In 2016, San Diego voters approved Proposition H, a ballot measure that requires the dedication of General Fund revenue growth to an Infrastructure Fund. The 5 Year IBA Outlook recognizes these allocations to the Infrastructure Fund as a General Fund expense, but does not include projections for any expenditures paid for by the Infrastructure Fund. Allocations to the Infrastructure Fund could be used to support certain strategic expenditures, potentially including the City's Infrastructure Asset Management Program, street repair, and storm water permit compliance projects, thereby addressing critical needs while mitigating the projected deficit. Additionally, Proposition H included a provision that allows a one-year suspension of the requirement to allocate General Fund revenue growth to the Infrastructure Fund upon a two-thirds vote of the City Council. If funding for non-infrastructure critical expenditures is needed, Council should consider suspending the measure upon recommendation of the Mayor, which would allow the revenue to flow to the General Fund for other City uses.

Approximate revenue: \$15,000,000

Senate Bill 2

California's Senate Bill 2 created a dedicated revenue source for affordable housing and directed the Department of Housing and Community Development (HCD) to allocate 70 percent of the funds in the Building Homes and Jobs Trust Fund, collected on and after January 1, 2019, to local governments through the Permanent Local Housing Allocation

(PLHA). Approximately \$165,000,000 in PHLA funding is expected to be available annually with an estimated \$4,600,000 received in San Diego.

Approximate revenue: \$4,600,000

Excess Equity

The First Quarter FY19 Report estimates Excess Equity will be \$12,500,000 at year end which may be budgeted for one-time FY20 expenditures.

Approximate revenue: \$12,500,000

Capital Outlay

Voters recently approved Measure G, involving the sale of 132 City-owned acres in Mission Valley to SDSU, with construction on the site projected to begin in 2020. The price and terms of the sale have yet to be negotiated and submitted to Council for review. While a portion of the sale proceeds will go to the City's Public Utilities Department, the balance (roughly estimated to be in the range of \$25,000,000) will be deposited into the Capital Outlay Fund.

Approximate revenue: \$25,000,000

Pension Fund Stabilization Reserve

The City could consider forgoing the Pension Payment Stabilization Reserve (PPSR) contribution of \$4,200,000 for FY 2020 (General Fund portion) and utilize these funds to pay part of the \$18,100,000 General Fund increase in the pension payment for FY20.

Approximate revenue: \$4,200,000

Risk Management Reserves in Excess of Policy Targets

Approximately \$8,900,000 in one-time revenues in excess of reserve policy targets are anticipated which can be redirected for one-time FY19 expenditures.

- Excess Public Liability Reserve of \$2,600,000
- Excess Long-Term Disability Reserve of \$6,300,000

Police Overtime Reductions.

Implementation of a new homeless outreach protocol, and significant expansion of non-police outreach staff funded through state HEAP funding should allow the City to see a significant reduction in police overtime costs associated with responding to homelessness. Overtime costs alone for the single storage facility in Sherman Heights was reported at \$2,000,000 in 2018.

Reallocation of Homeless Navigation Center Operating Budget.

The Homeless Navigation Center in East Village provides duplicative services already available at multiple locations in the immediate surrounding area, and is still months away from beginning operations to provide these duplicative services. This operating budget can be reallocated to a variety of services, including more effective housing and homelessness programs.

Approximate revenue: \$1,500,000 annually

Sale of the Housing Navigation Center

At the time of purchase, the City's Real Estate Assets Department cited an appraised property value of the 1401 Imperial Avenue site between \$15,000,000-\$22,000,000. Before investing additional money in costly tenant improvements at the proposed center, the City could sell the property at a profit from the original purchase price and generate additional revenues.

Projected revenue: \$15,000,000

Revenue from Scooter Permitting

The City Council will consider adopting required permit fees from scooter operators in 2019. These fees will generate tens of thousands of dollars of additional revenue for the City.

Projected revenue: TBD pending approved regulations and permitting

Vacancy Savings

More than 400 existing budgeted City positions have either been vacant since before 2016 or never been filled. Beginning with these positions, the City should evaluate positions which can be eliminated or re-classified to a purpose which leads to vacancies being filled.

Increase Grant Opportunities/ Hire a Citywide Grant Writer

The City must be more aggressive in pursuing available state and federal grant funding to support identified city priorities. I recommend that a position be established to write grant applications, continually research grants and ensure that the City remains competitive. Examples of grant opportunities include the California Affordable Housing and Sustainable Communities grant program, Caltrans Sustainable Communities grant program, and SANDAG's Smart Growth Incentive Program among others.

Ongoing CIP Cash Management

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

Cannabis Tax Revenue

According to the First Quarter Budget Report, the City began collecting tax receipts from the Cannabis Business Tax in January 2018, receiving \$2,700,000 in gross receipts in FY18. The FY19 Adopted Budget includes \$5,900,000 in revenue, but tax receipts are projected to exceed this amount. Additionally, the Cannabis Business Tax rate will increase from five percent to eight percent on gross receipts in FY20. As licensing and tax revenue to the City increases from the cannabis industry, priority should be given to retaining or expanding services and capital projects in historically underserved communities.

Approximate revenue: \$5,900,000

Potential Revenue from Short Term Rentals

The City Council must take immediate action and adopt sound policy regarding short-term vacation rentals to reduce neighborhood nuisances, deter investor motive in housing supply, and provide code enforcement monitors. In doing so, the City will be better suited to track business activity and will create opportunities to generate revenue in the form of permit fees

and a Transient Occupancy Tax that can support enforcement to ensure compliance of applicable laws.

As a conservative estimate, based on these figures, the City could gain revenues for a total of \$92,600,000.

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

Addendum A

NEIGHBORHOOD IMPROVEMENTS

Streetlights

- Four streetlights at the intersection of F Street between 21st and 24th Streets (\$15,000 each, Approximate cost: \$60,000)
- Two lights at the intersection of McClintock Street and Meade Avenue (\$15,000 each, Approximate cost: \$30,000)
- One streetlight at the 805 off-ramp, near intersection of Madison and Ohio Streets (\$15,000)

Sidewalks

- Sidewalk replacement on the eastern portion of the 1200 block of 28th Street (\$32,000)
- Pedestrian improvements along southbound 26th Street from Pershing Avenue to South Golf Course Drive (\$80,000)
- New sidewalk, including curb and gutter and the expansion of storm drains on Richmond Street, between Brooks Terrace and Myrtle Avenue (\$171,770)

Traffic Signals

- 3rd Avenue and Washington Street (\$250,000)
- Mississippi Street and El Cajon Boulevard (TBD)
- Market Street and 15th (TBD)
- F Street and 15th (TBD)

Street Repaving

Our office consistently receives complaints from constituents about the need for repaved streets not slated for street repair or part of a pipeline replacement project. I request funding for the repaving of these streets:

- Ash Street, from 1st Avenue to 6th Avenue
- Vermont Street, from Cleveland Avenue to University Street
- Park Boulevard, from El Cajon Boulevard to Robinson Street
- 32nd Street, from University Avenue to Dwight Street
- Florida Street, from El Cajon Boulevard to Howard Street
- San Diego Avenue, from Bandini Street to Ampudia Street
- Linwood Street, from Arista to San Diego Avenue
- Washington Street, from 5th Avenue to 9th Avenue
- Sheridan from Sunset Blvd to St James Place
- Lyndon from Sheridan Ave to Saint James Place
- Alameda from Sheridan Ave to Saint James Place
- Elm Street, from 1st Avenue to 6th Avenue
- 2nd Avenue, from Nutmeg Street to Olive Street
- Nutmeg Street, from 1st Avenue to 6th Avenue
- 10th Avenue, from Essex Street to Pennsylvania Avenue
- Cleveland Avenue, from Richmond Street to Vermont Street
- India Street, from Palm Street to Sassafras Street
- Union Street, from Palm Street to West Redwood Street
- 35th Street, from Madison Avenue to Copley Avenue

- Broadway, from 28th Street to State Route-94
- C Street, from 28th Street to 34th Street

Normal Heights

Landscaping Improvements for Ward Canyon Dog Park

Normal Heights is a park-deficient community. The addition of Ward Canyon Park more than a decade ago provided a much-needed asset to community members. However, the dog park situated on the Eastern end of the park has been a perpetual source of frustration for dog owners and adjacent residents alike. The wood chips used for landscaping have deteriorated over the years; the current conditions damage the paws of dogs who use the park, generate high levels of dust for nearby residents, and encourage residents to utilize other open spaces for dog parks that are not appropriate. I request that this landscaping be replaced with a suitable alternative, with funding for Park & Recreation staff to assist with maintenance.

Approximate cost: \$22,000 for landscaping, \$8,000 annually for maintenance

Additional Security for Normal Heights Elementary Joint-Use Park

The Normal Heights Elementary Joint-Use Park opened to the public in 2012. Since then, there has been conflict between parents and community members over access to the park. Despite the joint-use agreement for this park dictating that it remain open on weekends, holidays, and after school, residents have walked up to locked gates during public hours. I am requesting non-personnel security services be provided on-site at this park to fulfill our Play All Day Initiative and improve the safety and security for students.

Approximate cost: \$14,000

Cooperative Agreement between Caltrans and San Diego, Ward Canyon Park

In October 2018, the Caltrans District 11 Director responded to our request to discuss the acquisition of property abutting the east side of Ward Canyon Park and realize the completion of the Ward Canyon Park General Development Plan. Caltrans advised our office that the City's first step to acquire this property should be to enter into a cooperative agreement, which would define the roles and responsibilities of both agencies, and commit the City to funding the project. I am requesting funding for the Real Estate Assets Department to begin negotiations of this cooperative agreement.

Approximate cost: TBD

Community Plan Update for Mid-Cities Community Plan

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

Approximate cost: \$1,500,000 (phased), where \$250,000 is available annually from SB2's Planning Grant Program.

South Park and Golden Hill

Tree Planting in Golden Hill Park

In June 2018, a popular fig tree was finally removed from Golden Hill Park after suffering from diseased roots. The area previously occupied by the tree has been fenced off since then. I am requesting that the stump be grinded and removed, and the area repopulated with other species of trees that are appropriate for the park.

Approximate cost: \$15,000

Grape Street Square Expansion

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

Approximate cost: TBD

Golf Course Drive Improvements

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

Approximate cost: \$6,368,650

Old Town

Presidio Recreation Center

Ball Field Fencing Project- Two sides of the field are not fenced and people trespass and use the field without permits. A fence is requested to increase safety.

Approximate cost: \$4,897,000

Monument Signage- Monument signage is requested at the entrance of the recreation center to help increase visibility.

Approximate cost: \$6,050

Old Adobe Chapel – Replacement of the adobe walls of the chapel is requested.

Approximate cost: TBD

Presidio Park

Further Assessment of the Padre Cross– The City has completed some assessment of the need for repair and restoration of this important historical monument. I request that an additional assessment be conducted to provide more details on what is needed to stabilize this monument.

Approximate cost: \$13,555

Balboa Park

Balboa Park Master Plan Project Implementation Plan

Additional funding and staff resources have accelerated the process of many of our community plans. In order to prioritize park improvements requested by the community and stakeholders at Balboa Park, it is critical to create a project implementation plan. The 1989 Balboa Park General Plan outlined the projects the community wanted to see completed within the park but a significant number of projects have yet to move forward. Additional projects and facility or infrastructure maintenance needs have also been identified in recent years. Prioritization of the remaining projects and a draft implementation plan will result in updated project costs and provided a comprehensive needs list for new projects in the park, and allow us the opportunity to explore revenue streams to meet and close this funding gap in a reasonable future timeframe.

Approximate cost: TBD.

Palisades Project Phase I

This project will implement the restorative improvements for the southern portion of the Palisades in Balboa Park as described in the Balboa Park Master Plan and the Central Mesa Precise Plan. The existing asphalt parking lot will be replaced by a new pedestrian oriented space with decorative paving, street furniture, landscaping and two historic kiosks.

Approximate cost: \$1,040,000

California State Building (Automotive Museum) Restoration

This project would include critically needed restoration improvements including models, production, and installation of Maya-style relief panels, the repair and sealing of the building parapet, lighting of four tile murals, and painting of the building entrance.

Approximate cost: \$85,000

Capital Improvements to the Federal Building

Improvements to the historic Federal Building located in the Palisades section of Balboa Park are needed to address critical operational needs and prepare the building for an interior renovation. They include:

- A roof replacement to prevent further water and mold damage to the building's interior;
- A new HVAC system as the current one has exceeded its useful life and cannot support the Museum's needs; and
- A renovation of the building exterior to prevent additional corrosion and remediate a visual eyesore.

Approximate cost: \$7,000,000

Public Restrooms – New Facilities and Upgrades to Current Facilities

Improvements are critically needed to a minimum of three restrooms in key locations around Balboa Park with two of these needs being the restrooms located near the Organ Pavilion/ International Cottages, Casa del Prado, and Golden Hill Recreation Center. Self-cleaning, single-use style restrooms should be considered in addition to the use of the streamlined design/ bulk purchase and installation to reduce the cost per unit. An overhaul of hand dryers should also be considered.

Approximate cost: \$8,000 for hand dryers, other improvements TBD.

Assembly Space Improvements

Interior improvements are needed to many of the City operated buildings in Balboa Park that routinely host events and have not had regular improvements. They include:

- Balboa Park Club: Approximate cost: \$30,000.00.
- Casa del Prado Theater: Approximate cost: \$25,000,000
- Replacement of carpet, Casa del Prado Theater: Approximate cost: \$ 25,000.00
- Replacement of all curtains (stairways and stage), Casa del Prado Theater - TBD

Approximate cost: \$80,000

Marston House Exterior Improvements

Marston House is a beloved historical site located within Balboa Park. Over the last several years, City investment in the property has declined, resulting in several deferred maintenance items that should be addressed, such as restoring the south façade and tile floors.

Approximate cost: \$35,000

Downtown

5th Avenue Master Plan

The proposed 5th Avenue Master Plan will create a north-south link in the heart of the Gaslamp Quarter through the reclamation of underutilized public right-of-way and innovative design. As a newly revitalized pedestrian boulevard, the Plan will help to revive the area for the benefit of the downtown economy and tourism. I request funding to advance this Plan, specifically to conduct additional outreach and begin construction drawings.

Approximate cost: TBD

Mission Hills

Middletown Quiet Zone & Safety Improvements

Recently, at the behest of the City and County of San Diego, SANDAG completed a Quiet Zone study for Middletown which would span from Palm to Taylor Streets. The study outlined a number of infrastructure improvement needed specifically for safety, as the Palm and Sassafras stations are the two most dangerous in the State, with 17 pedestrian deaths since 2000. The City should allocate \$5,000,000 in funding for needed safety improvements and implementation of the Quiet Zone.

Approximate cost: \$5,000,000

Reynard Way Park

The Mission Hills community has prioritized the development of a new park on private owned parcels located at 3532 Reynard Way within the South Mission Hills/ Middletown neighborhoods. I request staff to identify cost and funding availability for land acquisition and general development of the park.

Approximate cost: TBD

West Lewis Pocket Park

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

Approximate cost: TBD

Presidio Drive

Presidio Drive is a historic street connecting the Presidio to the communities of Old Town, Mission Valley, and Mission Hills. Due to its historic nature, the road cannot be expanded to accommodate additional travel lanes or bike and pedestrian infrastructure. I request staff to identify cost and funding availability to convert Presidio Drive in Old Town/Mission Hills into a one-way street with bike lanes, in order to better utilize the public right-of-way for motorists and cyclists.

Approximate cost: TBD

Bankers Hill

6th Ave Roundabouts

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

Approximate cost: \$2,000,000

Maple Canyon Rehabilitation

Each year, Maple Canyon releases sediment into surrounding neighborhoods of South Mission Hills and floods storm drains as far out as Pacific Coast Highway. I request that staff

identify funding for Phases I and II to rehabilitate Maple Canyon to include improved hardscape and natural drainage tools.

Approximate cost: TBD

Replacement of Series Circuits

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

Approximate cost: \$4,000,000

Quince Street Bridge Rehabilitation

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

Approximate cost: TBD

Hillcrest/ Uptown

Normal St Promenade

Since the 1988 Community Plan, the community of Hillcrest has called for public space on Normal Street. This year, with funding and collaboration from the City, SANDAG, and the Uptown Community Parking District, this project is becoming a reality. This project has current allocations of \$2,200,000 out of a projected cost of over \$4,000,000. I request to fund an additional \$2,300,000 to the project CIP.

Approximate cost: \$2,300,000

Gateway Specific Plan

After adoption of the Uptown Community Plan, property owners within the core commercial district of Hillcrest started organizing to formulate a specific plan that would address the many commercial and residential needs of core Hillcrest, to result in increased urban infill and needed transit-oriented, dense development. However, funding for this effort has not been provided. I am requesting \$1,000,000 to fund the outreach and development of the specific plan.

Approximate cost: \$1,000,000

Replacement of Series Circuits

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

Approximate cost: \$2,000,000

University Heights

Evaluation for a Roundabout at Intersection of El Cajon Boulevard, Park Boulevard and Normal Street

The North Park Impact Fee Study outlines that modern roundabouts should be considered to replace existing traffic signals at the intersection El Cajon Boulevard, Park Boulevard and Normal Street. Modern roundabouts can increase traffic capacity, reduce speeds, reduce the likelihood of right-angle or head-on collisions, and reduce vehicle fuel consumption and greenhouse gas emissions. With proposed development at this location, funding should be set aside to allow staff to evaluate the potential of a roundabout at the intersection.

Approximate cost: TBD

Additional Tree Trimming and Brush Abatement at Camelot Canyon, University Heights

In 2018, two fires occurred in Camelot Canyon, under the Vermont Street Pedestrian Bridge. Fire-Rescue Department has determined that the conditions on this undeveloped portion of Washington Street right-of-way are a significant impact to fire operations. To come into full compliance, additional removal of dead vegetation, removal of foliage, and a reduction of vegetation by 50 percent is needed. While some debris removal and tree trimming has occurred, this area is a continued hazard for the community and frequently impacted by encampments. Request for additional contracted work with Atlas Tree Trimming to come into compliance.

Approximate cost: \$20,000

Comfort Station at Old Trolley Barn Park

The construction of a comfort station at Old Trolley Barn Park has remained on the unfunded park improvement list for many years. Community members support the construction and maintenance of restrooms at this popular neighborhood park, which hosts community events year-round.

Approximate cost: \$500,000-\$1,000,000

Temporary Dog Park

There is a significant community desire for an off-leash dog park in University Heights. While long term plans are being explored, I request funding for a temporary dog park.

Approximate Cost: TBD

North Park

Resurfacing of Tennis Courts at North Park Recreation Center

The tennis courts at North Park Recreation Center have been damaged by two significant water main breaks, which occurred in 2017 and 2018. Request to resurface and bring to a more usable condition.

Approximate cost: \$5,000

Road Repairs and Sidewalk Construction at Robinson Ave and Florida Street

The Overall Condition Index (OCI) for this portion of Robinson Avenue is 12.5/100, which is poor. SANDAG will be completing Robinson Bikeway project in 2020, which will include a pedestrian and bike bridge connecting Alabama Street to Robinson Ave. The number of walkers and bikers traveling this portion of Robinson Ave will greatly increase and to have the most optimal conditions, road resurfacing and construction of a sidewalk are needed.

Approximate cost: TBD

Continued Funding for Traffic Signal at Kansas Street and El Cajon Boulevard

The FY2018 budget included funding for the construction of a traffic signal at Kansas and El Cajon Blvd. In 2018, a deadly pedestrian accident highlighted the need for safety improvements at this intersection. This intersection has become a priority for the community, businesses, and my office. I request continued funding to ensure the construction of such a traffic signal comes to completion.

Approximate cost: TBD