

# Blueprint for San Diego's Future

- Invest in Our Neighborhoods
- Put San Diegans Back to Work
- Support Our Schools
- Ensure Long Term Water Security
- Build a Sustainable City
- Establish Openness and Efficiency



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Future

**DAVID ALVAREZ**  
**MAYOR 2013**

## Invest in Our Neighborhoods

Many neighborhoods have been left behind due to a lack of private and public investment. Commercial corridors are filled with vacant buildings and lots, even though they are adjacent to trolley or bus lines and are ripe for redevelopment. Slumlords take advantage of the City's lax code enforcement and fail to invest in their multi-family rental properties, putting renters' health and safety in danger and depressing property values in the surrounding neighborhood. Without a clear message to our police and emergency workers that their service is valued, we will also face public safety concerns.



The state of the City's infrastructure, such as roads and public buildings, has been allowed to deteriorate. While one survey put the backlog in deferred capital projects at \$898 million, the actual number is certain to be much larger.

Lack of investment in these neighborhoods erodes the City's overall tax base, holds back economic growth, and hurts quality of life for residents. In the past, redevelopment was the City's main tool to address these problems, but it primarily benefited Downtown. Unfortunately, the money was not always used effectively in San Diego, and abuses of the system were part of the reason the State of California abolished redevelopment agencies altogether in 2012.

We have the opportunity, through smart planning, careful prioritization of resources, and a better long-term vision, to rebuild San Diego into the world-class city we know it can be.

### David Alvarez's Record of Neighborhood Accomplishments

**Addressed reinvestment and infrastructure deficits:** To address the (at least) \$898 million of backlogged deferred capital projects, Councilmember Alvarez supported cutting red tape to streamline the City's contracting process and pushed to ensure communities were consulted regarding which projects were prioritized. He supported the issuance of \$105 million in capital bonds to support capital improvement projects and begin to address the deterioration of our infrastructure, as well as the City's first 5-year deferred capital funding plan. Deferred Capital Bond #1 and #2 provided \$85 million for asphalt overlay of 120 miles of streets.

**Held banks accountable for property protection:** Last year, Councilmember Alvarez championed and passed the Property Value Protection Ordinance (PVPO), a law that requires banks to pay a small fee to register a property with the City when they take action to foreclose a home. In coordination with existing city regulations, the PVPO allows the city to stabilize home values for neighborhoods experiencing many foreclosed properties and ensure that foreclosed homes are properly maintained.

**Supported affordable housing programs, initiatives and innovative ideas:** As a Councilmember, David Alvarez has supported real commitments by the City of San Diego to address the need for affordable housing. For instance, he supported the City's "linkage fee" program, and championed more affordable housing and senior housing projects such as the new mixed use/affordable housing development at Commercial and 22nd Street.

**Invested in law enforcement:** As part of this year's budget, in addition to approving a five-year labor agreement with our police officers, Councilmember Alvarez supported a recruitment and retention program aimed at keeping the highly qualified officers we have on our police force and recruiting the best candidates to go through our police academies. The program affords sworn officers a greater level of take-home pay, which will reduce the number of officers leaving our police force each year. In FY 2014, Councilmember Alvarez supported \$1.2 million for 16 additional police recruits to be trained through academies, \$1.1 million for sworn personnel equipment, and added four civilian support positions to the police department budget.



**Improved Emergency Response Times:** Since 2011, Councilmember Alvarez pushed to fund some of the City's top priorities, such as an updated fire alert system that will replace an antiquated and inefficient system by 2014 and allow our firefighters to respond to emergency calls faster and more efficiently.

**Increased library hours for branches all over San Diego:** When Councilmember Alvarez took office, branch library hours had been slashed to some of the lowest levels seen in years. Councilmember Alvarez pushed for the Council to fund increased hours in the budget, going from an average of 36 hours per week in FY 2011 to 44 hours per week at branch libraries, and from 44 to 49 hours per week at the new Central Library today. Increased library hours mean more resources for our students, more opportunities for educational and literacy programs and ensure that all residents have easy access to the millions of books available throughout our library system.

**Focused attention on constituents:** Once elected, Councilmember Alvarez and his staff continued to walk each neighborhood in his district, meeting with constituents where it was most convenient: at the front door. As a result of these conversations, Councilmember Alvarez assisted over 1500 people in solving issues ranging from potholes to streetlights, from graffiti to community safety. Many of these issues were reported by constituents to have languished for years.

**Invested in communities:** Councilmember Alvarez has invested almost \$500,000 in savings from his office budget back into the community. This half-a-million dollars funded after-school programs, technology grants, community cleanups, streetlight installation, and community events.



**Provided transit options for young people:** With Councilmember Emerald, Councilmember Alvarez fought for the approval of funding for a youth bus pass pilot program for students at Crawford, Hoover, Lincoln and San Diego high schools, giving kids safe and reliable transportation choices to and from school.

## **David Alvarez's Blueprint for Quality Neighborhoods**



**Engage and listen to residents:** The City has been able to pave hundreds of miles of roads over the last few years and repair many facilities that had deteriorated to unacceptable levels. However, we still have a long way to go and it is critical that as we move forward in addressing our infrastructure needs, City Hall engages with the public regarding what projects should have the highest priority. As Mayor, David Alvarez will ensure a fair, open, and transparent process to listen to resident needs.

### **Harness science and data to identify**

**needs:** The City has operated in the dark in terms of infrastructure and reinvestment needs for too long. As Mayor, David Alvarez will better use existing data to gain a clearer picture of our true backlog. With current and accurate information, the City can make better decisions that will save taxpayer money and bring us up to date faster.

**Intelligently clear our infrastructure backlog:** Our infrastructure backlog didn't develop overnight, and it will take many years to address all of our deferred projects. As Mayor, David Alvarez will explore new sources of funding, such as general obligation bonds (which are voter-approved and at a lower interest rate, saving taxpayer dollars when compared to a traditional bond) and potential public-private partnerships to start rebuilding San Diego. Bonding while interest rates are low, and building while construction costs are relatively low will take careful planning, but will pay dividends in avoided and reduced maintenance costs. David Alvarez will also dedicate portions of any surplus tax revenues to infrastructure needs, as prioritized in an open and transparent plan.

**Update Public Facilities Financing Plans:** Having up-to-date financing plans is critical as we address our infrastructure issues because these plans prioritize the needed infrastructure, identify funding sources and provide the fee structure that can pay for the current costs of facilities.

**Hold slumlords accountable with proven enforcement tools:** San Diegans have pride in their communities, but when a bad property owner chooses to neglect his or her property, it impacts the whole neighborhood, driving down property values and often attracting crime which leads to increased police presence and additional costs to all taxpayers. Housing code violations affect renters, homeowners, and businesses across the city. Renters' health suffers when slumlords fail to make properties habitable and safe. As mayor, David Alvarez will initiate a proactive Neighborhood Protection Program to routinely inspect all multifamily residential rental properties to ensure housing code compliance. Slumlords who refuse to bring their properties up to acceptable standards will be held accountable by two new programs: a rent escrow account program that redirects tenants' rent money

to be used to repair slum properties and a receivership program where the City can seek a receivership over problem properties from the courts.

**Build affordable housing to make businesses viable:** According to the San Diego Realtor Association home sale prices are up by double digits when compared to last year. San Diego's families and individuals are struggling more than ever to find safe and decent affordable housing. When San Diegans use a disproportionate share of their income on housing that leaves them with little to no discretionary money to buy the goods and services that keep our small businesses viable. Lack of affordable housing is also an impediment to job creation. Companies cannot locate here or expand if their workers cannot find affordable housing. As Mayor, David Alvarez would support a comprehensive review of potential affordable housing funding streams and re-examine existing regulations such as parking requirements that inhibit more development of affordable housing. David Alvarez supports increasing revenues for the Housing Trust Fund, so that workers have affordable homes to live in and the City has a funding stream that allows us to leverage public and private dollars in order to increase the supply of affordable housing.

**Keep veteran police officers and train new recruits by paying competitive salaries:** The City regularly loses police officers because other agencies offer better pay and benefits. In 2009 the Police Department had 1,943 sworn employees and 1832 by the beginning of FY2013- a loss of 111. Over the next five years, it is critical that our veteran officers are retained and that the city-run regular police academies train new recruits. As Mayor, David Alvarez would prioritize funding training academies for new recruits as recommended by our Police Chief. When it comes to retaining our police officers, the solution is simple: *if we pay, they stay*. David Alvarez would regularly monitor the level of compensation that other agencies offer their officers, so that the City can remain competitive in both recruiting and retaining our sworn officers and continue to invest in the equipment our officers need to do their jobs.

**Invest in fire and emergency service upgrades to keep San Diegans safe:** In 2011 the City paid independent experts to evaluate the City's fire and emergency preparedness. What the experts found was troubling: critical gaps in coverage that make it impossible for our fire and life safety personnel to meet acceptable response times (7:30 minute response 90% of the time). The only way to solve this problem is to invest in critically needed equipment and personnel, including 19 new fire stations across San Diego.

The total cost of funding the projects, equipment and personnel identified by experts is approximately \$139 million. The most immediate need includes the construction of a new fire station on Home Avenue, completion of a Mission Valley station and equipment and personnel for both stations. David Alvarez will prioritize the safety of San Diegans by ensuring that we invest in our public safety infrastructure to make sure we, as a city, are doing all we can to get people help during emergencies.

**Partner with the School District to increase available park space:** San Diego Unified School District is using its own bond program to lay turf on over fifty new fields at existing schools in the coming years. By ensuring that the City has a joint-use agreement with the school district for every one of these new fields we could easily add over 50 acres of additional park space in the next few years.

**Bring park space up to standards:** San Diego's lack of park space is one of the clearest indications that the City has failed to invest in services in every neighborhood. According to park standards in the City's general plan, 85% of our neighborhoods don't have enough park space, and overall our City

has about half of the park space that we need. At the same time, many shovel-ready projects cannot move forward because they are not fully funded. By prioritizing about \$50 million over three years in infrastructure bond funding, we could easily add over 60 acres of new parks throughout the City. We need to maintain these proposed new parks and existing parks at a much higher standard. As Mayor, David Alvarez will propose \$2.5 million in additional funding to ensure that the new parks and joint-use fields are maintained, and City playgrounds are cleaned and repaired promptly.

**Prevent and alleviate the root causes of homelessness:** We must get more serious about addressing the many root causes of homelessness. We must improve mental health services, improve resources to help victims of domestic violence, we must invest in better transition support for veterans in our region, and we must ensure that there are enough quality jobs to keep people off the streets in the first place or help them get back on their feet when circumstances cause them to stumble. As our economy continues to recover, resources must be invested in these critical areas of prevention and alleviation. As mayor, I will continue working with stakeholders to improve wraparound support and prevention services.

## Put San Diegans Back to Work

San Diego's economy suffered during the recession, and the road back to prosperity will require public and private partnerships that invest in industries that add middle class jobs. We must also encourage and support entrepreneurs and small businesses that make up the backbone of San Diego's economy.

While the defense and tourism industries continue to be the anchors of San Diego's large-scale employers, San Diego is now a major hub for bio and life sciences, clean and renewable energy, and manufacturing as companies begin to "near shore" their operations to be closer to supply chains and their customer base. In addition, healthcare continues to be a recession-proof industry adding new technical jobs that pay well with options for upward mobility through career ladders.

### David Alvarez's Record of Economic Development Accomplishments

**Overseeing completion of a \$1 Billion expansion project at Lindbergh Field:** David Alvarez is one of the City representatives on the San Diego Regional Airport Authority, where he oversees airport operations and capital improvements, including the \$1 Billion Green Build project to expand Terminal 2. This project involved more than 7,000 workers and more than \$415 million in contracts were awarded to local businesses.

**Championed cross-border projects and infrastructure:** As the Border Councilmember, David Alvarez championed the San Ysidro Port of Entry modernization project, the new Otay II commercial border crossing, and the Cross-Border Airport terminal. On the Council, David Alvarez pushed for the Otay Mesa community plan update, a critical step in creating more jobs. Just recently, under his leadership the Council unanimously approved a \$1 billion project to redevelop Brown field with new aviation infrastructure and commercial development.

**Co-sponsored a bipartisan plan to help small businesses:** With a bipartisan group of colleagues on the Council, David Alvarez pushed for a Regulatory Relief workshop, which led to the implementation of over 30 separate reforms to assist small businesses. A 2013 workshop hosted by David Alvarez brought more than 50 small businesses together to connect them with services.

### David Alvarez's Blueprint for Economic Development

The City needs a new vision for economic development, one that is broader than a few downtown projects favored by special interests. San Diego is largely built out, which means that future economic development must rely on revitalizing existing neighborhoods and by connecting employers and workforce training providers to the neighborhoods.

**Leverage public-private partnerships through GrowSD:** David Alvarez will create a public-private partnership called GrowSD between the City, Civic San Diego, financial institutions, businesses, foundations, and non-profits, which will administer funding to revitalize San Diego's neighborhoods. With GrowSD, the City will be uniquely poised to spark investment in many forgotten neighborhoods throughout the City. We can use a total of \$80 million in existing federal and state funding as seed money over the next seven years to leverage additional funding from New Market Tax Credits, non-profits and foundations, and ongoing revenue from redevelopment projects. Within six months of



taking office, GrowSD will produce an inventory of prime redevelopment sites throughout the City and an implementation plan to move projects forward.

**Target employers in high-growth high-wage sectors:** San Diego is a new hub for emerging and growing industries such as bio and life sciences, manufacturing and clean and renewable energy. As the Governor has outlined new economic development initiatives, David Alvarez will align city incentives and credits that will allow these industry clusters to attract new companies that create high-wage jobs.

Moreover, David Alvarez understands that a major incentive for these companies to grow and expand in San Diego is having a talented workforce. That is why he will collaborate with San Diego's public schools, apprenticeship programs and community colleges to ensure that training programs enable San Diegans to fill the jobs these employers provide today and in the future. As these industries grow and expand, so too should the training programs, so that those looking for work, veterans, and those looking to change careers know what their options are and have the opportunity to be connected to these job opportunities.

**Support small businesses:** Helping small businesses and entrepreneurs get their ideas off the ground should be a priority for the city's economic development plan. The City of San Diego's Office of Economic Growth Services offers businesses a wide range of supports including permitting assistance, loans and incentive programs. As Mayor, David Alvarez will create a Small Business Task Force made up of economic development agencies, members of small business and entrepreneur organizations, and the city's Office of Economic Growth Services to review and evaluate existing services for small businesses, determine gaps, and proactively advocate for additional services from the city and the state.

**Grow our cross-border economy:** A recent Brookings Institute report on San Diego's Metropolitan Export Initiative found that while San Diego is the 17th largest producer of goods and services in the U.S., it ranks 55th in the share of U.S.'s gross domestic product it exports.<sup>1</sup> The cross-border economy is the key to the worldwide competitiveness of our region. By working together as a region, San Diego and Baja California can compete with China and other overseas locations and bring more investment and manufacturing back to San Diego. In order to achieve this, we must demand investment on the local, state and federal levels to upgrade our ports of entry to encourage cross-border commerce.



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1 <http://www.sandiegobusiness.org/sites/default/files/BROOKINGS-FASTFACTS-F-0513.pdf>



Our border has some of the busiest land ports of entry in the world.<sup>2</sup> Delays at the border cost the San Diego region \$2.5 billion in economic output every year. If wait times were to increase by just 15 minutes, an additional \$1 billion in productivity and 134,000 jobs would be lost in the binational border region.<sup>3</sup> In addition to investing in ports of entry, the City must continue to invest in economic development on Otay Mesa, the engine of San Diego's border economy and new center for jobs and economic development in San Diego.

**Build partnerships with Asia:** In addition to San Diego's commerce with our neighbors to the South, we are the gateway to the East. While the Brookings Institute report points out that San Diego does not have the large companies that boost exports in other cities, small and mid-size companies could help boost our exporting potential. As Mayor, David Alvarez will build on existing collaborations with the Port District and the Airport Authority to improve our region's public infrastructures to optimize operations for businesses to grow and expand to global markets. Moreover, as Mayor, David Alvarez will lead San Diego's efforts to participate in the state's new Shanghai office to market and promote San Diego businesses to investors and customers in Asia.

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<sup>2</sup> According to the San Diego Association of Governments (SANDAG) every day 340,000 people travel between the United States and Mexico through the San Ysidro, Otay Mesa, and Tecate border crossings. The Otay Mesa border crossing is the busiest commercial border crossing between California and Mexico, with over \$20 billion in goods crossing every year.

<sup>3</sup> <http://www.sandag.org/index.asp?projectid=253&fuseaction=projects.detail>

## Support Our Schools

David Alvarez is a product of San Diego public schools. He was the first in his family to graduate from high school and go onto college and graduate. There is so much potential in our school system to change the future for our kids. Much like the City, the school district has been through a very rough budget situation during the past few years. Until just recently, the State aggressively cut funding to school districts. Instead of receiving support during these difficult times, our school district has been ignored and undermined by City leaders.

Despite losing 20% of its budget since 2008, SD Unified School District literacy scores have risen by more than 25%, math scores by more than 20%, and science scores by more than 50%. The District ranks first among large California districts in literacy and science and was nominated for the Broad Prize for work narrowing the achievement gap between white students and students of color, as well as reduced dropout rates and increased graduation rates.

### David Alvarez's Record of Entrepreneurial Solutions for Education

**On point leadership experience:** As a former after-school teacher and mentor, Councilmember Alvarez knows how important it is to invest in education outside school hours.

**Supported Proposition 30:** Alvarez was a vocal supporter of Proposition 30, which passed in 2012 and finally halted the devastating State cuts to education.

**Filled the gaps:** To fill some of the gaps left by Sacramento budget cuts, Councilmember Alvarez used savings from his council office budget to provide technology grants for the recreation centers in Sherman Heights and fund programs like Classics 4 Kids, a program dedicated to improving academic performance by providing informative and entertaining educational programs that reach out and inspire children to appreciate great orchestral music. In addition to these individual programs, Councilmember Alvarez was instrumental in developing an after-school program alongside a local non-profit and the South Bay School District that will bring science based after-school programming to students as early as January of 2014. Each of these programs play a unique role in helping fill the gaps in our students' education.



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**Brought culture to the classroom:** The City has a number of arts and culture programs, but they do not interface enough with our public schools. Exposing students to various art mediums is critical to a well-rounded education, as many students have not had the opportunity to ever see a professional performance. Councilmember Alvarez supported an ambitious plan to fund the arts in San Diego- a Penny for the Arts. Councilmember Alvarez also fought to include a more robust educational aspect and commitment to \$1 million invested in arts education programs by 2017.

## David Alvarez's Blueprint for Student Achievement

**Beyond the classroom:** The City can be a partner with our schools to ensure that our children have a place to go after the last bell rings for the day. As Mayor, David Alvarez will look after our kids beyond the classroom by bringing together non-profit organization, businesses, City facilities, and our school districts to create robust programs that provide student opportunities to learn and expand their experiences. David Alvarez has already become a partner in education with the South Bay Unified School District by laying the foundation for an after-school program that will launch as early as January 2014.

As Mayor, David Alvarez will work proactively to ensure the City becomes a partner in education with the all school districts.

**Increase park space for students and residents:** As mayor, David Alvarez would form a partnership between our school districts and our Park and Recreation Departments to expand the number of joint use agreements to boost park space in neighborhoods throughout the City.

**Focus on college and career readiness:** Career education is critical to ensuring that our future workforce has the skills to make San Diego's economy competitive. San Diego Unified's Career and Technical Education program is impressive. It is placing about

2,400 high school students in internships every year. The City should help scale up this program. As Mayor, David Alvarez will set a goal of making 10,000 internships available to San Diego Unified high school students. To achieve this David Alvarez will offer to chair San Diego Unified's Career and Technical Education Advisory Committee, which works with businesses to set the Career and Technical Education curriculum and offer internships to high school students. By clearly demonstrating to the business community that the Mayor of San Diego is engaged and supportive of career and technical education, we can increase business participation in the program and reach our 10,000-internship goal.

**Partner with teachers to bring arts to kids:** As Mayor, David Alvarez will propose a citywide arts program that works with each of the local school districts to expose students to the arts. Through the City's Arts & Culture Commission, this program would provide funding for arts programs (music, performances, visual arts) that would put on regular performances for students throughout San Diego. The City would work with the school districts to coordinate transportation for students. This program will ensure that every student has a chance to experience a professional arts performance at least once a year.

**Safety in schools:** David Alvarez will increase visibility for school policies that directly address the issue of bullying, harassment, and intimidation for all youth with a particular focus on LGBT students. David Alvarez will also work with City facilities to ensure staff across the City understands how to identify and address issues related to bullying, harassment and intimidation so these facilities remain a safe place.





## Ensure Long Term Water Security

San Diego's residents, institutions and businesses currently rely on importing almost 75 percent of our water supply, most of which comes from the Colorado River and Sacramento-San Joaquin Delta. Because we rely on so much imported water, the City is at the whim of droughts, environmental concerns and legal battles, leaving our economy high and dry when it comes to controlling water costs and ultimately our local supply.

In addition, the City of San Diego has its own challenges, including the costly decay of pipes and infrastructure, rising energy costs, a struggling, water-reliant economy and the long-term impact and uncertainties of climate change.

Equally important is preserving the quality of the water around us. Our freshwater creeks and rivers and saltwater bays and ocean continue to bear the brunt of pollution and face deterioration and encroaching development. The local economy also relies on these water supplies, providing swimmable, fishable waters for locals and tourists, and liveable waters for our diverse ecosystems.

### David Alvarez's Record of Leadership on Water Sustainability

**Committee leadership:** As Chair of the City's Natural Resources & Culture Committee, Councilmember David Alvarez has spent countless hours working with his Council colleagues and community stakeholders to ensure the City has safe and reliable access to quality drinking water. These efforts have ranged from water conservation programs and public education campaigns to re-writing the City's municipal code to ensure the City has best practices in place to manage our water and investing in the latest technology.

**Updating water systems to conserve money and resources:** Earlier this year, Councilmember Alvarez held a hearing on a study the City completed on its advanced water purification process that recommended a major update to our current water and wastewater systems. He pushed for the City Council to accept the study and begin taking the next steps to act on the study's recommendations, which received unanimous support. Council President Pro Tem is aggressively pursuing a plan of action to implement advanced water purification process technology in San Diego in order to protect residents from major increases in their water bills. He also partnered with Councilmember Sherri Lightner on approving policies for San Diego's water future and to form the Water Policy Implementation Task Force to develop a plan to implement these ideas.



**Cleaning up our natural resources:** As the elected official representing Chollas Creek, the Otay River, the Tijuana River and Estuary and San Diego Bay, Councilmember Alvarez understands the



importance of clean waterways. He's supported low-impact development projects that help improve water quality, approved funding for education programs and street sweeping, and supported efforts to clean up trash in watersheds like I Love A Clean San Diego's Creek to Bay Cleanup and Coastal Cleanup Day.

**Ensuring a fishable, swimmable bay:** Councilmember Alvarez was chosen by his Council colleagues to negotiate an equitable settlement to a multi-million dollar lawsuit to allow for a historic cleanup of San Diego Bay. The council recently invested \$6.5 million toward the initial dredging of contamination.

## **David Alvarez's Blueprint for Reliable, Clean and Affordable Water for San Diego**

**Invest in an advanced water purification system:** Clean technology that can produce millions of gallons of potable drinking water per day is the clear path forward to greater water independence and sustainability for the City of San Diego. We can reduce the amount of imported water the City currently needs to purchase and reduce the amount of wastewater that flows into our ocean. As Mayor, David Alvarez will work closely with the City Council, Public Utilities Department staff and State regulators to move forward with a plan to build new facilities that can provide a source of safe and reliable drinking water in the City for generations to come.



**Develop a 10-year plan to stop sending sewage to the ocean:** San Diego is the last major city in the U.S. with a waiver from Clean Water Act secondary treatment standards for discharging wastewater into the ocean. This is unacceptable. As Mayor, David will not allow the City to move ahead blindly applying for a waiver without a comprehensive plan in place to address these unnecessary discharges. Moving forward requires a mayor with a vision for what we can accomplish at Point Loma, but also someone who can bring together all stakeholders and craft a solution.

David Alvarez's 10-year plan will focus on the City's Advanced Water Treatment project. The project is safe, technically feasible, and will allow the City to save taxpayer money, avoiding a costly and impractical retrofitting of the Point Loma Wastewater Treatment Plant.

**Implement a rate structure to promote conservation:** As Mayor, David Alvarez will also move forward to create a water rate structure that incentivizes water conservation. A proper water rate structure is a proven and cost effective way to conserve water.

**Root out hidden costs and optimize systems:** Energy costs make up a large portion of the price of water. As Mayor, David Alvarez will ensure that embedded energy in water treatment and transportation is considered in every decision on infrastructure. He'll also work towards making the Public Utilities Department as energy efficient as possible and will develop more renewable energy projects for the water system to reduce costs and greenhouse gas emissions, utilizing public-private partnerships, grants and other fund sources.

**Improve our environment with smart planning and restoration:** To improve water quality at our beaches, watersheds and bays, David Alvarez will champion low-impact development projects in all parts of San Diego. He'll upgrade the City's stormwater system to conserve and better utilize wetlands as natural water filters while reducing flooding and slowing the flow of rainwater.

**Work with community to protect our beaches and bays:** Education and outreach are proven tools in conserving water as well as reducing pollution and improving water quality. David Alvarez will work to expand the City's public education program about the importance of water quality to keep the public informed and active. He'll also support the local organizations that monitor water quality around the City and those that hold public cleanup events to remove trash from beaches and watersheds.

**Pursue polluters who steal from the public trust:** Beyond innovative stormwater pollution prevention projects and public education, David Alvarez will pass policies to hold polluters accountable for damaging our waterways; increasing the number of code enforcement teams and partnering with community groups to have more boots on the ground and eyes in the field.

## Build a Sustainable City

A movement is underway to make society more sustainable – ensuring future generations have the same or better quality of life that we currently enjoy. Whether it's dealing with the looming threat of climate change or taking steps to add transit options, every city has an opportunity to lead by example and change the world for the better.

It's time for the City of San Diego to take center stage and be a world leader in taking action to address climate change, the biggest threat to public health. It's time for San Diego to be a role model for other cities to demonstrate how communities can address the climate challenge while thriving and prospering.

In addition to planning and leading on climate change, using our resources more wisely, improving quality of life, and supporting healthy neighborhoods, help create vibrant, sustainable communities and provide foundations for new, green jobs and businesses.

An avid cyclist who often rides his bike to City Hall or takes the trolley, David Alvarez is the only mayoral candidate with the record and vision to put San Diego at the forefront of sustainability.

### David Alvarez's Record of Leadership on Environmental Sustainability

**Sustained Leadership on City Council's Committee on the Environment:** Councilmember Alvarez chairs the Natural Resources & Culture Committee which includes responsibility for San Diego's energy and water policy and infrastructure; solid waste recycling and disposal; air quality; hazardous waste; lead and other pollution abatement; stormwater and wastewater policy and infrastructure; and parks, habitat, and open space management and preservation.

**Accelerated approach to climate change planning:** Councilmember Alvarez approved the formation of the Economic and Environmental Sustainability Task Force (EESTF), a group of volunteer experts from around the City, to develop goals for the City's Climate Action Plan (CAP). Together, Alvarez and the Task Force took the stalled CAP and are moving it through the approvals process. Alvarez is committed to meeting our obligations in planning for climate change.

**Facilitated a citywide program to allow property owners to easily install solar on their properties:** Property assessed clean energy (PACE) programs are a vital tool that allow property owners to install solar equipment on their property in a cost effective way. Alvarez has led and supported efforts to design and launch PACE programs in the City of San Diego by holding hearings at the City's Natural Resources and Culture Committee on ordinances that would allow PACE programs to operate within the City. As a result, the City Council approved the use of PACE programs last year.

**Championed the separation of polluting businesses from kids and families' homes:** Over six years in the making, Councilmember Alvarez negotiated a Community Plan Update for the Barrio Logan neighborhood. Under David's leadership, this historically marginalized community with high asthma rates came together with dozens of stakeholders in open and honest dialogue to design an update to the 1978 plan. Councilmember Alvarez supported the community's efforts and led the

Council's to approve of a buffer between industry and residences.

**Moving San Diego beyond single use plastic bags:** Councilmember Alvarez believes that reducing the use of single-use plastic bags is a key part of the solution to prevent plastic waste from harming the ocean, waterways, beaches and bays. Councilmember Alvarez has supported moving forward with an ordinance to ban the bag, challenging San Diegans to consider the impact our consumer choices have on the environment, and putting pressure on Sacramento to pass a statewide plastic bag ban.

## **David Alvarez's Blueprint for a Sustainable City**

**Sustainability focus from day one:** David Alvarez has committed to making a Sustainability Director one of his first hires. David will also create an environmental working group consisting of representatives from the environmental community and different city departments to work collaboratively and proactively on environmental policies such as climate, renewable energy, water, waste, and land use.

**Allowing every neighborhood to harness renewable energy:** As Mayor, David Alvarez will lead the charge on sustainable energy in San Diego. That means streamlining permit processes for installing renewable energy products like solar panels on homes and businesses, passing policies that allow community investment in renewable energy projects, and opening access to renewable energy to low-income residents.

**Creating energy efficient homes:** San Diego's housing stock is energy inefficient. David Alvarez will work with stakeholders to help homes throughout our neighborhoods get up-to-date on energy efficiency, saving energy for our City and residents, reducing greenhouse gases, and increasing real estate values.



**Adopting innovative renewable energy funding mechanisms:** To help residents spread out costs of renewable energy and energy efficiency projects, David Alvarez will work to finish the job of passing a residential Property Assessed Clean Energy (PACE) program that allows costs to be paid through property tax bills. PACE programs were authorized by the State in 2008 and are an affordable way for commercial and residential property owners to invest in renewable energy. Commercial properties are now eligible to participate in authorized PACE programs, and David Alvarez will produce a model that will allow more residential property owners to participate as well.

**Reduce the negative impact of plastic waste:** David Alvarez will build on staff efforts, and pass a plastic bag reduction policy that will reduce the ubiquitous pollution coming from single-use plastic bags to protect our environment and reduce litter abatement costs.



**Saving taxpayer dollars on City energy use:** David Alvarez will continue progress in making the City's operations as energy neutral as possible by installing more renewable energy on city facilities and capturing more energy produced in landfills and sewage treatment facilities. With so much space on top of buildings and in open land that can be

utilized the City needs to have a greater investment in solar technology. Public-private partnerships and grants, along with savings from cheaper renewable energy will save City taxpayers on energy costs. As Mayor, David Alvarez will also collaborate with other jurisdictions like the San Diego Community College District, San Diego Unified School District and the Port District on such efforts.



**A culture of environmental justice for all neighborhoods:** Even in the 21st Century, some of San Diego's neighborhoods haven't made strides in eliminating pollution from industry, inequitable land uses and toxic building materials. Unfortunately, these same neighborhoods are often low-income and do not have the resources to fight against powerful industry influences. David Alvarez will work to ensure community plans are updated with environmental justice in mind. He'll also boost lead abatement programs to help kids have healthy homes and toxic-free neighborhoods. Everyone should have access

to a quality of life that improves the health of residents. David Alvarez will make San Diego a leader in fighting environmental injustices.

**Developing a Zero Waste Vision for our city:** San Diego throws away more trash per capita than the rest of the state.<sup>1</sup> This means too many trash trucks on the road and too many resources being dumped into landfills. As Mayor, David Alvarez will lead the City to update the Zero Waste Management Plan – something many other cities are working to achieve. With little landfill space left and a growing population, zero waste is an economic and environmental priority.

**Composting food waste, nature's recycling program:** A first step towards zero waste is addressing organic materials like food waste, cardboard, paper and others that break down in landfills and contribute to greenhouse gas pollution. Rather than going into the landfills, these materials can be recycled into nutrient rich compost for fertilizing. David Alvarez will work to launch curbside pickup of food waste and expand recycling of food waste from schools, big businesses and other institutions to reduce waste.

**Promoting business opportunities in the 'reduce, reuse, recycle' loop:** As Mayor, David Alvarez will launch a resource recovery initiative to promote reuse and recycling of building materials, electronics and appliances that might otherwise end up in a landfill. Repairing and repurposing this material can create business opportunities and jobs.

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1 <http://www.equinoxcenter.org/index.php?id=1660>

**Funding the future of San Diego's sustainability:** The City's Environmental Growth Fund (EGF) has been underutilized by past administrations. Originally designed to take millions of dollars in franchise fee revenue collected each year to put towards expanding open space preservation, it's mainly been used to fill General Fund gaps in our already developed park system. David Alvarez understands the importance of funding park and recreation facilities, but as our budget recovers, we should look at moving the EGF back into its original purpose. This can be done in small increments to limit any impacts on parks.

**Creating more green-collar jobs:** Getting unemployed and underemployed workers back into jobs is one of David Alvarez's biggest priorities. Making renewable energy and energy efficiency projects easier and more affordable for all San Diegans will support the expansion of the Clean Tech sector in San Diego and create good paying green-collar jobs that improve our economy and sustainability. David Alvarez will lead in the creation of green-collar job training programs and supporting projects that will put trained individuals to work.

**Cleaner air through clean transportation:** Aside from residential energy production, the other major component of greenhouse gas emissions is vehicles. San Diego has the highest rate of daily vehicle miles traveled (VMT) in San Diego County, and even surpasses the ever-gridlocked City of Los Angeles.<sup>2</sup> Improving opportunities to travel without a car and making it easier to have an electric car will be a top priority for David Alvarez.



**Ensuring access to the fuel of the future:** Electric vehicles are on the rise in San Diego, but availability of public charging stations needs to increase. David Alvarez will expand and improve public-private partnerships to install more charging stations in our public spaces to serve electric vehicle owners and those in car-share programs like Car2Go.

David Alvarez will also work closely with the Governor's office which recently announced an effort to streamline the permitting process for zero emission vehicle fueling stations. As Mayor, he will partner with the state and federal government agencies, electric vehicle regional planners and installers to ensure San Diego is on the front end of the state's efforts.

**Creating a bike and pedestrian friendly San Diego:** Increasing "active transportation" like biking and walking helps reduce traffic and promotes health and fitness. Bicycle and pedestrian-safety initiatives, improving bicycle infrastructure and launching the city's bike-share program will make it easier to bike and walk to and from work, the grocery store, schools and other destinations. We know that bikeable, walkable neighborhoods are shown to improve local economies, so bike initiatives aren't

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2 <http://www.equinoxcenter.org/assets/files/2013%20Dashboard/equinox-2013-dashboard.pdf>

just for quality of life and air pollution reduction, they make business sense as well.

**Vision Zero for safe rides and walks:** As Mayor, David Alvarez will partner with bicycle and pedestrian advocacy organizations to improve our neighborhoods. He'll adopt the "Vision Zero" platform with a goal of zero bike and pedestrian fatalities on San Diego's streets and will increase city spending on bike facilities to \$1 million.

**Holding SANDAG accountable for a sustainable region:** As Mayor and the City's leading representative on SANDAG, David Alvarez will work with his colleagues to direct more dollars to active transportation and transit instead of more freeway widening projects. We've slowly been on the right track to do that but SANDAG needs to be more accountable to the City of San Diego, as the biggest population source in the county.

Land use and transit are interdependent, but it is the City that determines land use patterns while SANDAG funds transit to serve (or not) those land use patterns. In the past, we have not worked in coordination to the best of either jurisdiction's ability. David would build a cooperative relationship with SANDAG, so neighborhoods have land use and transit that work together.



## Establish Openness and Efficiency

Over the years the City has again and again cut back room deals with downtown special interests - making decisions that affect all of us out of public view. Making decisions without a healthy public dialogue and community input is counterproductive to moving forward as a strong, open and transparent City. When all members of our community have a voice in city decisions, we have a government that includes and works for everyone - not just the few.

In recent years, City decisions have often centered on cutting public services from the budget. This has resulted in fewer public safety personnel protecting our communities, reduction in library hours, reduced park hours, and delayed park maintenance. San Diegans deserve a local government that spends our tax dollars in a responsible way but also meets the needs of our neighborhoods and lives up to the promises made by the city.

### David Alvarez's Record of Leadership on Good Government

**Operated Council Office to serve residents:** After he was elected, Alvarez walked through every neighborhood in his district to continue listening those who elected him. He restored confidence in City Hall by being accessible through a proactive staff, regular community office hours, and regular Town Hall meetings. Most importantly, he built trust by solving longstanding problems in each community like broken streetlights, cracked sidewalks, and blighted buildings.

**Pushed for transparency in City capital projects:** On the Council, Alvarez pushed to open up our capital improvement program (CIP) to real public participation similar to efforts in Phoenix and San Antonio. A City Committee called the Capital Improvements Review and Advisory Committee (CIP-RAC) is responsible for ranking and prioritizing all capital improvement projects such as parks, libraries, fire stations, etc. The problem is that CIPRAC meets in secret, receives no input from the public, and does not disclose the methodology used to rank projects. David supported the creation of the Infrastructure Committee on the City Council, and continues to push for more transparency in the City's CIP.



**Restored core services on which residents depend:** In his first year as a City Councilmember, David Alvarez proposed an ambitious budget that began to rebuild the many services that had been lost or reduced over the years- much of which was supported by the Mayor and City Council. He was able to build on this success in later budgets by continuing to restore services and work in a bipartisan way with his City Council colleagues to budget taxpayer dollars in a more responsible and-forward looking way.



**Provided accurate budgeting, reduced costs:** Councilmember Alvarez pushed hard for and achieved a bipartisan five-year agreement with City employees. This groundbreaking agreement allows the City to accurately budget in a way that has not been done in years. The agreement set fair compensation rates for employees that had endured years of pay cuts, has the potential to reduce the obligation the City must pay into the pension system next year, and allows the City to fund projects and programs in future years.

**Cut government waste:** In his first year as a City Councilmember, David Alvarez was appointed to the little known Service Authority for Freeways and Expressways (SAFE) Board, which administered emergency freeway call boxes. After a few meetings, Councilmember Alvarez quickly realized that this program was charging taxpayers for services it was not providing. He went to work with Councilmember Lori Zapf on a bipartisan plan, to end the program and make sure that funds collected were spent on projects that actually benefited the public and helped improve freeway safety.

## **David Alvarez's Blueprint for a Strong Transparent Government**

As Mayor, David will fight to ensure that the people of San Diego have access to their City, ensuring city documents and records are made available and are easily accessible to the general public. He will make responding to Public Records Act (PRA) requests a priority, as he did in his City Council office. David will also increase transparency citywide by including PRA statistics in a regular report, hiring dedicated staff to oversee PRA requests to all departments, and establish a unified online source to file, process and track all PRA requests. David will also levy fines and penalties against city agencies that regularly delay requests, and he will proactively post the most frequently asked information from PRA requests online in an accessible format.



**Steady management, leadership by example:** As Mayor, David Alvarez will treat City employees with the dignity and respect they deserve for their effort and dedication to keeping San Diego running day-in and day-out.

**Reliable and forward-thinking budget planning:** It is critical that the City continues to negotiate multi-year agreements so that we have a clearer picture of what our budget looks like year-to-year. This greatly benefits the taxpayers, as City services will become more reliable instead of having to endure what has become an annual fight at City Hall pitting necessary public services against each other for funding.

As taxpayers, we should not have to choose between having our parks open and having adequate fire and life rescue services. Putting the public in that position is not fair and as Mayor, Alvarez will implement multi-year budgeting to avoid these scenarios and put public services ahead of giveaways to special interests.

**Elimination of wasteful programs:** As Mayor, David Alvarez will continue to eliminate wasteful spending. San Diego's hard earned tax dollars must be spent carefully to ensure that the services promised by City Hall are delivered. Every dollar that is spent on ineffective programs or flows to special interests one less dollar is invested into public safety and community services. David will fight to make sure that our taxes are spent the right way and that each community receives the level of service we expect from our City.

