[MS-0398.029.018.004]

To: Michele
From: Adrienne
Re: State of the County/ Programs for 1990
Date: 11/06/89

First and foremost, I hope your recovery continues steadily and painlessly. We need you back as soon as possible, but want you to be whole and comfortable when you get here.

I've organized my draft notes as follows: on the next page is the outline of my issues that we compiled during the last staff meeting (I added a few items that I had neglected earlier). Following that, I wrote comments (either ideas for programs or what I felt would be appropriate if a program were not) under each heading. I think it will be self-explanatory.

Just a few unrelated FYIs:

1. Leon and I had a somewhat lengthy discussion on State of the County address last week and he expressed a desire to have his speech and programs somewhat separate. He talked of having "white papers" attached as back up to his speech outlining the various programs he has in mind for the year, but indicated that he would want the speech to focus less on the day to day items.

2. I told the other Board offices to let us know what they would like to receive "kudos" for during Leon's speech. They should be preparing something.

3. We should be thinking about what gift we can give to Susan Golding.

ENVIRONMENT/LAND USE

1. Local Approach to Regional and Global Issues

   a. create umbrella forum for environmental groups

   b. greenhouse effect/ozone depletion (air conditioner recycling machine)

   c. greening/ beautifying efforts

2. Regional Air Quality/ APCD

   a. Ozone issues

   b. Clean air act

3. Waste Disposal

   a. landfills/transfer stations

   b. recycling (creating a market for recycled goods)

   c. hazardous waste management plan

4. Transportation

   a. SAFE

   b. Transportation Demand Management (TDM) issues:
      -parking at county facilities
      - growth congestion link
      - mass transit -- increase

5. Land Use

   a. Implementation of Growth Management Work Plan
      - regional facilities planning

6. Park and Recreation

   a. parks coalition (to organize projects such as Urban canyons, workreation, etc.)

7. Water Issues

8. Airport Issues

1) Local Approach to Regional and Global Issues

o create umbrella forum for environmental groups

Due to the number of different environmental groups that operate in San Diego and to the fact that many already interact with each other to the degree with which they feel comfortable, perhaps an unobtrusive way to initiate an "umbrella forum" would be to invite the presidents of such groups to one of Leon's "community" breakfasts or lunches. From that starting point, we could delve into what issues they would like to work on together (greening/beautification efforts etc).

- greenhouse effect/ozone depletion

This issue came to a head sooner than was expected. If you recall, in our staff meeting on chairmanship year, we talked about Leon's involvement with global environmental issues such as ozone depletion. During that meeting, we discussed commencing this effort by mandating that the County's fleet use CFC-12 (Freon) recovery and recycling units.

On Thursday, October 26, the San Diego Union announced the City's intention to engage in a similar course of action. Feeling that Supervisor Golding might latch onto this issue, Leon and I agreed that I should write and docket a Board letter pronto. It is (was) on the agenda for Tuesday, November 7. I have been in communication with both the City and with Rich Sommerville (APCD) and they both would like to see a working group of the City and County formed (staffed by APCD) to evaluate the situation and determine the best regional direction to take. Leon will make a motion along those lines on Tuesday. (See attached Board letter and notes for him).

FYI: I understand that Susan Golding is upset with this letter. She feels the ozone is her issue since a year or so ago she docketed a letter concerning styrofoam and its impacts. Additionally, she is coincidentally (hmmm) giving 5 proclamations on Tuesday pertaining to the ozone and global warning.

If all goes well, I think our ozone work group will be worth mentioning in the State of the County address. Presumably, it will generate programs on an on-going basis next year and beyond.

o greening/ beautifying efforts

see "umbrella forums for environmental groups" above

2) Regional Air Quality/ APCD

o Ozone issues -- see above

o Clean air act

Rich Sommerville (head of APCD) wants to meet with Leon soon to discuss ideas. Again, I gather Susan Golding is trying to dominate this issue.

3) Waste Stream/Disposal

o landfills/transfer stations

I don't see this as an issue that our office is going to take the lead on (none of the potential sites are in our district). Presently, studies are underway and progressing satisfactorily for both landfill sites and transfer stations.

- creating a market for recycled goods

I think this topic has lots of potential. Presently, the County is closing in on its 30% recycling goal. What remains problematic, however, is that there is not a steady market for those recycled goods. I propose our office take measures to cultivate a market for recycled goods by developing County policies on purchasing specifications (i.e. the County will buy x% of recycled paper).

Two possible ways of accomplishing this are: 1) to develop a working group within the County, made up of representatives from the Purchasing Department and those departments who are "major users" to set up purchase standards for the County. And, 2) To develop a regional task force that would include other local agencies and their purchasing departments thereby generating a more substantial market.

I have discussed this idea with Lari Sheehan (D-CAO) and have asked her to investigate it further. She will get back to us in the next week or two. Clearly, the idea needs refining, but Leon liked it in concept.

- Waste stream reduction efforts

In my mind, this is the single most important waste-related issue. We are never going to solve the problem of landfills, trash-to-energy plants and the like until we deal with the amount of garbage we generate. Recycling, unless it evolves dramatically within the next few years, can not solve the whole problem. We have to examine and change the mentality behind excessively packaging our food products.

I discussed this concept with Leon two weeks ago and we seemed to be in accord. As an issue, waste stream reduction and excess packaging relate to several other areas mentioned. First, CFCs go into making plastics, styrofoam and other packaging materials. Consequently, it might be very appropriate for our "ozone working group" to examine and consider banning certain packaging practices as part of a comprehensive ozone related ordinance (much like the City of Irvine's). Secondly, keeping plastics out of our landfills is very important as they take over 100 years to start to decompose, and then poison our groundwater (that might be a Susan Golding issue as she developed a Plastics Task Force a year ago...I'm researching now).

An important part of overall waste stream reduction is public education (i.e. making people aware that opting for a paper bag over a plastic one is an environmentally healthful choice). For the most part, however, I don't think people are willing to place environmental health above convenience. Therefore, the next logical step would be to encourage industry to cooperate in efforts to reduce. This could be accomplished in an aggressive manner -- a comprehensive regulating ordinance or possibly legislation attacking excess packaging -- or through a subtler approach. Leon did not seem adverse to being aggressive.

One "milder" approach idea I have relates to Big Bear supermarket and their outstanding self-initiated efforts to be environmentally sensitive. To cite just a few of their accomplishments: they are the first company in the nation to announce a change to paper bags from plastic for county environmental reasons; their paper bags are manufactured from 38% recycled paper; they offer a 2 cent consumer incentive per reused paper bag to encourage recycling; they provide consumer safety tips at point of purchase regarding the environmental safety of a given product, and they are a leader in the industry in encouraging manufacturers to provide environmentally safer packaging. If other markets could be convinced to partake in similar actions, it might serve as a catalyst for manufacturers to make real changes and provide environmentally safer packaging. To this end, I think Leon should commend Big Bears efforts (a proclamation perhaps?) and convene a meeting of presidents/representatives of local supermarkets (Ralphs, Vons, Alpha Beta, Lucky...) and discuss the feasibility of their markets engaging in similar actions.

- hazardous waste management plan

  This may need to be acknowledged, but I don't see it as an area for us to speak to.

4) Transportation

o SAFE

I have talked to Bow Bowman (Public Works Director) regarding save and he indicated that he could pull together some background and future goals for us. We have always been the lead here and I think its a matter of maintaining the status quo.

o Transportation Demand Management (TDM) issues:

Overall, this is John MacDonald's issue. Leon might well want to address it as so intricately intertwined with growth management. If nothing else, no State of the County would be complete without mention of the congestion crisis.

Parking is one area of TDM that Leon has historically taken the lead on. Specifically, he has initiated a movement to get satellite parking for downtown in order to reduce overall congestion within the downtown, and also he is an advocate of charging County employees for their parking (not all that popular, but necessary). County staff is working on both these issues and will keep us closely informed. I have indicated that we might wish to accelerate the progress of one or both next year.

o Public Transportation

I think the need for an increase in mass transit is something Leon should touch on, especially since he sits on MTDB. However, he'll have to give me more direction on it as I've just started to cover it.

5. Land Use and Planning

• Implementation of Growth Management Work Plan and Regional Facilities Planning

As you know, Leon initiated the whole movement towards managed growth in San Diego and it's important that we regain the control of it. At present, the recommendations of his Growth Management Task Force have been put into a work program which the Board recently agreed to implement. I think it would behoove us to set up some kind of "overseeing" task force to make sure we maintain control of the implementation process, particularly with regards to prioritizing which elements of the workplan should proceed first. I have discussed this matter with Lari Sheehan and with Lauren Wasserman (Director of the Planning Department) and we should be hearing from them shortly.

6. Park and Recreation

- Form a coalition of park and recreation officials

As I mentioned in our final staff meeting, Bob Copper (Park's Director) recommended that we set up a consortium of parks and recreation officials from all the jurisdictions in the County to sort through data and reach conclusions about how to best provide service to the urban population. It should probably include members of advisory groups for parks appointed by the Board, City Council and the Governor. Key issues we would want addressed are deficiencies in local parks, recreational opportunities at the community level and urban canyons.

7. Water Issues

In terms of water, most importantly, Leon will have to be an aggressive part of the Subcommittee on Water Management (the subcommittee we reactivated so that he would get equal credit with Susan Golding). I have a good rapport going with George Ream (the staff person on water issues) and he will keep us informed to funny business. Additionally, I spoke with Lari Sheehan who still feels badly that the CAO let Susan take this issue away from Leon and promised that they would come up with some water issue for Leon to use at the State of the County. Again, Lari should be getting back to me in the next week.

8. Airport Issues

Leon is ambivalent as to the degree to which he wants to get involved in this issue. Until he gives me the word, there is not much that can happen.

MEMO

TO:MFM
FROM:NYC
RE:STATE OF COUNTY
DATE: 11/8/89

HEALTH CARE

AIDS

EXPANSION OF SERVICES

o Aids continues to be an issue that national and local governments need to address. Research demonstrates that community involvement is crucial and contributes to saving lives. So when you begin to survey what San Diego has accomplished in combating this life threatening disease we see that we still have some work that needs to be done.

o Many AIDS services are not within the counties jurisdiction and are being provided by organizations in the private sector. There continues to exist a spirit of competition that does not allow for a coordinated approach to provision of services.

o If we know that within the realm of life threatening diseases it's important for people to remain in their communities and that services are sensitive to each individual communities needs, then San Diego must make an assessment of how our existing programs fulfill this criteria.

o This means the private and public sector must work together to assure that duplication of services does occur, that the gaps existing, are closed. Money will always be an issue and there are many life threatening diseases that rank high on our list of priorities like cancer. A balance needs to be maintained. Working together must become priority.

o Towards this end a San Diego Public and Private Partnership Commission could be formed that would explore,enhance and strengthen the relationship between County and departments and the business and nonprofit communities. This commission could recognize the interdependence and connectedness of the three sectors in the areas of greatest impact upon our region, including fiscal, economic,health,welfare,environmental and safety issues.

o The commission could give visibility to the importance of volunteerism in San DIego.

CMS

o The County of San Diego needs to take a good hard look at how it takes care of it's Indigent and working poor population. Our experts tell us that within three years our County Medical System will be in collapse. Our experts also tell us that we are keeping up with the national picture, that we are as bad off as everyone else.

o We are currently involved in an equity law suite, that if won will give us a little more money to patch up an ailing system that can't be saved.

o Our health experts don't have the answer but do accept that we are working with certain realities. Those realities are that rationing of care exists and is being done, that there a tiered system of care, one for the rich and one for the poor, and that much of our population goes without care at all.

o San Diego county needs to take a pioneering approach to how we will address this issue. The fact is that we will have to restructure our entire system in order to take care of our residents. (the Dept. of Health Services is still looking into a specific plan that LLW could present as a possible restructuring mechanism).

o San Diego County has a very special profile because of it's proximity to the border. One that needs to taken into serious consideration. Knowledge of how our neighbors impact our health care system is critical. Because resources are limited they must be used as efficiently as possible.

o An office or a coordinator of Minority Affairs within the Health Services Department might be able to allow for careful assessment and planning for services to large and quickly expanding population. There are many health issues such as AIDS,Prenatal Care, Alcohol and Drug Abuse that we have not successfully dealt with in the communities of color. The creation of such an office could help identify and prioritize the needs, and assist in determining the funding needs.

SUBSTANCE ABUSE

o The National Drug Policy presented by William Bennet has identified many areas of concern and has prioritized these in terms of the most pressing needs. Fortunately for San Diego County these areas fall into line with those that have been prioritized by our Department of Drug Abuse Services in the Drug Abuse Services Plan for 1989-90.

o The strategy of the National Drug Policy embodies some of the following elements:

o Expansion of the criminal justice system by providing larger police forces, and increased numbers of jails,prosecutors and courts.

o Mobilizing communities in the war on drugs by cleaning up and securing public housing.

o Expansion of drug-free workplace policies.

o Expansion of treatment and target services to improve the number of individuals served and the effectiveness of treatment by holding federally funded treatment programs accountable for the effectiveness, requiring drug testing in federally funded drug treatment programs and improving drug treatment services for pregnant women.

o San Diego County Board of Supervisors has already taken a strong lead in not only the prioritizing of these areas but in the establishment of policies and programs that will address these areas.

o While more beds have become available to help pregnant substance abusers in their recovery process, San Diego must aggressively pursue all avenues for additional funding to help this vulnerable population.

TRANSBORDER AFFAIRS

o The County is currently developing a Board policy on economic development. The thrust of which focuses in on identifying appropriate roles for the County to play with respect to economic development. It is important to remember that historically, the COunty has not exerted a great deal of leadership in this area because traditionally, the City of San Diego and organizations like the Economic Development Corporation have pretty much preempted the field. If the COunty played any role, it was generally focuses on some redevelopment oriented activity, probably in the incorporated areas.

o To that extent, there has been no serious effort to integrate our various human services activities and the potential for economic development among disadvantaged communities into a single focused strategy. What could be done is that a departmental task force could be established that could develop an integrated social policy for disadvantaged communities. This could be accomplished by analyzing both the human services needs as well as the potential for the kinds of land uses that would lend itself to positive types of economic development, and ultimately , to job creation within these various communities.

o This departmental task force could be comparable to RUDAT studies that are done the American Institute of Planning, where they go in and analyze in great detail the strengths and weaknesses of the community , identify potential solutions and recommend to the corresponding policy makers.

o Departments like Social Services, Health Services, Housing and Community Development, Planning and Land Use, Transborder Affairs could be brought together and given the task of developing an integrated master plan for the various disadvantaged communities. Even though some of the disadvantaged communities may be within the incorporated area,the problems that would be dealt with have tremendous regional implications and effect the County's ability to provide service.

o The development of the afformentioned master plan could be used as a tool for the County and the targeted communities to deal more effectively with the causes of problems such as drugs, gangs unemployment and literacy instead of the symptoms.

o This Departmental Task Force could be could be the first step in developing a "social policy" for disadvantaged communities within the context of existing County departmental resources.