Solicitation 6802
The Sage Project

Submitted on behalf of the City of Lemon Grove by:
Laureen Ryan Ojeda
February 15, 2016
Lemon Grove Image Development including
Gateway improvements and way-finding signage

Project Goals/Summary
To create a mission statement that synthesizes Lemon Grove’s focus moving forward. To develop the mission statement into a citywide branding campaign with design elements that will incorporate the following: Lemon Grove gateway improvements, way-finding signage, overhead street marquis signs, etc.

Specific Issues, problems or concerns that students may be able to address
Students will be challenged to uncover Lemon Grove’s unique identity as a city and within the region.

Sustainability and Quality of Life Impacts
Quality of Life is positively impacted by the influence imaging has on economics, for example directing visitors through the city to retail destinations, as well as social factors, for example directing citizens to local parks or biking and walking paths, and imaging is also highly related to the built environment.

Designated Staff Lead
City Manager’s Office

Staff Involved
City Manager, Administrative Analyst

Funding Sources Anticipated or Sought
General department funds

Partner Organizations and their roles
School District, service clubs, faith-based organizations. The City of Lemon Grove has very active service organizations, among them the Lions Club and the Soroptomist Club.
Downtown Revitalization Plan

Project Goals/Summary
To create a plan to make the downtown area inviting to businesses and energize the downtown area, through planning and design, creating opportunities for investment and development, engaging sustainable funding and management, and generating foot traffic.

Specific Issues, problems or concerns that students may be able to address
The storefronts are dated and the surrounding areas need ideas regarding clean-up. There is disparity in ownership between the north side and the south side. Students will be challenged to engaging owners who have previously not engaged with the City regarding participation in revitalization.

Sustainability and Quality of Life Impact
Sustainability of this project will rely on the ability to engage business and commercial property owners to see the value and importance of working together and with the City to create ideas and plans that will increase foot traffic, preserve historic buildings, create mixed-use areas and possibly create nightlife. The Quality of Life impacts will be seen in economic growth through increased business license activity; increased permit licensing fees, increased sales taxes paid, and decreased crime while also creating a safer and healthier built environment. Revitalization will also create a center for community activity.

Designated Staff Lead
City Manager

Map of Site
Included

Staff Involved
City Manager, Development Services Director

Funding Sources Anticipated or Sought
General development department funds

Partner Organizations and their roles
The downtown business community, those owners who are already engaged with the City, who can help engage others and form a committee to assist in planning the downtown revitalization.
IT Analysis and Recommendation

Project Goals/Summary
Perform an assessment of the current IT infrastructure within the City and current IT practices within the City. Recommend IT changes to service providers, practices and/or computer systems.

Specific Issues, problems or concerns that students may be able to address
The City has a desperate need to compare if its current model is sustainable. It may be an analysis that will also look at bringing the IT services back in house rather than operating through the cloud.

Sustainability and Quality of Life Impacts
Improvements to IT infrastructure will allow city staff to work more efficiently and realize cost benefits to the City and to the residents we serve.

Designated Staff Lead
Finance Director

Staff Involved
Finance Department

Funding Sources Anticipated or Sought
General department funds

Partner Organizations and their roles
City staff members, current IT consultant
Infrastructure Maintenance Methodology and Gap Analysis

Project Goals/Summary
Create a formal municipal infrastructure funding and maintenance plan. Analyze prospective funding for street/storm water/sewer maintenance.

Specific Issues, problems or concerns that students may be able to address
With dwindling revenue sources the City does not have the funds to maintain its current infrastructure. The City’s streets, storm drains and sewer system are eroding faster than the City can repair and/or replace them. Outdated studies are on file but new studies are necessary to assess the current status of these assets and the amount of funding (and the funding sources necessary to increase the level of each asset.

Sustainability and Quality of Life Impacts
Developing a methodology for maintaining the City’s infrastructure will enhance the environmental health of the community.

Designated Staff Lead
Public Works Director

Staff Involved
Public Works Department

Funding Sources Anticipated or Sought
General departmental funds

Partner Organizations and their roles
N/A
Lighting District Analysis and Recommendation
(General vs. Local and Fee Calculation)

Project Goals/Summary
With limited staff this project would research and determine if the current model that the City established is appropriate to continue to service the lighting needs throughout the City.

Specific Issues, problems or concerns that students may be able to address
There are two districts within the City (local and general) and the funding/expenditures of each should be analyzed to determine if the sustainability of either is still realistic.

Sustainability and Quality of Life Impacts
Future funding and sustainability are both concerns with this project. An analysis of existing funding sources and their effectiveness will enable the City to invest in cost-saving lighting.

Designated Staff Lead
Public Works Director

Staff Involved
Public Works Department

Funding Sources Anticipated or Sought
General department funds

Partner Organizations and their roles
N/A
Parks and Recreation Program Analysis

Project Goals/Summary
With the elimination of the City’s Recreation Department in 2007, a skeleton crew has managed a full cost recovery program for recreation services. However, the goal will be to look at the following: the original design and planned purpose for the park and present maintenance, how is the park now being used and by what groups, any issues related to crime and disorder, and whether the local community sees the park as unsafe, or as a safe and desirable place. The City is also interested in creating a list of other park uses, for example special event programing and organized events that provide structure and enjoyable activities and facilitate safety, good sportsmanship and community participation. Lastly, identify funding streams that support the goals of the parks and recreation program.

Specific Issues, problems or concerns that students may be able to address
Students will be challenged by limited staff funding, crime prevention, park maintenance, park design and park and recreation development and activities promotion.

Sustainability and Quality of Life Impacts
Parks provide an opportunity for physical and leisure activities which improves moods, reduces stress and enhances a sense of wellness for residents. They are a vital element of green open space in Lemon Grove’s urban environment and a vital element in green-house gas reduction. Creating a sustainability plan for maintenance, activities and beautification for Lemon Grove’s parks will support social interaction, which is critical to maintaining community cohesion and community pride. Giving residents a place to gather and share experiences, socialize and build community bonds will have an immense impact on the quality of life within Lemon Grove.

Designated Staff Lead
Public Works Director

Map of Site
Included

Staff Involved
Public Works Department

Funding Sources Anticipated or Sought
General departmental funds

Partner Organizations and their roles
School District, service clubs, faith-based organizations
Lemon Grove Parks

- Dan Kunkle Park
- Civic Center Park
- Firefighters Skate Park
- Berry Street Park
- Lemon Grove Park
Art walls

Project Goals/Summary
To enhance residents and visitors City experience by providing art on building exteriors and walls that would otherwise be covered in graffiti. The goal of the project is to reduce graffiti by covering walls in art. These art walls will create a sense of community in connecting art with the public.

Specific Issues, problems or concerns that students may be able to address
Students may be challenged getting property owners aligned with this goal. There may be challenges with the school district incorporating an art program within their curriculum. Abating graffiti may be challenging for the students, depending on how prolific it is in the community.

Sustainability and Quality of Life Impacts
Art walls create a sense of community pride and a sense of place for its residents. The art walls can be used to create a sense of heritage, vision or opportunity. Public art increases access to art for all residents and visitors. While art walls improve urban aesthetics, the hope is to ultimately save taxpayers money on graffiti abatement.

Designated Staff Lead
Interim Development Services Director

Staff Involved
Development Services Department

Funding Sources Anticipated or Sought
General departmental funds

Partner Organizations and their roles
School District, service clubs, faith-based organizations
Homeless outreach/resources

Project Goals/Summary
To uncover what services are needed and what solutions would be most effective in solving the unsheltered homeless issue in the City of Lemon Grove. While the 2015 unsheltered homeless count showed 11 unsheltered homeless in the City, there has been an increase in homeless individuals within the City. The goal is to find what resources are available to match the needs of those living on the streets, in cars and in tents.

Specific Issues, problems or concerns that students may be able to address
Students will survey the homeless to assess their needs. Students will address the issues of Lemon Grove’s homeless and find solutions to ending their homelessness.

Sustainability and Quality of Life Impacts
Getting the unsheltered homeless off of the streets improves the lives of all residents. Homelessness affects the local economy, public safety and public health. Homelessness can affect an individual or a family at any time and having a system in place to assist will alleviate the length of time homelessness is experienced.

Designated Staff Lead
Interim Development Services Director

Staff Involved
Development Services Department and City Manager’s office staff

Funding Sources Anticipated or Sought
General departmental funds
Public Art Project

Project Goals/Summary
Look at the best area to create an art district, create focal art pieces in the district and design gateways to the district. Uncover motivations and expectations of the residents that will drive the development of a public art district and a public art program. The goal is also to align the art district with the City’s brand and to identify areas throughout the city to install art pieces.

Specific Issues, problems or concerns that students may be able to address
The students will need to look at the feasibility of an art district and will need to identify areas throughout the city where art installations will be most effective.

Sustainability and Quality of Life Impacts
Public art is an economic way to drive revitalization in urban areas. Public art can have a transformative effect on communities. Public art adds to a community’s identity and can provide purpose and identity for the community. An art district and art installations throughout the city will expose residents of all demographics to experience art in their everyday lives. An art district ties into the overall beautification of the City.

Designated Staff Lead
Interim Development Services Director

Map of Site
Students will develop

Staff Involved
Development Services staff and City Manager’s office staff

Funding Sources Anticipated or Sought
General departmental funds
Safety Analysis - Farmers Market Analysis  
(or Main Street Promenade Analysis)

Project Goals/Summary
Analyze the safety of the Main Street Promenade Park and Farmers Market. Since the park has been completed, and with proximity to transit stops, an undesirable demographic has taken over the area, creating an environment that is both perceived as unsafe and is unsafe for residents and visitors. The goal will be to look at the following: the original design and planned purpose for the park and present maintenance, how is the park now being used and by what groups, any issues related to crime and disorder, and whether the local community sees the park as unsafe, or as a safe and desirable place. A further goal will be to create solutions that address these issues.

Specific Issues, problems or concerns that students may be able to address
Homelessness, drug use, and an increase in criminal element all have created a fearful environment that prevents residents, visitors and businesses from enjoying the park.

Sustainability and Quality of Life Impacts
Farmers markets inherently foster community interaction and help facilitate creating community bonds. Farmers markets also provide residents with access to healthy sustainable food choices. The location and planning of the Main Street Promenade was to foster biking and walking within the community and provide a location to walk or bike to for transit, the farmers market or leisure activities.

Designated Staff Lead
Public Works Director

Map of Site
Included

Staff Involved
Public Works Department, City Manager’s Department, Sheriff’s Department

Funding Sources Anticipated or Sought
General department funds

Partner Organizations and their roles
Business leaders will be asked to participate.
Farmers Market and Main Street Promenade
Urban Agriculture

Project Goals/Summary
The goal of this project is to look at the feasibility of developing a sustainable urban agriculture program and/or community garden projects in the City. The City of Lemon Grove has no designated area for residents to grow their own food or maintain gardens for growing food. There are currently no ordinances that address urban agriculture within the City. The goal of this project is to assess the feasibility of creating a space for residents to contribute to their food system.

Specific Issues, problems or concerns that students may be able to address
The students will address finding locations suitable for a community garden and they will assess the level of community engagement and the economic feasibility of both urban agriculture and community gardens.

Sustainability and Quality of Life Impacts
Community gardens increase food security, nutrition, and provide more direct access to fresh vegetables and fruits. Urban agriculture provides economic opportunities. Community gardens promote a sustainable environment and foster community based education programs.

Designated Staff Lead
Interim Development Services Director

Staff Involved
Development Services staff and City Manager’s office staff

Funding Sources Anticipated or Sought
General departmental funds
Place-making

Project Goals/Summary
The goal of this project is to create a collaborative process by which the residents of Lemon Grove shape the use of public space within the City to maximize shared values. More than just promoting better urban design, place-making will facilitate creative patterns of use, paying particular attention to the physical, cultural, and social identities that define Lemon Grove and support its ongoing evolution. The goal is to engage residents in the planning of quality public spaces that contribute to people’s health, happiness, and well being. The most effective approach for creating and revitalizing public spaces is by adopting a collaborative community process.

Specific Issues, problems or concerns that students may be able to address
The students will be able to engage the community in gathering valuable information about what the residents want regarding planning for public spaces within the City. The students can facilitate focus groups and community workshops to collect relevant planning information to be shared with the Development Services Department.

Sustainability and Quality of Life Impacts:
Place-making creates access to quality recreation activities while increasing real economic opportunity through green built environment spaces. Place-making can strengthen the bond between people and the places they share.

Designated Staff Lead
Interim Development Services Director

Staff Involved
Development Services staff and City Manager’s office staff

Funding Sources Anticipated or Sought
General departmental funds

Partner Organizations and their roles
Rick Engineering, Circulate San Diego, CHIP, HHSA
Tactical Urbanism

**Project Goals/Summary**
The project goal is to create a plan to implement tactical urbanism in different areas within Lemon Grove. For example, this may include planning a ciclovia for the day or temporarily changing the landscape of a street in order to replicate a complete-street, etc. The goal of this project would be to present different scenarios in select locations throughout the city where the residents, city planners and visitors can experience a proposed change in the built environment.

**Specific Issues, problems or concerns that students may be able to address**
The students would need to be familiar with the General Plan update and understand some of the proposed changes in the plan.

**Sustainability and Quality of Life Impacts**
The potential impact of this plan is that residents will be able to experience a temporary change in the built environment before a permanent change is made. The temporary change can provide valuable feedback for planning and can tie-in with place-making as a way to implement various place-making designs.

**Designated Staff Lead**
Interim Development Services Director

**Staff Involved**
Development Services staff and City Manager’s office staff

**Funding Sources Anticipated or Sought**
General departmental funds

**Partner Organizations and their roles:**
Comprehensive Economic Development Strategy (CEDS)

Project Goals/Summary
The project goal is to create a City economic development program. There is an existing East County economic development strategy, and this would be to specifically address the needs within the City. This project would undertake gathering the information necessary to submit a CEDS to the Economic Development Administration.

Specific Issues, problems or concerns that students may be able to address
The students would need to gather background information regarding the economic development situation in Lemon Grove, analyze economic development problems and opportunities, develop goals for addressing the economic problems, get community and private sector participation, identify strategic project, programs and activities to implement goals, create a plan of action, and develop performance measurements.

Sustainability and Quality of Life Impacts
The potential impact of this project is that the entire community will benefit from having an economic development strategy to sustain the economic health of the City for years to come.

Designated Staff Lead
City Manager

Staff Involved
City Manager’s office staff

Funding Sources Anticipated or Sought
General departmental funds
February 9, 2016

Jessica Barlow, PhD.
Contract & Procurement Management Office, Administration Bldg Rm 116
5500 Campanile Drive
San Diego, CA 92182-1616

Re: SAGE Project, City of Lemon Grove

Dr. Barlow,

On behalf of the City Council, I am pleased to write a letter in support of the City of Lemon Grove to submit an application and to participate in the SAGE Project. I appreciate the University's intent to assist local government with smart growth, quality of life and sustainability goals. The SAGE Project is an important collaboration between academia and practice and the proposed projects will benefit the citizens of Lemon Grove immensely.

Sincerely,

Mary T. Sessom
Mayor
City of Lemon Grove
February 9, 2016

Jessica Barlow, PhD.
Contract & Procurement Management Office, Administration Bldg Rm 116
5500 Campanile Drive
San Diego, CA 92182-1616

Re: SAGE Project, City of Lemon Grove

Dr. Barlow,

The Office of the City Manager strongly supports the City’s participation in the SAGE Project. The proposed projects will add meaningful sustainability and equitability for the residents of Lemon Grove. We will provide all of the support necessary to partner with San Diego State University students and faculty members and look forward to the energy and innovative perspective the students bring to these projects. As the City Manager, I look forward to the momentum and the service this partnership will produce for the City.

Sincerely,

Lydia Romero
City Manager
City of Lemon Grove

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