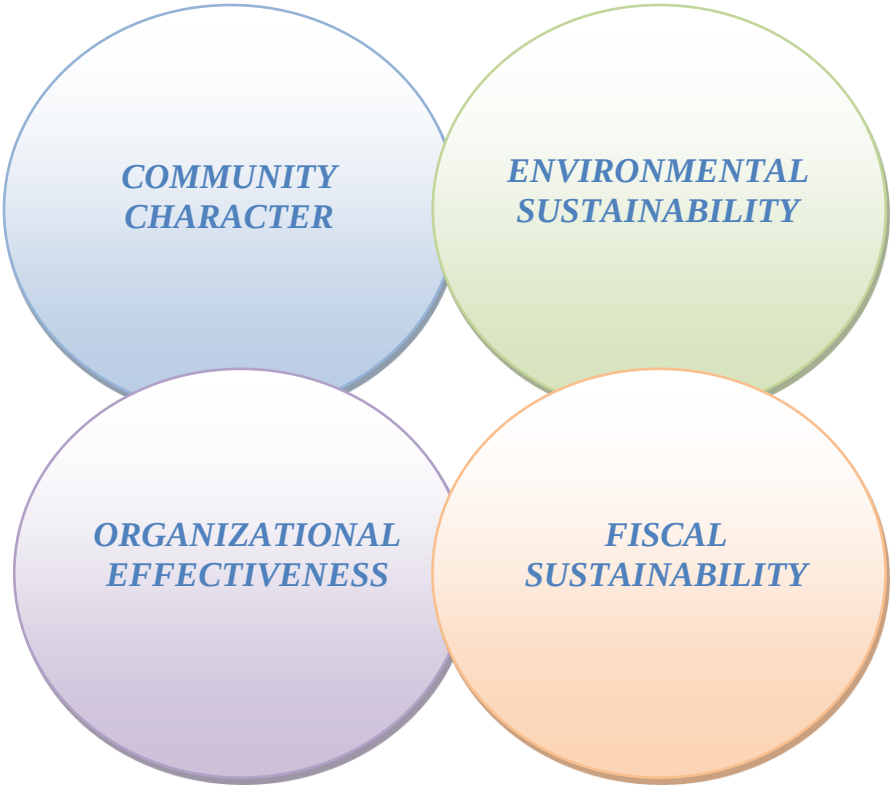
CITY OF SOLANA BEACH
WORK PLAN

FISCAL YEAR 2019-2020



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CITY MANAGER'S REPORT

Overview/Current Trends

(TO BE INSERTED LATER)

MISSION STATEMENT

To have an efficient and effective City Government that works to balance fiscal sustainability while maintaining environmental sustainability, quality of life and community character.

STRATEGIC PRIORITIES

The following Strategic Priorities provide focus and direction regarding all service expectations for the city.

- **COMMUNITY CHARACTER**
  Objective: To maintain the small town coastal community charm that respects our beachside setting with consideration for scenic views and scale of development; and to promote an outdoor lifestyle and walkable/pedestrian scale community supported by local businesses that foster a friendly neighborhood ambience.

- **FISCAL SUSTAINABILITY**
  Objective: To maintain a balanced operating budget and healthy capital improvement plan while providing outstanding customer service levels that maintain community character to the highest degree possible; and to maintain a threshold of sustainability on a three year forecast basis, with a goal of keeping the point of revenue and expenditure lines crossing at least three years out.

- **ORGANIZATIONAL EFFECTIVENESS**
  Objective: To provide outstanding service and infrastructure maintenance that meets or exceeds the expectations of the community; and to promote a culture of learning and communication that ensures the community is well informed while providing a high level of confidence in local government.

- **ENVIRONMENTAL SUSTAINABILITY**
  Objective: To reduce the City's environmental footprint and develop long-term environmental sustainability for the community. Reduce waste and reliance on single occupancy vehicles, conserve resources and promote sustainable building practices to create a positive community image and accept our social responsibility to ensure a viable future for Solana Beach and its residents.

FY 2019-2020
WORK PLAN PRIORITIES

COMMUNITY CHARACTER PRIORITIES

A. Land Use & Planning

1. General Plan Update

Summary: The City's first General Plan was originally adopted in 1988. Some of the elements of the General Plan (Land Use, Circulation, Noise, Housing, etc.) have been reviewed and revised individually over time.

The Circulation and Land Use Elements were adopted by the City Council on November 19, 2014 and the Environmental Impact Report was certified at that same meeting. The City's remaining elements, Conservation and Open Space, Safety, Noise, and Economic Development are the next to be updated.

Now that the Circulation and Land Use Elements have been adopted, updates to the Municipal Code are required to reflect the changes in these elements, such as, community gardens and consideration of development standards for specific areas of the community. Programs will also need to be developed to implement the Circulation Element.

The current Housing Element covers the time period of January 1, 2013 to December 31, 2020. Certain other elements of the General Plan (Land Use, Circulation, Noise, etc.) have been reviewed and revised individually over time. The City is required to adopt the City's next Housing Element by 2020 as well as update the Safety Element consistent with the recent San Diego County Hazard Mitigation Plan update. Staff will ensure that the updates are consistent with State law and with SANDAG's Regional Plan.

Key Policy Development and General Plan Update Tasks for Fiscal Year 2019/2020:

- Issue an RFP for Housing and Safety Element update in spring of 2019 and select a consultant by summer of 2019.
- Evaluate the existing development standards for other areas of the community, including Eden Gardens.
- Evaluate need to increase guest parking requirements for multi-unit and mixed-use projects.
- Revise the SBMC to allow for a reduction in requirements for existing buildings that change uses and cannot accommodate current parking standards
- Provide guidelines for new development and redevelopment to locate off-street parking facilities behind storefronts.

Estimated Costs (Multi-year Project): An estimate of cost for the Housing and Safety Elements Update would be determined upon the issuance of an RFP for services.

2. Local Coastal Program / Land Use Plan Adoption and Preparation of the Local Implementation Plan (Timeframe: 18-24 months)

Summary: The City adopted the Certified Local Coastal Program (LCP) Land Use Plan (LUP) in February 2013. The LCP/LUP was approved by the California Coastal Commission (CCC) on March 7, 2012. At the City's February 2013 public hearing, the City Council also directed City Staff to prepare a Land Use Plan Amendment (LUPA) to modify some of the provisions in the LUP relating primarily to bluff top development, shoreline protection and private beach access ways. The CCC approved the City's LUPA in January 2014 and incorporated 12 additional CCC-initiated modifications. The certified LUP includes a requirement to update the 2010 Draft Mitigation Fee Study prepared by the City. In January 2014, the CCC awarded the City a grant in the amount of $120,000 for use by the City in updating the draft fee study to reflect the policies in the Certified LUP. An updated public recreation impact fee study and draft LUPA has been prepared and was submitted to the CCC on April 29, 2016. The CCC approved the fee study with 16 modifications.

On November 8, 2017, the City Council directed staff to pursue geographic segmentation of the bluff top properties from the rest of the City in the LIP and authorized the City Manager to request a one-year extension from the CCC on the Fee Study LUP Amendment. On November 13, 2018, the City Council adopted all the CCC "Suggested Modifications" on the City's Fee Study and LUPA. On December 13, 2018 the CCC concurred with the Executive Director's determination that the City's actions are legally adequate pertaining to the adoption of a public recreation fee associated with shoreline development. City staff continues to work on the draft LIP that would geographically segment the bluff top properties from the rest of the City.

Title 19 has been reserved for the "Coastal Zone" provisions associated with the LCP/LIP.

LCP Local Implementation Plan Programs & Tasks for Fiscal Year 2019/ 2020:

- Complete the segmented LIP for City Council review and approval. Submit to the CCC upon City Council approval for their review and approval. Draft LIP available for public review and submitted to CCC spring 2019
- Update to Zoning Code development standards (Policy 2.31, Policy 3.21, Policy 3.35)

LCP Local Implementation Plan Programs & Tasks in future Fiscal Years:

- Develop an in-lieu ESHA mitigation fee program (Policy 3.10, Policy 3.12)
- Update HOZ regulations to include a coastal bluff overlay in LIP and SBMC (Policy 3.35, Policy 4.02)
- Develop a parkland impact mitigation fee program (Policy 2.4, Policy 2.48)
- Update the Sign Ordinance (Policy 2.22, Policy 3.19, Policy 6.27, Policy 6.28, Policy 6.29)
- Develop a mitigation program for high cost hotel rooms (Policy 2.32, Policy 5.8)
- Monitoring program for City's public coastal access ways (Policy 2.56)
- Evaluate options for possible removal of rip rap on beach at Del Mar Shores public access way (Policy 2.62)
- Develop Heritage Tree Protection Ordinance (Policy 3.51, Policy 3.52, Policy 3.53)
- Prepare a wetland inventory/delineation for City (Policy 3.66)
- Establish an assessing entity/GHAD (Policy 4.35, Policy 4.36)

Estimated Cost: The estimated budget proposed for FY 2019/2020 to continue the LCP Local Implementation Plan efforts is $63,360 for LIP/Coastal Program Management by Summit Environmental Group and $21,120 for adjunct planning services by Summit.

3. Beach Sand Replenishment & Retention Program (Timeframe: Ongoing)

Summary: The second Regional Beach Sand Project (RBSP2) was successfully completed in FY 2012/2013. The five year post construction monitoring program was completed in 2017. The City received approximately 146,000 cubic yards of sand. Ongoing shoreline profile monitoring will occur in FY 2017/2018 and will remain the foundation of the SANDAG regional shoreline monitoring program and the City will enter into an MOU with SANDAG to support continued participation in this important monitoring program for the next five years (through FY 2021/2022).

The City has also been partnering with the City of Encinitas and the U.S. Army Corps of Engineers (USACE) for over 17 years in planning for a 50-year shoreline protection and coastal storm damage reduction project involving the restoration of approximately eight miles of shoreline in the two cities. The final EIR/EIS was approved and certified by the City Council on October 14, 2015. The USACE Chief's Report and Record of Decision (ROD) have been completed and funding for the project was identified in the Water Resources Reform and Development Act (WRRDA) of 2016. It is currently envisioned that the USACE Solana Beach-Encinitas Shoreline Protection Project will consist of initial placement of approximately one million cubic yards. The beaches would be re-nourished on a regular cycle during a Federal participation period of 50 years.

The City also continues to develop its Sand Compatibility and Opportunistic Use Program (SCOUP) to obtain upland sources of opportunistically available beach sand. The City's permits allow the City to receive up to 150,000 cubic yards of sand on its beaches each year. In 2018, the City completed the process to extend its SCOUP for another five years, which extends new permit approvals received from the California State Land Commissions, CCC USACE, and Regional Water Quality Control Board through 2024. The City's SCOUP is a key element of the City's long-term shoreline management program and is a key sea level rise adaptation strategy.

The Caltrans I-5 Corridor Widening Project and the San Elijo Lagoon Restoration Project (SELRP) provided beach sand for Solana Beach in the Spring of 2018. Approximately 146,000 cubic yards of sand from the SELRP was placed at Fletcher Cove.

FY 2019/20 Objective: Successfully obtain Federal (USACE) funding to implement long-term sand replenishment projects for Solana Beach. These include initiation of the Pre-Construction, Engineering and Design (PED) phase of the USACE Coastal Storm Damage Reduction Project following completion of the Feasibility Study Phase (which includes the EIR/EIS) and Southern California Reef Technology Study at Fletcher Cove, Sand Compatibility and Opportunistic

Use Program (SCOUP) and the SANDAG Regional Shoreline Profile Monitoring program.

Key Tasks:

- Continued coordination of efforts with key parties including local, regional, State and federal regulatory governing agencies for beach sand replenishment and retention projects as a key sea level rise/climate change adaptation strategy for developed/urbanized shorelines.
- Obtain Federal funding and initiate the PED phase of the USACE project.

Estimated Costs (Multi-Year Project):

Revenue Sources (FY 2019/2020):

- $149,200 - T.O.T. Sand Replenishment (Fund #450)
- $450,000 - State Parks, Division of Boating and Waterways Grant

Programmed Expenditures (FY 2019/2020):

- $149,200– USACE (Fund #450)
- $450,000 – USACE for PED cost share
- SANDAG Regional Shoreline Monitoring Program ($5,103)

4. View Assessment Ordinance Update

Summary: Provide a comprehensive review and update to the City's View Assessment Ordinance to clarify its provisions, the duties of the View Assessment Commission members, responsibilities of the project applicant and procedures, including the related toolkit document for City Council consideration for adoption.

FY 2019/20 Objective: Evaluate the View Assessment Ordinance; prepare amendments as needed to clarify its provisions for proposed adoption in FY 2018/2019.

Key Tasks:

- Complete final review of the recommended revisions provided by the citizen Ad Hoc Committee. Expected to be done Fall 2019
- Complete recommended revisions to the Ordinance. Expected to be done Fall 2019
- Submit an amended Ordinance and related supporting toolkit document for proposed adoption by City Council in FY 2018/2019. Expected to be done Fall 2019

Estimated Cost: Staff time

5. Development Review Permit (DRP) Guidelines and Toolkit

Summary: The Community Development Department is charged with implementing the goals and policies of the community set forth in the City of Solana Beach's General Plan, Zoning Ordinance and other Specific Plan regulations. Any newly proposed developments or modifications to private property require review to ensure consistency with the City's standards and policies relating to land use and preservation of the environment. The DRP Guidelines and Toolkit is intended to help property owners navigate the development review process based on the type of project that is being proposed.

FY 2019/20 Objective: Develop a citizen Guidelines and Toolkit brochure. The proposed adoption of the DRP Guidelines and Toolkit is in the Spring 2019.

Key Tasks:

- Complete the written material for the DRP Guidelines and Toolkit. Expected to be done Winter 2019.
- Add the appropriate drawings and demonstrations to the DRP Guidelines and Toolkit. Expected to be done Winter 2019.
- Submit supporting Guidelines and Toolkit for proposed adoption. Expected to be done Spring 2020.

Estimated Cost: Staff time

6. Gateway/Harbaugh Trails Property

Summary: The San Elijo Lagoon Conservancy (SELC) purchased the Gateway/Harbaugh Trails property on the north end of town, on the east side of Highway 101. The purchase by SELC was completed in 2014 and the site was identified in the update of the Land Use Element as Open Space/Preserve. Agreements with the City, Caltrans and the SELC were completed in 2016 to facilitate funding for the Gateway/Harbaugh Trails Property. The City completed a General Plan Amendment and Zone Change from General Commercial to Open Space on this property in April 2017. The SELC received City Council approval for the habitat restoration project onsite in February 2018. Following Council approval. SELC and City staff worked together to prepare and submit a Coastal Development Permit application to the California Coastal Commission. CCC approval for the project was received in December 2018. City permits were issued and construction activity began in February 2019.

FY 2019/20 Objective: The City will continue to work with the SELC and interested stakeholders to construct the trail and habitat restoration project on the property.

Key Tasks:

- Coordinate and facilitate North County Transit District (NCTD) access agreement.
- Coordinate reclaimed water permit with County Department of Environmental Health Services (DEHS).
- Complete construction of the project.

Estimated Costs: Staff time will be required to facilitate CDP application.

7. Highway 101 Specific Plan

Summary: Consider additional modifications to the Highway 101 Specific Plan. Any proposed changes to the standards would be presented to the public in a Council Meeting and public hearing for input and feedback in what would be a collaborative process. Any recommended standards will be brought to the City Council for formal discussion and possible adoption.

FY 2019/20 Objective: This project would involve further review of the SBMC and Specific Plan that might allow for a reduction in requirements for existing buildings that change uses and cannot accommodate current parking standards.

Key Tasks:

- Conduct meetings with property and business owners.
- Consider revising the SBMC to allow for a reduction in requirements for existing buildings that change uses and cannot accommodate current parking standards.

Estimated Costs: Staff time

8. Eden Gardens Specific Plan/Overlay

Summary: The Eden Gardens Master Streetscape Plan was adopted April 17, 1995, and is a document that provides guidance on the public improvements desired in the area. The scope of the Specific Plan or creation of a zoning overlay could contain design guidelines and development standards specific to the Eden Gardens de La Colonia neighborhood. The planning process would involve community input and could include engaging a qualified design professional.

FY 2019/20 Objective: Review the Eden Gardens Master Streetscape Plan adopted April 17, 1995, identify areas of the final report that could be updated, and/or make recommendations for developing an Eden Gardens overlay area. This may include evaluating the need to increase guest parking requirements for multi-unit and mixed-use projects.

Key Tasks:

- Prepare a scope of work, public outreach schedule, and desired outcome for the preparation of a new Eden Gardens Specific Plan/Overlay. Expected to be done in Spring 2019.
- Initiate Specific Plan/Zoning Overlay effort.
- Consider, among other things, parking requirements and setback regulations.

Estimated Costs: Costs would be determined though a competitive RFP process. No funds have yet been budgeted at this time.

9. Legislative Monitoring/Priorities

Summary: During any given legislative period, bills with potentially significant impacts on the City are proposed and oftentimes revised many times that require close monitoring and frequent updates to City Council. While Staff consistently monitors such legislation, the hiring of a professional lobbyist is recommended to ensure the City Council is properly notified of pertinent legislation and advised of the appropriate actions to take to protect the interests of the community.

Key Tasks:

- Monitor proposed state legislation
- Prepare a Legislative Priority List for Council Consideration
- Develop policy on priority topic areas to support/advocate

Estimated Costs: The hiring of a lobbyist firm is expected to cost approximately $60,000 for fiscal years 2019/20 and 2020/21.

B. Capital Projects

1. Marine Safety Center

Summary: The existing Marine Safety Center is inadequate to continue to serve the community and beach visitors into the future. The current facility is dilapidated with design deficiencies that don't meet the current demands of the facility as well as needed ADA improvements. A needs assessment study was completed in June 2017. After the end of the needs assessment study, it was determined by the City Council that the best alternative was to demolish the existing building and construct a new building.

A Professional Services Agreement with an architectural consultant was approved in October 2018. The current phase of the project (Phase II) will develop a preliminary site and building design for a new Marine Safety Center.

FY 2019/2020 Objective: Continue with preliminary design.

Key Tasks:

- Obtain a Geotechnical Report on area, including an assessment of the surrounding bluffs.
- Perform design and engineering on preferred alternative.
- Perform environmental clearance studies.
- Prepare for submittal of a Coastal Development Permit to the California Coastal Commission.

Estimated Costs: It is estimated that approximately $540,000 will be required to complete design. However, the design of the project is being performed in two additional phases with Phase II (Preliminary Engineering) estimated to cost approximately $140,000 for 30% design including Coastal Development Permit. Phase III (Final Design) would prepare construction level drawings and specification for bidding purposes. An estimated cost for Phase III is approximately $400,000. A more accurate cost estimate for final design and construction will be provided once a design alternative is selected.

2. La Colonia Park Improvements

Summary: In FY 2006/2007, a community based La Colonia Park Needs Assessment Advisory Committee developed recommendations for improvements throughout La Colonia Park including ADA Transition Plan recommendations. The City completed the conceptual design for the park improvements in FY 2009/2010 and preliminary design of the park during FY 2010/2011. With the City's purchase of the property immediately north of the new Skate Park, analysis will need to be made on how to incorporate the property into the existing park.

FY 2019/20 Objective: Continue work on renovating the community center building and park grounds. Overall Master Plan improvements are on hold until funding allows for work to proceed. Construction of the skate park element of the Master Plan was completed during the 2018/19 Fiscal Year. The next priority project for the Master Plan, pending funding, is to design and construct the new Tot Lot.

Key Tasks:

- Reconstruction of Tot Lot consistent with the Park's Master Plan.
- Incorporate new property north of Skate Park into La Colonia Park Master Plan.
- Identify funding sources for remainder of design and initial phased improvements including ADA items.
- Meet with the Parks and Recreation Commission to prioritize different phases of the Master Plan and develop specific fundraising efforts to implement these priorities.
- Complete various improvements to building and grounds:
- Analyze interior lighting in the Community Center and research possibility of installing more windows.

Estimated Cost:

- Build out all remaining phases of park Master Plan –
- Playground/Tot Lot - $600,000 (design $100,000, construction $500,000)
- Site preparations including demo, clearing and utilities - $655,648
- Picnic area - $145,051
- Overlook area - $30,511
- Amphitheatre area - $124,086
- Plaza gazebo - $791,413
- Building improvements - $663,809

Estimated Cost continued:

- Museum - $167,848
- General area - $803,154
- Incorporation of new vacant property north of La Colonia Park into the overall Master Plan - $20,000

The estimated costs for the design and construction of the Tot Lot is $600,000. The estimated cost to incorporate the new property north of La Colonia Park into the overall Master Plan is $20,000. Both of these projects would include public participation and involvement. City Staff will be submitting a Prop 68 Parks grant for potential funding of these projects and will report back to Council when award amounts are revealed.

3. South Sierra Mixed Use Affordable Housing

Summary: This project would provide needed affordable housing adjacent to neighborhood services including transit and would further implement the goals of the Solana Beach Housing Element and the General Plan. In 2014, the City Council approved the Hitzke Development Corporation mixed use affordable housing project on South Sierra Avenue on a City-owned parking lot. The project includes commercial space and parking, ten (10) affordable housing units and parking, and 31 replacement public parking spaces.

Since the approval of the project, there has been a legal challenge against the City and Hitzke Development Corporation, which has slowed the progress of the development. The City prevailed in the legal challenge in Superior Court. The lower court ruling was appealed, and the City prevailed.

The Applicant is currently working to finalizing funding to construct the project.

FY 2019/20 Objective: Secure funding and facilitate financing, review building permit submittal and issue building permit.

Key Tasks:

- Facilitate building permits review/approval and construction.
- Finalize financing

Estimated Cost: Remainder of the Disposition Development and Lease Agreement.

4. Miscellaneous Traffic Calming Projects

Summary: These projects would identify issues and required improvements for public right of ways in various City neighborhoods to enhance the user's experience for all modes of transportation based on concerns raised by public.

FY 2019/20 Objective: Continue to monitor and analyze traffic calming requests and implement traffic calming measures throughout the City where appropriate and when funding is identified. Receive Council direction on prioritization of these projects.

Key Tasks:

- Staff will continue to monitor and assess traffic calming requests.
- Implement traffic calming measures at North Cedros/Cliff Street.
- Implement traffic calming measures on Santa Helena.
- Implement traffic calming measures on South Cedros from Cofair to Marsolan.
- Acquire mobile speed signs for Nardo Avenue and Santa Helena that will remain permanently on those streets but can be moved around to different locations on those streets.
- Develop a list of future traffic calming measures with corresponding design elements and cost estimates for Council's consideration.

Estimated Cost: TBD – Based on the amount of requests and approval by City Council.

5. Implementation of the Comprehensive Active Transportation Strategy (CATS) Study Projects (Timeframe: Ongoing)

Summary: The CATS study identifies approximately 20 bicycle and pedestrian projects along various City streets that improve the bikeability and walkability of streets and neighborhoods in the City. This item would not include any project on Lomas Santa Fe Drive since that corridor is identified as a separate project in this Work Plan. Some of the projects that may be included as part of this item include Cedros Avenue, Sierra Avenue, Cliff Street, the Academy/Ida/Genevieve/Valley Corridor, Nardo Avenue and neighborhoods in and around the City's schools.

FY 2019/20 Objective: Implement the various projects identified in the CATS Study that was approved by the City Council in 2015

Key Tasks:

- Determine which projects listed in the CATS study should be studied further for implementation over the next five years.
- Provide preliminary cost estimates for projects identified for additional studies.
- Identify and submit grant funding applications for these projects.
- Improvements to Lomas Santa Fe and Santa Helena are identified for improvements in the CATS study but are listed as separate items in this Work Plan.

Estimated Cost: Development of cost estimates for the various projects would be one of the first steps performed.

6. Lomas Santa Fe Corridor Project (Timeframe: TBD)

Summary: The project study area for the Lomas Santa Fe (LSF) Drive Corridor Project extends from Sierra Avenue on the west side of Highway 101 to Highland Drive at the City's eastern boundary. The City's goal for the Lomas Santa Fe Corridor Project is to design physical improvements that could be constructed to improve the community character, safety, walkability, bikeability and circulation along this key east-west arterial through the City of Solana Beach.

With the variation in character along the corridor, the Project will evaluate feasible improvements that address transportation improvements that integrate with the surrounding land use, activity centers and community character along the Corridor. In essence, the Corridor can be divided into four distinct project areas as shown below.

- Scenic Gateway (Sierra Avenue to Nardo Avenue)
- Pedestrian/School Priority (Nardo Avenue to Solana Hills Drive)
- Freeway Commercial (Solana Hills Drive to Las Banderas Drive)
- Rural Residential (Las Banderas Drive to Highland Drive)

During the past fiscal year, work was completed on Phase II of the project which developed design elements that were shared with the community for feedback. Phase III of the project is for preliminary and final design of the improvements to LSF and has been funded primarily through a grant from SANDAG. Many elements will be studied as part of Phase III but the study of any and all roundabouts has been eliminated per Council direction. Some of the elements to be considered as part of Phase III include a multi-use path on the north side of LSF, striping and signal improvements, added parking, landscaping and other items intended to slow down traffic and increase use of the corridor by pedestrians and bicycles

FY 2019/20 Objective: Carry out Phase III of design and pursue grant funding for future phases.

Key Tasks:

- Prepare base map and survey.
- Perform engineering design, which includes base mapping and surveying.
- Begin final design and preparation of bid documents.
- Evaluate and apply for potential construction funding.

Estimated Costs: $50,000 was budgeted in FY 2016/2017 for the community outreach and preliminary analysis phase of the Feasibility Study. $65,000 was budgeted in FY 2017/2018 for the next phase of the Feasibility Study. A grant from SANDAG, in the amount of approximately $616,000, was obtained for Phase III. With a 10% match committed by the City, the total amount of funding secured for Phase III is approximately $684,000.

7. City Hall Deferred Maintenance

Summary: This project would perform maintenance on various components of City Hall.

The projects identified for FY 2019/20 would replace the floor drains in the restrooms, cleaning the vents and duct work and mechanical upgrades to elevator equipment.

FY 2019/20 Objective: Perform deferred maintenance on various components of City Hall.

Key Task:

- Replace the floor drains/floor tiles for the men's public restroom near Council Chambers and the women's employee restroom near the back door.
- Upgrades to the elevator mechanical room.
- Clean the vents and duct work throughout City Hall.

Estimated Cost: Approximately $10,000 is needed for the vent cleaning and floor drain repairs. It is estimated that approximately $100,000 is needed for the upgrades to the elevator.

8. Fletcher Cove Park and Community Center Maintenance

Summary: This project would perform maintenance on various components of Fletcher Cove Park and the Community Center. Significant repairs to the Tot Lot will be evaluated and prioritized after the summer. Repairs to the access ramp are being designed and will depend on Coastal Permit timing and conditions. The main repairs to the Community Center include replacement of the doors and hardware, replacement of the exterior lighting, repairs to the restroom mosaic tiles and repairs to the roof and façade above the front entrance doors.

FY 2019/20 Objective: Perform maintenance on various components of Fletcher Cove Park and the Community Center.

Key Tasks:

- Perform maintenance and repair work on tot lot.
- Reconstruct the lower portion of the existing concrete beach access ramp.
- Perform maintenance and repair to the Community Center building.
- Strip, stain and re-seal, the boardwalk, sun plaza and basketball court.
- Replace doors, repair roof, repair bathroom tiles, install interior lights and new exterior lights at the community center.
- Replace ramp handrail to the beach.
- Evaluate replacing the chain link fence on upper park at Fletcher Cove with a more attractive fence.

Estimated Cost: The repairs on the tot lot are estimated to cost $40,000. The repairs to the access ramp are estimated to cost $150,000. Re-sealing of the boardwalk pattern, basketball court and sun plaza is estimated to cost $60,000. The maintenance for the community center building is estimated at $50,000.

9. Highway 101 Pedestrian Crossing at North End of City (Timeframe: 12 to 18 months)

Summary: With the installation of the pedestrian tunnel underneath the railroad track near the north end of the City, there have been requests to investigate the installation of a pedestrian crossing across Highway 101 in the vicinity of the pedestrian tunnel and Cardiff/Seaside State Beach. A very high-level study was performed that identified three alternatives.

The first option would construct a pedestrian bridge across Highway 101 at a cost of approximately $2.5 million. The second option would construct a pedestrian

tunnel underneath Highway 101 in the same general location as the tunnel under the railroad track at a cost of approximately $1.5 million. The third option would construct an at-grade crossing, with full traffic signals in both the north and south bound direction at a cost of approximately $500,000. All of the costs indicated above would be for construction only and would not include environmental studies or right of way acquisition. Option 3 most likely would not involve major environmental impacts.

FY 2019/20 Objective: Design and construct pedestrian crossing across, or under, Highway 101 at north end of City near the Cardiff/Seaside State Beach. In addition, research the potential to narrow Highway 101 for traffic calming.

Key Tasks:

- Present crossing options to City Council.
- Select preferred option.
- Start design.
- Pursue cost-sharing agreement with City of Encinitas and State Parks.
- Obtain required permits.

Estimated Cost: Design costs would be determined once an option is selected. Construction costs are estimated to range from $500,000 to $2.5 million depending on the option selected.

10. Glencrest Drive Street Improvements (Timeframe: 18 to 24 months)

Summary: The proposed project would reconstruct the roadway and sidewalks at the intersection of Glencrest with Lomas Santa Fe Drive. The vertical profile would be lowered to provide a smoother transition to Lomas Santa Fe Drive. The Glencrest Drive pavement is due to be overlaid, which would worsen the steep slope drivers experience at the approach to Lomas Santa Fe Drive. The pedestrian crossing that is currently tilted on the steep slope would be improved with the lower alignment. The sidewalks would be extended up Glencrest Drive to the first driveways. The cross gutter is deteriorated and nearing its life span and would be replaced. An existing shallow water main needs to be lowered to accommodate the lower street profile. Santa Fe Irrigation District has agreed to fund the water main relocation.

FY 2019/20 Objective: Reconstruct Glencrest Drive at the approach to Lomas Santa Fe Drive to eliminate the abrupt steep slope before the cross gutter and improve the pedestrian crossing. Design and project award were completed in FY2018/2019. Construction is expected to begin immediately after the end of the school year in June 2019 so that the work is completed before school starts in August 2019.

Key Tasks:

- Enter into a reimbursement agreement with Santa Fe Irrigation District for lowering the shallow water line that conflicts with the lower street profile.
- Construct project, expected to be completed in Summer 2019 during school recess.
- Evaluate the addition of a walking path/sidewalk from Lomas Santa Fe Drive to Dell Street on the east side.

Estimated Cost: Design is being performed by in-house Staff. Engineer's estimate at this time is approximately $80,000, excluding water main relocation. Construction costs would be better identified once construction bids have been received.

11. Santa Helena Neighborhood Trail (Timeframe: 18 to 24 months)

Summary:

The paved area on Santa Helena, north of Sun Valley Road, is approximately 64 feet wide. At least 20 feet of the paved area could be converted into a roadside park. Preliminary discussions with the surrounding community have shown an interest in a neighborhood trail at this location.

FY 2019/20 Objective: In FY 2018/19, a Request for Proposals was issued for the conceptual design of the project that would reduce the pavement width on Santa Helena, from Sun Valley Road to the trail head at the San Elijo Lagoon, and use the additional space for traffic calming improvements and a neighborhood trail.

Key Tasks:

- Hold community outreach meetings to determine desires of surrounding neighborhoods.
- Perform engineering design and environmental studies for selected option.
- Identify funding.

Estimated Cost: Design and construction costs have not been determined at this time. Estimated costs could be identified after community meetings are held and various options and features have been named.

12. Removal of Slope Paving along the Tide Beach Park Access Stairway (Timeframe: 6 to 12 months)

Summary: The slope paving on the south side of the Tide Beach Park Beach Access Stairway was installed by the County before the City incorporated. Over time, the slope paving have broken apart. As necessary in the past, small pieces of the broken slope paving have been removed. A more extensive removal of the broken slope paving is now required.

FY 2019/20 Objective: Remove the damaged slope paving on the south side of the stairway.

Key Tasks:

- Obtain necessary permits from the California Coastal Commission. Coastal Development Permit was submitted in late 2018. It is anticipated that the CDP will be approved in the summer of 2019.
- Obtain construction bids.
- Perform construction.

Estimated Cost: The estimated cost is $100,000. High cost is due to access and the need for a large crane to remove the concrete pieces.

13. Replacement of Emergency Generator at Fire Station (Timeframe: 12 to 18 months)

Summary: The existing generator at the fire station is approximately 28 years old and was installed when the fire station was constructed in 1991. Due to the age of the existing generator, the permit with the Air Pollution Control Board only allows for the operation of the generator up to 20 hours per year in non-emergency situations during testing and maintenance. As part of the design study, the operational needs of the building will be evaluated to determine the size of the generator required. The electrical switchgear will also be evaluated to determine if upgrades are necessary.

FY 2019/20 Objective: Complete design for generator replacement and evaluate funding options.

Key Tasks:

- Issue Request for Proposals for design services.
- Evaluate needs of building and condition of switchgear inside the building.
- Complete design.

Estimated Cost: The estimated cost for design of the generator replacement is $25,000. The purchase and installation of a new generator is estimated to cost approximately $60,000. This cost could change depending on the condition assessment of the existing switchgear and operation needs of the fire station.

C. Unprioritized Community Character Issues

- Annual Pavement Repair Project – FY 2018/2019 project is complete. – FY 2019/2020 annual program will be developed in Spring 2019 for construction in the second half of 2019.
- Continue to explore the development of a “Highway 101/Cedros Avenue Parking District/Business Preservation Ordinance” and bring to City Council for consideration and review.
- Analyze Fletcher Cove ramp fees and develop cleaning/sweeping schedule for sand on the ramp. Analyze the Distillery Lot/Downtown Core Corridor for potential future development. This includes the potential to close a portion of Plaza Street for vehicle through traffic and open up the space for potential

community gathering places. In addition, as part of this process, explore opportunities to increase the amount of public parking spaces.

- Analyze increasing the budget for the Community Grant Program and Parks and Recreation utilizing private donations.
- Analyze and establish development standards for retaining wall heights in relation to existing vs proposed elevation.
- Research areas for a new enclosed Dog Park, potentially at La Colonia Park and other areas around the community.
- Monitor the proposed hotel/resort development on Border Avenue in Del Mar.
- Evaluate potential to convert existing buildings to affordable housing.
- Monitor Fairgrounds governance.
- Developing and communicating the City's commitment to diversity, equity and inclusion for all of our residents and visitors.
- Update City's Affordable Housing Ordinance regarding conversion of apartment units for condominiums and update provisions regarding comparable amenities, size and finishes for affordable units to market rate units.
- Evaluate the development of a sidewalk installation policy.
- Explore ways to become a Smart City, and consider joining the SD Smart Cities Initiative and developing a Smart City Plan.

ORGANIZATIONAL EFFECTIVENESS

A. Administration and Service

1. Implement Performance Measurement Program (Timeframe: Ongoing)

FY 2019/20 Objective: To continue implementation of a comprehensive performance measurement program to evaluate service delivery, cost efficiency, and customer satisfaction.

Key Tasks:

- Complete analysis of FY 2018/2019 performance measures and report results and action plan to City Council in the FY 2019/2020 Budget.
- Develop additional measures as appropriate to cover full range of City services.
- Identify appropriate community survey tool(s) to evaluate customer satisfaction that match with the performance measurement goals.
- Develop Citizen Commission Performance Measures.
- Recognize/Evaluate existing Committees/Commissions and un-official Committees/Commissions.

Estimated Cost: Staff time

2. Online Software Permit Tracking System

Summary: Staff has researched various online permit tracking systems in an effort to help streamline the permit process and online payments for a variety of services including business certificates, building permits, parking citations, code violations etc. that would allow for online payments and tracking. This service would allow for an easier and more efficient process for the community and City Staff. Currently, the City only allows online credit card payments for Summer Day Camp and Junior Guard registration, so this service will expand our online services while providing better customer service to our community. In June of 2017, the City Council authorized the purchase of TRAKiT software and Staff has been working with Central Square to create the tracking program for the City. Estimated date to go live with the TRAKiT program is June 2019.

As part of the TRAKiT program, the City also purchased “My Community”, which is a stand-alone smart phone app that works with the City’s website to include relevant information for residents including City contacts, calendar of events and information regarding City government departments and services. In addition, it allows for the community to report location-specific issues such as graffiti, potholes, trash accumulation and broken sidewalks instantaneously to Staff. This program will create a more efficient and effective way to report issues of concern to the appropriate Staff to correct. The My Community app was available to the community in November 2018.

FY 2019/20 Objective: Implement a City-wide permit tracking system that will automate permits, licenses, and other business activities, accept credit card payments, allow customer access to view the status of applications and apply or renew permits on-line. Staff will also prepare a report to Council at least twice a year on the My Community app including such things as usage, response time and highest reported issues.

Key Tasks: Implementation of system and training of City Staff. In process, implementation expected in June 2019.

Estimated Costs: Initial cost of software purchase was approximately $196,000 with annual maintenance costs of $38,000-$40,000.

B. Communications & Technology

1. Social Media (Timeframe: Ongoing)

Summary: The City has been successfully utilizing social media to engage the community. Staff is analyzing the potential to start department specific social media accounts to better focus on new and special events that the community may desire. This might occur first for promoting specific programs like the Junior Lifeguard Program, Summer Day Camp Program and the City's Special Events.

FY 2019/20 Objective: Continue Staff communication through social media outlets by sending information regarding City activities, news and events through Facebook and Twitter.

Key Tasks:

- Continue utilizing Facebook and Twitter for City activities, news and events.
- Continue ongoing research on the latest and most valuable social media outlets for City use.

Estimated Costs: Most of the social media tasks are completed by in-house Staff. The City does pay approximately $60 a month for the eBlast notification system, but Facebook and Twitter are free applications. The City does utilize a "virtual assistant" for help with complex tasks.

2. New City Website

Summary: The City's current website is outdated and difficult to navigate. It also lacks key functions such as a working search engine that makes navigating the website extremely difficult. In addition, many pages are redundant and not kept up with recent information. Therefore, it is recommended that the City explore options to completely overhaul the website.

FY 2019/20 Objective: Explore options for updating the current site or completely overhauling the website. These options would include cost estimates as new websites can be expensive. The preferred option is to completely overhaul the website using a more user-friendly layout with a fully functioning search engine, but Staff will research all options and costs. Staff will also research the possibility of having a Spanish conversion option.

Key Tasks:

- Explore other websites to find ones that have great layouts, easy to navigate and aesthetically pleasing.
- Compile potential options for consideration, including costs for review.
- Receive proposals.
- Select consultant to implement.

Estimated Costs: Staff is currently researching potential costs but early estimates are approximately $50,000 for a complete overhaul and new website.

C. City Initiatives

1. Explore Joining City of Kindness Coalition

Summary: City of Kindness is a coalition of organizations working to inspire kindness in the world. Organizations involved in the coalition hope to affect meaningful change among schools, professionals, young people, elected officials and companies. City of Kindness is a project of the Social Impact Fund, a non-profit public charity that supports projects and campaigns that work to advance social good and make a positive difference in the world-at-large.

FY 2019/20 Objective: The objective is to make the world a better place by increasing the amount of kindness in it. Mayors across the country have come together to challenge the nation to adopt a culture of kindness in our cities, businesses and schools through acts of kindness.

Key Tasks:

- Apply to become part of the City of Kindness coalition.
- Sign the City of Kindness Mayor's Pledge.
- Promote the coalition.
- Encourage acts of kindness throughout the community and encourage people to track and submit these acts of kindness to the Kindness Counter link on the City's website.

Estimated Cost: Staff time

D. Unprioritized Organizational Effectiveness Issues

- Government Transparency – Open Meetings – Maintain compliance with the Brown Act to provide information and access to public meetings. Records Management - Sustain and improve the City's records management plan to ensure efficient and effective access and retention of City records for the purpose of identifying, protecting, and preserving the official history of City actions.
- Development of City Donation, Dedication and Memorial Policies.
- Research the potential to improve the Community Grant Program by collaborating with other organizations to increase the amount of resources.
- Analyze the potential to implement free "Wi-Fi" zones at public locations.
- Explore implementing an electronic Council Agenda/Staff Report program/process that is text searchable and can be downloaded as an entire packet. In addition, explore the possibility of having Staff Reports "text searchable".

ENVIRONMENTAL SUSTAINABILITY

A. Policy Development

1. Climate Action Plan Implementation (Timeframe: Ongoing)

Summary: The City completed its first ever Climate Action Plan (CAP) in July, 2017. In June 2018, the City and the Climate Action Commission (CAC) completed the Implementation Plan (Plan) and Cost Study to coincide with the CAP. The Plan includes mitigation measures to reduce greenhouse gas emissions to reach the CAP reduction targets and also includes anticipated timeframes for each measure. The mitigation measures are broken up into ongoing, short-term, mid-term and long-term and will be presented to Council with a recommendation of measures to pursue, Staff time and resource depending, for the Fiscal Year 2019/20 timeframe. It is the intent to line-up the Work Plan priorities with the CAP goals as close as possible moving forward.

FY 2019/20 Objective: For FY 18/19, the majority of Staff time and resources were allocated to launching and administering the City's CCA (Solana Energy Alliance "SEA", Priority Item #2 below). Now that SEA has been launched and operating for over six months, Staff will have more time to focus on other mitigation measures included in the CAP. Staff and the CAC selected some additional measures for Council consideration to be included as priorities in this final Work Plan for Council consideration in June 2019. These measures are listed later in this Work Plan as potential Priority Items. The CAP Implementation Plan also includes implementation tables that includes other measures broken into timeframes (on-going, short-term, long-term) that can be referenced and recommended at any time for implementation.

Key Tasks:

- Implement the mitigation measures of the Climate Action Plan that were approved by the City Council for FY 2019/20.
- Continue to monitor emerging Property Assessed Clean Energy (PACE) programs for consideration of implementation.
- Continue regional sustainability work with local governmental agencies, non-profit organizations and environmental groups including SANDAG, ICLEI, San Diego Foundation, San Diego Regional Climate Protection Network, the Climate Collaborative and the North Coast Energy Action Collaborative to collaborate on regional sustainability efforts.
- Continue following state and federal legislation.
- Continue to educate the community on issues related to environmental sustainability through events and activities throughout the year.
- Continue to negotiate with SDG&E to purchase remaining street lights and retrofit with LED technology.
- Add a Social Equity Chapter to the CAP when it is next revised; anticipated to be in FY 19/20.

Estimated Costs: Implementation of the CAP and associated programs/policies may be substantial, so costs for individual mitigation measures will be presented to City Council before implementation. A Cost Study consisting of internal Staff costs to implement the CAP was completed along with the Implementation Plan in June 2018. The City, through the Emerging Cities Program (a partnership with the San Diego Association of Governments (SANDAG) and SDG&E), received technical and background support to develop the CAP at no cost. Although the priority items the CAC is requesting to be included are broken out and listed as separate items later, the overall costs of those items is estimated at $20,000 for FY 19/20 plus the addition of a ¾ time staff person at a cost of $72,000.

2. Implement Solana Energy Alliance (SEA)

Summary: The City Council has been very active and supportive in promoting the formation of a local Community Choice Aggregation (CCA) program. The environmental and economic benefits of a successful CCA are well documented, and the City is on the forefront in San Diego County on this issue. The City Council gave the final approval to launch SEA in February, 2018 and the rates were approved in March, 2018. SEA officially launched in June 2018, making it the first CCA in San Diego County. SEA has been operating for six months (will be updated to a year when final FY 2019/2020 Work Plan is approved by Council in June 2018) and continues to show positive net revenues while providing a higher renewable portfolio percentage (50% renewable energy, 75% greenhouse gas (GHG) free product) than San Diego Gas and Electric (SDG&E) while maintaining a 3% rate reduction on the energy side of the bill.

FY 2019/20 Objective: Continue implementation of the Solana Energy Alliance (SEA) maintaining the increased renewable energy content portfolio (RPS) for the community, reducing GHG emissions, reducing customer's energy rates, promoting the local economy and job growth and providing potential clean energy programs and incentives to the City and its residents. It is the goal of SEA to steadily increase the RPS as the program matures and revenues allow. In addition, the City will continue discussions with other newly interested jurisdictions in the region on the possibility of forming a Joint Powers Authority (JPA). These potentially interested jurisdictions include the cities of Carlsbad, Chula Vista, Del Mar, Encinitas, La Mesa, San Diego, Santee and the County of San Diego.

Key Tasks:

- Continue working with the selected consultant team (The Energy Authority and Calpine Energy Solutions) to implement SEA
- Build reserves for rate stabilization, credit support and operating capital
- Continue call center operations
- Continue energy procurement
- Continue regulatory filings
- Continue monitoring legislation for possible action
- Continue conducting extensive community education and outreach efforts with the City's consultant team including:
    - City Council Meetings
    - HOA Meetings
    - Community Events
    - Public Workshops
    - Business Outreach
    - Farmer's Market
- Continue regional discussions about the possibility of forming a larger JPA
- Continue to meet all regulatory commitments including the securing of required Resource Adequacy (RA)
- Continue investigating potential long-term contracts for required renewable energy products in compliance with SB 100
- Continue to explore the potential to increase the baseline RPS of SEA Choice to eventually reach the 100% RPS goal by 2035.

Estimated Costs: The structure of the SEA program was for the consultant team to bear the costs of the formation and launch of the program and the program will repay those initial costs with revenue from the program, At no point will the City's General Fund be at risk due to the launch and operation of the CCA. Periodic reports have been presented to the City Council to track the costs and revenue of the program. It is anticipated that all City up-front costs will be repaid by August 2019.

3. Increase Recycled Water Infrastructure Throughout City

Summary: The City is extremely interested in increasing the recycled water infrastructure throughout the City to maximize the distribution of recycled water that is produced at the SEJPA facility and reduce the demand on imported, energy intensive, potable water.

FY 2019/20 Objective: Research and analyze the ability to bring recycled water further into the City for potential commercial properties, park/medians and for all City facilities. Encourage private properties (such as condos along Via de la Valle) to hook up to recycled water where it is available. In addition, the City should target areas that are already "water-wise" and implementing measures to reduce

water use (installation of drought tolerant landscaping, low flow irrigation, etc.) so the City is not promoting the use of more water. Finally, the City should encourage the continued exploration of potable reuse.

Key Tasks:

- Budget for ongoing infrastructure costs after project completion for such things as the replacement of sprinkler heads and other assorted needs.
- Develop project ready plans for any future grant opportunities.
- Continue dialogue with property owners and HOAs along Via de la Valle about connecting to the new recycled water line.
- Identify and prioritize areas to target for recycled water infrastructure improvements.
- Continue the dialogue with San Elijo Wastewater Treatment Plant to support the exploration of potable reuse.

Estimated Costs: TBD based on future identified and approved projects.

4. Plastic Use Restrictions

Summary: The City is interested in exploring further policies for restrictions on plastic that may end up in environment and/or the waste stream.

FY 2019/20 Objective: Continue to research and analyze potential for plastic use restrictions. City Staff and the Climate Action Commission (CAC) have developed draft guidelines for a Plastics Use Restrictions Ordinance that include plastic straws, stirrers, utensils and other food service ware and polystyrene foam products, as well as limiting additional non-recyclable or compostable plastics at City facilities and City-sponsored events. Staff and the CAC have begun education and outreach efforts to the Business Liaison Committee and Chamber of Commerce to receive feedback on the draft regulations. Staff has also begun to reach out directly to stores most affected by the possible new regulations, and plan to continue this outreach prior to the Ordinance going to Council for consideration.

Key Tasks:

- Continue to research/study plastic straw and other non-recyclable or compostable plastic regulations from other communities.
- Refine draft policies for Council review and consideration.
- Continue to conduct outreach to the community.

Estimated Costs: Staff time

5. Electric Vehicle Infrastructure and Incentives

Summary: The City would like to explore policies that would add to the electrical vehicle charging infrastructure in the City and region and promote policies which would increase and facilitate the use of electric vehicles by residents for daily transportation needs.

FY 2019/20 Objective: Research and analyze electric vehicle regulations from other jurisdictions in the region and State including building code and planning requirements which would promote the addition of electric vehicle infrastructure. Explore State and Federal incentives for electric vehicles and promote those within the City. Reference for example Climate Action Plan Measure T-1, Action 2.

Key Tasks:

- Research/study electric vehicle policies from other communities.
- Assess thresholds for new and substantial remodels.
- Develop policies for Council review and consideration.
- Conduct outreach to the community.

Estimated Costs: Staff time

6. Buildings/Energy Code Enhanced Regulations

Summary: The City would like to shift energy use within the jurisdiction toward clean energy sources beyond the clean energy objectives already accomplished through the establishment of the Solana Energy Alliance. The City would like to explore doing so through various measures that would promote the use of solar power and other renewables over traditional greenhouse gas emitting sources.

FY 2019/20 Objective: Research and analyze clean energy building regulations from other jurisdictions in the region and State including building code and planning requirements which would promote the use of solar power and other renewable energy sources.

Key Tasks:

- Explore regulations which call for “solar ready” or installed solar PV systems and solar hot water heaters in residential and commercial remodel and development projects. Reference CAP Measure E-2, Action 2.5.
- Explore and monitor the potential impact of increased PV systems on the Solana Energy Alliance program to maximize clean energy utilization within the City in the most efficient and economical manner.
- Explore process for developing and implementing “reach codes”, which requires approval from the California Energy Commission after a Cost/Benefit Study has been completed.
- Conduct outreach to the community.

Estimated Costs: Staff time

7. Environmental Sustainability Outreach

Summary: The City's Climate Action Plan calls upon the City to educate and reach out to residents and businesses regarding various environmental sustainability issues and opportunities. One means to do so is through the website, which currently might not reflect the most current information available. The City would also like to explore whether other communication avenues might be an effective way to reach residents and businesses to promote environmental programs and practices within the community. Other communication avenues might include social media, print media such as the Shorelines newsletter or community events and forums.

FY 2019/20 Objective: Review the City's website for items which might fall under the environmental sustainability and/or Climate Action Plan umbrella and assess whether the information is the most up-to-date. Determine whether the current structure of the website is best-suited to present the information to residents and if not, develop a more user-friendly interface. Explore the potential for more community outreach prior to the Climate Action Commission meetings. This may include inviting special speakers on pre-approved topics of interest. Live recording and broadcasting of these special meetings may also be included.

Key Tasks:

- Refresh and restructure sustainability content on the City's website.
- Explore other means to push information out to residents and businesses.
- Develop topics for speakers and schedule special meetings.

Estimated Costs: Staff time and potential increases costs for live broadcasting and recording of special meetings.

8. Trees

Summary: The right trees planted in the right place in an urban community offer many benefits beyond pleasing aesthetics. Trees can remove carbon dioxide from the atmosphere and thereby reduce the City's GHG emissions numbers. Trees also offer shade and cooling effects that will be important as the number of extreme heat days is projected to increase due to global warming effects. Healthy trees in the urban corridor and around homes are also important to reduce the threat and severity of wildfires which are also projected to increase in number and intensity.

Policy Development (Continued)

FY 2019/20 Objective: Review urban tree policies in other communities to help develop a sound policy objective for the City. Explore whether the City should have a more comprehensive urban tree plan that would include guidelines for tree replacement and planting that would take into account which tree species are best suited for the local environmental conditions and sustainability goals. Determine whether the City should pursue more intensive efforts to map and monitor tree and vegetation health as a means to mitigate wildfire risk including defensible space policies citywide.

Key Tasks:

- Review other urban tree policies and assess the fiscal feasibility including staff resource time to support a sustainable tree policy for the City.
- Explore and provide residents and business with resources to help them plant and maintain vegetation on private property in a manner that aligns with the City's sustainability goals.

Estimated Costs: Staff time

B. Capital Projects

1. Solana Beach Pump Station (Timeframe: 24 months)

Summary: The Solana Beach Pump Station (SBPS) pumps approximately 92% of the City's sewage through a force main under the San Elijo Lagoon to the San Elijo Joint Powers Authority (SEJPA) water reclamation facility. The pump station was originally constructed in 1966 and upgraded in 1982.

FY 19/20 Objective: To upgrade the mechanical systems and to and construct an emergency overflow storage facility.

Key Tasks:

- Upgrade mechanical facilities including replacing pumps, piping, valves, and substandard wet-well and construct an emergency overflow storage facility.
- Construction started December 2018; anticipated completion January 2020

Estimated Cost: Construction costs are estimated to be $6,200,000. This includes construction, contingency and other miscellaneous project-related costs such as construction management and inspection.

2. Major Storm Drain System Improvement Projects (Timeframe: 6-12 months)

Summary: There are a number of storm drain systems throughout the City that are in need of improvements/upgrades. This project provides ongoing design and construction of several additional storm drain system improvements throughout the City based on a priority ranking determined by Staff. One project that was constructed during FY 2018/2019 is drainage improvements along Glencrest Drive.

FY 2019/20 Objective: Improve storm drain infrastructure throughout the City.

Key Tasks:

- Identify priority projects.
- Complete design.
- Conduct public bidding process for major projects.
- Construct improvements.
- Develop details for the next project.

Estimated Cost: Estimated total cost of $ $250,000 for storm drain improvements in FY 2019/2020.

C. Unprioritized Environmental Sustainability Issues

- Analyze Green purchasing policy.
- Neighborhood Electric Vehicles – promote charging station infrastructure throughout the City by encouraging development projects to incorporate public charging stations – encourage public projects to incorporate charging stations when appropriate. The City installed three (3) EV charging stations at City Hall in FY 2012/2013. The City purchased an all-electric neighborhood vehicle for Staff use in FY 2014/2015.
- Develop and implement a small business energy efficiency and conservation program in cooperation with the Solana Energy Alliance and SDG&E.
- Develop and implement a voluntary "Clean Business Program."
- Continue to work with EDCO to develop a feasible curbside compost/food scrap program. EDCO is in the process of developing the region's first Anaerobic Digester (AD) to accept and process organics.
- Explore the development and implementation of Green Code initiatives such as a "solar ready" ordinance, "EV charging ready" ordinance and "greywater ready" ordinance for new development. Possible "Reach Codes" to be considered in Fall 2019
- Explore energy storage at City facilities.
- Bike Share/Car Share Program – Council approved the Operator License with Gotcha LLC in May 2019 to launch a shared mobility pilot program that will include e-assist bicycles and EV ride share vehicles. This is a regional program including Del Mar and Encinitas and potentially Carlsbad and Oceanside to work with one vendor to operate the program for an 18 month period, after which it will be evaluated for possible extension.
- Monitor the beach report card grades for Seascape Sur to see if additional actions need to be taken at that storm drain outlet.
- Explore a "Sea Level Rise" working group with the cities of Encinitas and Del Mar.
- Explore providing City incentives for the purchase of rain barrels.
- Explore providing City incentives for Electric Vehicle (EV) charging stations and promoting alternative modes of transportation.
- Explore potential to study air quality/public health throughout the City but primarily around the freeway.
- Develop a program for targeted Street Sweeping in high priority areas after major rain events.
- Develop an educational flyer for residents that live on or next to slopes on how to properly design and landscape slopes to protect them during storm events.
- Research chicken ordinances to potentially allow them in more zones.
- Update the City's Investment Policy to divest from fossil fuel investments at the time of maturity and to not invest in these companies in the future.
- Support statewide energy decarbonization, renewable energy and similar incentives and consider supporting the State call for federal carbon fee and dividend legislation, pending Council consideration and approval.

FISCAL SUSTAINABILITY

A. Economic Development

1. North County Transit District (NCTD) Property Planning & Related Issues

Summary: NCTD issued a second Request For Proposals (RFP) in December 2014 and received four development proposals. The responses to this RFP were evaluated by a NCTD Selection Committee with local representation and a selected Development Team was recommended to the NCTD Board. In 2017, NCTD entered into an Exclusive Negotiation Agreement (ENA) with the selected developer and a pre-application review was completed by Community Development Staff on December 21, 2017. Due to several factors, NCTD terminated the ENA in 2018. City Staff and NCTD are reviewing terms of a Memorandum of Understanding (MOU) to facilitate development of the property.

FY 2018/19 Objective: Finalize, execute, and implement a MOU with NCTD in order to facilitate planning and development of the NCTD site and related financing of a public parking facility. The City would take the lead on facilitating a new RFP process to select a preferred developer for the property. The total project area includes the entire NCTD property, including the open space area at the corner of Lomas Santa Fe and North Cedros, however, the intention would be to develop the property in two separate phases.

Key Tasks:

- City Council review and consideration of a MOU with NCTD for future development and financing of a public parking facility.
- Implement the MOU with NCTD in order to facilitate development of the property.
- Prepare and issue a RFP to select a developer for the property.
- Select a preferred developer for the property.

B. Facility Asset Management

1. Facilities/Asset Replacement Master Plan

Summary: The purpose of such an analysis and establishment of the fund will be to identify costs for the replacement or renovation of City facilities and assets, including buildings, beach stairs and the Lomas Santa Fe bridge, among other things.

FY 2018/19 Objective: The City has completed a preliminary condition assessment and associated costs for the all City facilities. Through FY 2018/19, Council has authorized a total of $700,000 for this Master Plan. The FY 2019/20 objective is to keep funding this Master Plan and completing necessary maintenance projects at City facilities.

Key Tasks:

- Update City facility/asset inventory list.
- Prioritize maintenance and replacement costs.
- Continue funding this item in the FY 2019/2020 Adopted Budget.

Estimated Costs: The costs to fund the facility maintenance and replacement are significant and $150,000 will be included in the FY 2019/2020 Budget considered by Council.

C. CalPERS Future Liability

1. Proactively Pursue Measures to Reduce CalPERS Future Liabilities

Summary: Council established and is funding a PARS Post-Employment Benefits Trust Fund in FY 2015/16 to fund Pension liabilities to initiate this objective. Council approved the PARS Trust Fund in October 2015 and has appropriated through FY 2017/2018 a total of $1,515,656 for unfunded pension liabilities. The purpose of the establishment of this Trust would be to pay down the CalPERS unfunded future liability quicker and provide less volatility which would lower the overall costs to the City.

FY 2019/20 Objective: Continue to fund and/or establish an on-going budget line item to reduce CalPERS pension obligations.

Key Tasks:

- Continue funding the PARS Trust Fund in FY 2019/2020.
- Consider the development of a Council Policy on funding the PARS Trust Fund.

Estimated Costs: TBD. Council has requested Staff incorporate a funding mechanism into the annual budget process to continue to fund the Trust.

D. OPEB Future Liability

1. Proactively Pursue Measures to Reduce Other Post-Employment Benefits (OPEB) Future Liabilities

Summary: Council established and is funding a PARS Post-Employment Benefits Trust Fund in FY 2015/16 to fund Other Post-Employment (Health) Benefits (OPEB) liabilities to initiate this objective. Council approved the PARS Trust Fund in October 2015 and has appropriated through FY 2017/2018 a total of $409,227 for unfunded OPEB liabilities. The purpose of the establishment of this Trust would be to establish a long-term reserve to pay down the OPEB unfunded future liability quicker and provide less volatility which would lower the overall costs to the City.

FY 2019/20 Objective: Continue to fund and/or establish an on-going budget line item to reduce OPEB obligations.

Key Tasks:

- Continue funding the PARS Trust Fund in FY 2019/2020.
- Consider the development of a Council Policy on funding the PARS Trust Fund.

Estimated Costs: TBD. Council has requested Staff incorporate a funding mechanism into the annual budget process to continue to fund the Trust.

E. Unbudgeted Significant New Priority Items

1. Transition from At-Large to District-Based Council Member Elections

Summary: On February 20, 2018, the City received a letter asserting that the City's at-large electoral system violates the California Voting Rights Act (CVRA) because it dilutes the ability of Latinos (a protected class) to elect candidates of their choice or otherwise influence the outcome of Solana Beach's City Council elections as a result of racially polarized voting. The letter threatens litigation if the City declines to convert voluntarily to district-based elections for Councilmembers. On April 11, 2018, the City Council adopted Resolution 2018-042 declaring its intent to transition from at-large to district-based City Council elections and outlining the specific steps to facilitate the transition and estimating a timeframe for taking this action.

On July 10, 2018, City Council adopted Ordinance 488 establishing by-district electoral system for four city councilmembers as reflected on Map 410e and a separately-elected Mayor. Beginning with the general municipal election in November 2020, Councilmembers will be elected in electoral districts consistent with Map 410e.

Key Task:

- Establish Council Policy for Deputy Mayor rotation.

F. Unprioritized Fiscal Sustainability Issues

- Participate and Coordinate local 2020 Census Complete Count efforts with U.S. Census and SANDAG
- Regional, State and Federal Funding opportunities for capital and redevelopment projects.
- Conduct a Transit Occupancy Tax (TOT) local hotel audit.
- Research ways to make “downtown” more visitor friendly (i.e. QR Code program).
- Review the Fire Benefit Fee.
- Research ways to minimize Fire Department overtime costs.
- Analyze the potential to update current Short Term Vacation Rental ordinance.

HIGHLIGHTS OF SIGNIFICANT PROJECTS COMPLETED IN FY 2018/2019

- Completed 2018/2019 Street Repair & Slurry project
- Completed 2018/2019 Sewer & Storm Drain Repair Project
- Successfully applied for 2018-19 CDBG grant Application
- Implementation of Track 1 for the Trash Amendment to the Water Quality Control Plan for the Ocean Waters of California and Part 1 Trash Provisions of the Water Quality Control Plan for Inland Surface Waters, Enclosed Bays, and Estuaries of California
- Completed 234 S. Rios Sewer Reimbursement Agreement
- Completed 24 Hour Elevator for Routine Maintenance at City Hall
- Completed Annual CRT and Streetlight Assessment Districts Renewal
- Completed Avocado Street Vacation
- Completed ADA Pedestrian Ramps Project
- Completed Canyon-Mar Vista Storm Drain Project
- Cleaned and maintained the storm drain catch basins throughout the City
- Completed and submitted List of Projects to receive SB1 Funding
- Completed Fletcher Cove Beach Access Ramp Assessment with Geopacifica
- Completed Fletcher Cove Community Center Exterior Lights Replacement
- Completed Fletcher Cove Trash Enclosure Removal and Parking Pavement
- Completed La Colonia Skate Park Construction
- Lomas Santa Fe Corridor Study - completed Phases I & II; entered into Phase III with Michael Baker International
- Marine Safety Lifeguard Tower - Window Installation at Tide Park Tower and Solar Panel Installation at Del Mar Showers Tower
- Marine Safety Phase Two Preliminary Engineering Design - Awarded PSA to dommusstudio architecture
- Completed NPDES Commercial/Industrial Inspections
- Obtained $616,000 grant from SANDAG for Active Transportation Grant Award for Lomas Santa Fe Corridor
- Implemented Phase II with Infrastructure Engineering Corporation for the Sewer System Inflow Study
- Completed Plaza Street at Acacia Emergency Storm Drain Repair Project
- Purchased 2019 Dump Truck for Public Works
- Purchased Kubota Tractor for Public Works
- Continued Rancho Santa Fe Security for restroom unlock/lockup, patrol services as needed and alarm monitoring
- Completed RTIP Amendment to include the Glencrest Drive Street Improvement Project
- Initiated Santa Helena Neighborhood Trail Design Contract with MW Peltz
- Finalized SB1/RMRA Funds Street List
- Continued Solana Beach Pump Station Construction - Contract w/ PCL Pipeline
- Completed Stevens Creek Cleaning

HIGHLIGHTS OF SIGNIFICANT PROJECTS COMPLETED IN FY 2018/2019 (Continued)

- Implemented Traffic Calming Measures - Stop Sign Installation at Santa Helena and Sun Valley Road
- Implemented Traffic Calming Measures - Design and Implementation of Signal Modifications at Lomas Santa Fe/Nardo
- Conducted Commercial/Industrial Stormwater and Grease Inspections for all business throughout the City
- Continued implementation of the Construction and Demolition Debris recycling program
- Continued implementation of Solana Energy Alliance
- Negotiated new solid waste franchise agreement with EDCO
- Issued RFP for Affordable Housing project on Distillery Lot
- Issued RFP for Housing and Safety Element update
- Issued RFP for On-Call Environmental Planning Services
- Issued RFP for On-Call Geotechnical Engineering Services
- Completed Nexus Study and adopted new Master Fee Schedule
- Completed Ordinance update for new development impact fees (Fire Impact, Park Development and Public Use Facilities)
- Adopted Public Recreation Fee consistent with California Coastal Commission (CCC) modifications
- Completed Highway 101 Specific Plan update (may have been in last year's highlights)
- Completed four SCOUP permit renewals with USACE, RWQCB, SLC, and CCC
- Continued coordination efforts regarding beach sand replenishment project
- Obtained CCC CDP approval for Harbaugh Trails project
- Issued permits for construction of Harbaugh Trails project
- Updated Affordable Housing Ordinance
- Implemented MyCommunity application which gives residents, property owners and businesses another portal to report complaints and obtain City information
- Participated and commented on SANDAG methodology for Regional Housing Needs Assessment distribution to local agencies
- Completed City Council Districting
- Adopted Sidewalk Vending Ordinance consistent with State Law
- Submitted Annual Housing Report pursuant to State Law
- Completed Wireless Communication Facility amendment (Council Policy 21)
- Renewed Del Mar License Agreement
- Hired a new Lifeguard Sergeant and converted our ¾ Junior Lifeguard Director position to a Lifeguard Sergeant position
- Held first public workshop for new Marine Safety Center and offered tours of the facility to the public.
- Installed solar panels to the lifeguard tower on the Del Mar Shores public beach access

HIGHLIGHTS OF SIGNIFICANT PROJECTS COMPLETED IN FY 2018/2019 (Continued)

- Installed permanent windows and shutters on the lifeguard tower at Tide Park public beach access
- Hosted multiple cities and various agencies for media response training at Fletcher Cove Community Center
- Developed a new surf class within our junior lifeguard program. This is a pilot program for summer 2019, in order to assess a need
- Our two new sergeants completed “Stop The Bleed” instructor training
- Continued plastic film recycling program with Trex, Inc
- Published 4 quarterly “Shorelines” community newsletters
- Coordinated the installation of the City’s street light banner program in conjunction with the Chamber of Commerce and the 22nd Agricultural District
- Continued successful partnership with the Boys and Girls Club to provide free after school programs in the Eden Gardens neighborhood
- Conducted annual community events including Beach Blanket Movie Night, Holiday Tree Lighting, Family Camp Out, Concerts at the Cove and various others
- Conducted Annual Youth Summer Camp
- Coordinated Annual Community Grant Program
- Continued implementation of Climate Action Plan
- Developed Bike Share Program in conjunction with cities of Del Mar and Encinitas
- Issued Request for Proposals for an affordable housing development on City-owned property
- Continued development of TRAKiT (permit tracking system)
- Continued efforts to obtain funding for Beach Sand Replenishment and Retention Program
- Continued annual monitoring and inspection of all shoreline protection devices