



COUNCIL WORK PLAN

**FISCAL YEAR
2021-2022**

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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 inspire and generate a high level of confidence in City Government and strengthen our city by providing exceptional professional services to the community through our leadership, management, innovation and ethics. To produce quality results by promoting a culture of personal and professional integrity, community engagement, equity and inclusion, staff engagement, effectiveness and teamwork, human resources management, transparent financial management, strategic leadership, service delivery, open communications and information sharing, and continuous improvement.

- **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.

COMMUNITY CHARACTER

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 April 2021 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 2021/22:

- Update Zoning Ordinance consistent with Housing Element policies and programs (i.e. ADUs, definitions, use matrix).
- Complete Safety Element update and adopt Environmental Justice Element.
- Evaluate the existing development standards for specified areas of the community.
- 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.

- Adopt State Very High Fire Hazard Severity Zone Map.
- Consider ADU Ordinance update allowing ADU/JADU development in sensitive areas.
- Update Chapter 17.12 Definitions and Use Matrix
 - Consistency with ADU Ordinance
 - Add Transitional and Supportive Housing in Use Matrix
 - Add Employee Housing Definition and add in Use Matrix
- Identify/pursue outside funding opportunities for development of lower and moderate income households.
- Modify SBMC regarding “Reasonable Accommodation” criteria.

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. The City was granted \$160,000 of SB 2 and LEAP funds to complete the Housing and Safety Element Update.

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 2021/2022:

- Submit to the CCC upon City Council approval for their review and approval. Draft LIP available for public review and submitted to CCC Fall 2021.
- Complete a Land Use Plan Amendment (LUPA) to correct zoning information within the approved LUP.
- 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).
- 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 2021/2022 to continue the LCP Local Implementation Plan efforts is \$55,200 for LIP/Coastal Program Management by Summit Environmental Group and \$27,600 for adjunct planning services by Summit.

3. Coastal Resiliency Programs (Timeframe: Ongoing)

Summary: The second SANDAG 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 continue locally as well as regionally and will remain the foundation of the SANDAG regional shoreline monitoring program. The City has entered 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 partnered with the City of Encinitas and the U.S. Army Corps of Engineers (USACE) for over 18 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 using beach nourishment. 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 of beach quality sand in Solana Beach and Encinitas in 2023. The beaches would be re-nourished on a periodic cycle over a 50-year federal participation period.

The project received \$1,900,000 in federal funding in the USACE FY 2020 and FY 2021 Work Plans to initiate and complete the Pre-Construction, Engineering and Design (PED) phase and to establish baseline conditions and to conduct one year of monitoring prior to the placement of sand on the City's beach.

The City continues to implement 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 Commission, 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 City will be implementing its first SCOUP project with construction of Solana 101 in April 2021.

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 2020-22 Objective: In 2020 and 2021, the City successfully obtained Federal (USACE) funding to implement long-term coastal resiliency beach sand replenishment project in Solana Beach. These funds enable the initiation and completion of the PED phase of the USACE Coastal Storm Damage Reduction Project following completion of the Feasibility Study Phase in 2015 (which included

the EIR/EIS) and Southern California Reef Technology Study at Fletcher Cove. In addition to the USACE project, the City will continue to implement the Sand Compatibility and Opportunistic Use Program (SCOUP) and participate in the SANDAG Regional Shoreline Profile Monitoring program that has been in place since 1998. Additional federal funding is necessary to construct the long-term USACE sand replenishment project with the City of Encinitas following the conclusion of the PED phase expected May 2023. State and Federal funding will need to be secured to implement the 50-year shoreline protection and coastal storm damage reduction project involving the restoration of approximately eight miles of shoreline in the cities of Encinitas and Solana Beach.

Key Tasks:

- Continued coordination of efforts with key parties including local, regional, State and federal regulatory and governing agencies for beach sand replenishment and retention projects as a key sea level rise/climate change adaptation strategy for developed/urbanized shorelines.
- Continue to make progress to obtain Federal and State construction funding to implement the 50-year shoreline protection and coastal storm damage reduction project.

Estimated Costs (Multi-Year Project):

Revenue Sources (FY 2021/2022):

- \$149,200 - T.O.T. Sand Replenishment (Fund #450)
- \$450,000 - State Parks, Division of Boating and Waterways, Local Assistance Grant
 - \$67,500 Public Beach Restoration Fund Match (City match)
- \$400,000 – USACE Civil Works Program (FY 2020 Work Plan)

Programmed Expenditures (FY 2021/2022):

- \$149,200– USACE (Fund #450)
- \$450,000 – USACE for PED cost share (State Grant pass-through)
 - \$67,500 Public Beach Restoration Fund Match
- \$400,000 – USACE Civil Works Program (FY 2020 Work Plan)

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. In FY 2019/2020, Staff provided language that was developed by the City's former Ad Hoc Committee and outlined other possible modification the City Council may wish to consider.

FY 2021/22 Objective: Evaluate the View Assessment Ordinance; prepare amendments as needed to clarify its provisions for proposed adoption in FY 2021/2022.

Key Tasks:

- Complete and submit amended Ordinance revisions for City Council consideration as revised by the view assessment working group. Expected to be done Spring 2022.

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 2021/22 Objective: Develop a citizen Guidelines and Toolkit brochure. The proposed adoption of the DRP Guidelines and Toolkit will be in the Fall 2021.

Key Tasks:

- Complete the written material for the DRP Guidelines and Toolkit. Expected to be done Fall 2021.
- Add the appropriate drawings and demonstrations to the DRP Guidelines and Toolkit. Expected to be done Fall 2021.
- Submit supporting Guidelines and Toolkit for proposed adoption. Expected to be done Fall 2021.

Estimated Cost: Staff time

6. 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 2021/22 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.
- Evaluate maintaining outdoor dining (City-wide) that minimizes conflict with parking.

Estimated Costs: Staff time

7. 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. In November 2019, Staff conducted a community meeting and received input regarding concerns and issues the community had been facing.

FY 2021/22 Objective: Identify and prepare possible development standards for the 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 for consideration a draft Specific Plan/Zoning Overlay for review and consideration by City Council.
- Consider, among other things, parking requirements and setback regulations.
- Return to the community for additional workshops/feedback.

Estimated Costs: Staff time

8. 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 City hired a professional lobbyist in fall of 2020 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. The City will continue to work to advance our interests with other with other governmental entities and respond to state and federal legislation.

Key Tasks:

- Monitor proposed state legislation.
- Prepare a Legislative Priority List for Council Consideration.
- Develop policy on priority topic areas to support/advocate.
- Continue to work with lobbyists to promote City agenda.
- Engage representatives and submit letters to further our priorities.
- Adopt City ordinances and policies to respond and remain compliant with changes in law.

Estimated Costs: The City has retained a lobbyist firm at a cost of \$63,600 through December 2022.

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. A community meeting was held in February 2019 and presentations occurred at Council meetings in November 2019 and October 2020. At the November 2019 Council meeting, three design options were presented and Council directed Staff to pursue the above-ground option. At the October 2020 Council meeting, a refined version of the above-ground option was presented.

FY 2021/22 Objective: Complete preliminary design and negotiate contract for final 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.
- Obtain discretionary permits (DRP/SDP).
- Explore availability of grant funding and apply for appropriate grants.

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 the currently funded 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 after Phase II is completed.

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 2021/22 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 playground.

Key Tasks:

- Reconstruction of Tot Lot playground 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.
- Complete various improvements to building and grounds.
- Analyze interior lighting in the Community Center and research possibility of installing more windows.
- Explore potential opportunities with the vacant property to the north of the park.
- Conduct routine maintenance of the Heritage Museum.

Estimated Cost:

- Build out all remaining phases of park Master Plan –
- Playground/Tot Lot - \$500,000 (design \$100,000, construction \$400,000)
- 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 - \$32,000

The estimated costs for the design and construction of the Tot Lot playground is \$500,000. The estimated cost to incorporate the new property north of La Colonia Park into the overall Master Plan is \$32,000. Both of these projects would include public participation and involvement. A Prop 68 Parks grant was received in the amount of \$233,089, which includes \$186,471 from the State and a City match of \$46,618.

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. The project also satisfied obligations from a settlement agreement from the 1990s. 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.

Following approval of the project, significant delays were encountered including a legal challenge against the City and Hitzke Development Corporation and subsequent appeal with the City prevailing both at the lower court the Court of Appeals. During this delay, construction costs increased and the inability of the Applicant to obtain required affordable housing funding, including State and County grants, resulted in Hitzke having to abandon the project. In November 2020, official notification was received by the City.

On February 24, 2021, pursuant to the terms of the Agreement, the Applicant provided to the City electronic copies of all plans prepared for the project. The City's objective is to pursue development of the project pursuant to the prepared plans and approvals through issuance of a Request for Proposals (RFP).

FY 2021/22 Objective: Update building permit plans and package into a RFP for issuance to seek a qualified affordable housing developer to build the project.

Key Tasks:

- Update building permit plans for review/approval and construction.
- Prepare and issue an RFP for solicitation of affordable housing developers.
- 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 2021/22 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:

- Continue to monitor and assess traffic calming requests.
- Implement traffic calming measures at North Cedros/Cliff Street.
- Implement traffic calming measures on Santa Helena, including between Santa Victoria and Sun Valley Road.
- Implement traffic calming measures on South Cedros from Cofair to Marsolan.
- Implement traffic calming measures on Nardo Avenue.
- Maintain and update the list of traffic calming measures with corresponding design elements and cost estimates for Council's consideration.
- Assist community in implementation of speed cushion policy. Speed cushions were recently installed on Glencrest Drive and Highland Drive.

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 2021/22 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 Lomas Santa Fe Corridor project is a top priority of the CATS project listed above. Due to the significance of this project and the multiple benefits it could provide to the community, it has been separated into its own Priority Item. 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 continued on Phase III of the project which is developing design elements that were shared with the community for feedback. Phase III of the project is for final design of the improvements to LSF and has been funded primarily through a grant from SANDAG. Many elements are being designed as part of Phase III but the study of all roundabouts has been eliminated per Council

direction. Some of the elements to be designed 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. A Community Workshop was held in October 2019 and the project was presented to the City Council for further direction in January 2020.

FY 2021/22 Objective: Complete Phase III of design and pursue grant funding for construction of the project.

Key Tasks:

- Continue final design and preparation of bid documents.
- Evaluate and apply for potential construction grant funding.
Explore the feasibility of legally allowing bicycles on the new path. This may include modifying City ordinances to allow bicycles on multipurpose paths.
- Explore ways to improve e-bike safety including education and outreach.

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. The total cost of the project will be determined based on final design.

7. City Hall Deferred Maintenance

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

The projects identified for FY 2021/22 would replace the floor drains in the restrooms, cleaning the vents and duct work and mechanical upgrades to elevator equipment.

FY 2021/22 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.

- Install a water filling Station near Council Chambers.
- Ensure the air ventilation in the Council Chambers is sufficient to provide a safe environment for Council, Staff and the public prior to in-person meetings resuming post-pandemic.
- Explore the potential of sit/stand desks at the Council Dais.
- Explore the potential of installing windows at City Hall that open and close.

Estimated Cost: It is estimated that approximately \$75,000 is needed for the upgrades to the elevator. Carpet replacement is estimated to be \$35,000.

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 Perform repairs to the Tot Lot playground including replacement of the playground structure. 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, repairs to the restroom mosaic tiles and repairs to the roof and façade above the front entrance doors.

FY 2021/22 Objective: Perform maintenance on various components of Fletcher Cove Park and the Community Center.

Key Tasks:

- Perform maintenance and repair work on tot lot playground. Minor maintenance work has been completed but cost proposals for replacement have been received and estimated costs exceed the available budget a larger project to replace the playground structure and the rubber safety surface are currently being designed.
- Reconstruct the handrail and 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 (performed every three years).
- Repair roof and repair bathroom tiles.
- Evaluate replacing the chain link fence on upper park at Fletcher Cove with a more attractive fence.
- Replace four concrete benches.
- Repair cracks and damaged concrete in Fletcher Cove Park.

- Repair or remove in-ground lighting, primarily at the Sunburst.

Estimated Cost: The repairs on the tot lot are estimated to cost \$85,000. 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. Design and construction of the playground is expected to cost approximately \$185,000.

9. Highway 101 Pedestrian Crossing at North End of City

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 2021/22 Objective: Design 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.
- Work with Encinitas on traffic calming measures and good transitions leading into and exiting City limits.

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. 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. The Conceptual Design was presented to City Council in March 2020.

FY 2021/22 Objective: In FY 2019/20, a Conceptual Design of the project was developed 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. A focus group meeting was held with representatives from several local HOAs, community members and BikeWalkSolana.

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 will be identified during the design phase. In the 2020/21 fiscal year, \$300,000 has been appropriated for future work on the project. \$100,000 was identified in the FY 2020/21 CIP budget and \$70,000 was identified in the FY 2021/22 CIP budget.

11. 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 were evaluated to determine the size of the generator required. The electrical switchgear was also evaluated to determine if upgrades were necessary.

FY 2021/22 Objective: Complete design for generator replacement and evaluate funding options. Staff will also need to obtain permit from the County Air Pollution Control District (APCD) and construct project.

Key Tasks:

- Evaluate needs of building and condition of switchgear inside the building.

- Obtain permits from Air Pollution Control District (APCD).
- Complete design.
- Advertise and construct project.

Estimated Cost: The estimated cost for design of the generator replacement is \$20,000. The purchase and installation of a new generator is estimated to cost approximately \$70,000. This cost could change depending on the condition assessment of the existing switchgear and operation needs of the fire station.

12. Replacement of Dissipater Grate at Fletcher Cove

Summary: The existing dissipater grate was installed in approximately 1998 as part of the NCTD train station project and associated drainage work. The dissipater grate is showing signs of age and replacement with a more aesthetically pleasing structure may be necessary.

FY 2021/22 Objective: Identify costs for grate replacement and prepare bid package if directed by City Council. Engage the Public Arts Commission (PAC) to participate and potentially make this a public art project.

Key Tasks:

- Identify replacement costs.
- Engage the PAC.
- Prepare construction bid documents.
- Advertise project for construction.

Estimated Cost: Since no work has been performed on this potential project, no detail cost estimates have been done. Staff is estimating that the costs to replace the dissipater grate would be between \$30,000 and \$50,000.

13. Safe Routes to School Master Plan

Summary: In October 2019, the City submitted a grant application to Caltrans through the Sustainable Transportation Planning Grant Program for a SRTS Master Plan. A statewide total of 178 grant applications were received and totaling approximately \$54 million. A total of 77 applications were selected for grant awards, totaling approximately \$21.5 million. In June 2020, the City was notified that our grant proposal was accepted for full funding. A grant agreement was executed with Caltrans in October 2020 and a Notice to Proceed was issued in November 2020. A PSA with Chen Ryan Associates for the project was (expected to be) approved at the April 14, 2021 City Council meeting.

FY 2021/22 Objective: Continue work on the Safe Routes to School Master Plan. Per the grant agreement with Caltrans, all work on the project has to be completed by February 2023.

Key Tasks:

- Continue work on Safe Routes to School Master Plan.
- Community outreach.
- Update the City's CATS program where appropriate.

Estimated Cost: The City received a grant from Caltrans as part of the Sustainable Communities Grant Program funded through SB-1 funding. The total project costs are \$220,000 and the City has a 25% match requirement. Therefore, the grant from Caltrans is in the amount of \$165,000 and the City's match is \$55,000 and will be funded through the City TransNet funding.

14. Glenmont Pocket Park

Summary: The City has been researching the possibility of placing a pocket park on the property off of Glenmont Avenue where the Santa Fe Irrigation District (SFID) reservoir is located.

FY 2021/22 Objective: The objective for the upcoming fiscal year is to work with the local community on the design of a pocket park at this property.

Key Tasks:

- Select a consultant through RFP process.
- Community outreach.
- Coordination with SFID.

Estimated Cost: It is estimated that the conceptual design and public outreach would cost approximately \$10,000. The final design and construction budget would be determined as part of the conceptual design phase.

15. South Acacia Avenue Reconstruction Project

Summary: The curb, gutter, sidewalk and asphalt are old and in need of replacement. There are several properties along South Acacia and it would be difficult to coordinate the repairs if performed by the property owners.

FY 2021/22 Objective: The objective for the upcoming fiscal year is to engage the community and start the preliminary design.

Key Tasks:

- Select a consultant to perform Field Survey.

- Perform preliminary design by in-house Engineers.
- Coordination with adjacent property owners.

Estimated Cost: It is estimated that the preliminary design and public outreach would cost approximately \$12,000. The final design and construction budget would be determined as part of the preliminary design phase.

C. Unprioritized Community Character Issues

- Annual Pavement Repair Project – FY 2020/2021 project is complete. – FY 2021/2022 annual program will be developed in Spring 2021 for construction in the second half of 2021.
- 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 grade elevation.
- Research areas for a new enclosed Dog Park, potentially at La Colonia Park and other areas around the community.
- Monitor the development proposal for the North Bluff property 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.
- 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.
- Parking lot repairs at City Hall and La Colonia Park.
- Create development check lists (including costs) for prospective applicants.
- Place Development Review Permit (DRP) matrix on City’s website.

ORGANIZATIONAL EFFECTIVENESS

A. Human Resources Management / Staff Engagement & Effectiveness

1. Staff Engagement and Effectiveness

FY 2021/22 Objective: To continue to be a strategic City partner and to promote and empower a positive work environment where staff and the organization are prepared to rethink processes and welcome innovation to provide more efficiency.

Key Tasks:

- Continue the City's practice and approach to fair and consistent hiring practices that consider trust, inclusiveness, transparency and succession planning.
- Encourage Staff to see the big picture and to be innovative, responsible and effective teams while working towards the same defined goals while creating a positive atmosphere for coworkers and the community.
- Continue to display and promote ethical behavior in all official duties and personal affairs. Hold Staff accountable, instill accountability into operations, and continue to communicate and implement ethical standards and guidelines to others.
- Conduct mandatory training for all (100%) permanent City employees.

Estimated Cost: Staff time

B. Administration and Service

1. Implement Performance Measurement Program (Timeframe: Ongoing)

FY 2021/22 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 2020/2021 performance measures and report results and action plan to City Council in the FY 2021/2022 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 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. The City went live with the TRAKiT program in July 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 2021/22 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 business certificate and 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:

- Implement an on-line application process for business certificates and permits.
- Implement the ability for customers to pay for business certificate applications and renewals and permit applications online using a credit card.
- Research potential to include an “Other” tab in the My Community mobile application (app) to allow residents to submit reports on things not already included.
- Research the potential to include an option to report an Act of Kindness on the My Community app.

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

3. Web-Based Online Onboarding and Performance Evaluation Program

Summary: Implemented a Citywide online Onboarding system “Onboard” through NeoGov. Built to support the public sector’s compliance requirements, Onboard ensures day-one readiness for new employees and, expedites productivity. The program has provided more efficiency in the new hire process and has reduced waste by eliminating the need to print and copy many forms, brochures, etc. All necessary information is now accessible online to new hires and employees.

FY 2021/22 Objective: Implement a Citywide online Performance Management software “Perform” through NeoGov. The Perform software automates annual and probationary employee evaluations, allowing HR and department heads to identify skills gaps and areas of improvement in employees. Perform is the only full-featured performance management software in the marketplace with specific public sector functionality and a mobile-friendly interface.

Key Tasks: Implementation of system and training of City Staff. In process, implementation expected in September 2021.

Estimated Costs: Initial cost of software purchase was approximately \$5,900 with annual subscription cost of \$3,900.

4. Financial and Human Resources Software Update

Summary: The City’s current financial and human resources software programs, FinancePLUS and CommunityPLUS (FinancePLUS), have a term expiration date of June 30, 2021. On June 30, 2021, Central Square who is the software vendor for the programs, will no longer provide technical or functional support.

During FY 2020/21, Staff evaluated new programs and decided to move forward with a new system purchase and implementation, through Tyler/Munis. Staff is currently and actively going through the implementation process.

FY 2021/22 Objective: Implement and go live with Tyler/Munis ERP software.

Key Tasks:

- Configure software and convert data from legacy system.
- Complete final testing and validation of data and train users.
- Go-Live with Munis and begin processing day-to-day business transactions.

Estimated Costs: A one-time fee of \$353,870, plus a project management contract in the amount of \$233,550. Tyler/Munis has an annual maintenance fee of \$81,475.

C. Communications & Technology

1. Social Media (Timeframe: Ongoing)

Summary: The City continues to successfully utilize 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 2021/22 Objective: Continue Staff communication through social media outlets by sending information regarding City activities, news and events through Facebook and Twitter. There will be a concentrated effort to increase social media presence of City programs, events and initiatives, specifically with the City of Kindness Initiative.

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.
- Update the City's Social Media and Computer Policies.

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. Staff released a RFP for a new consultant contract to redesign the website. In April 2021, Council selected 360Civic to complete the website redesign.

FY 2021/22 Objective: Staff to work with new consultant to analyze current website, eliminate unnecessary pages, transition over appropriate pages and redesign the website into a more user friendly, functional and aesthetically pleasing format.

Key Tasks:

- Identify key Staff in each department to assist with transition.

- Complete website redesign.

Estimated Costs: The consultant contract with 360Civic is for \$30,710 with an annual fee thereafter of \$7,500 for hosting and maintenance services.

3. Cyber Security Expansion- Awareness Training, Business Continuity & Disaster Recovery

Summary: The City's current Cyber Security Awareness Initiative is in need of growth to increase protection across the City's technology infrastructure. Currently, the program consists of a monthly e-mail newsletter, designed to inform and educate, but not test Staff competency. Additionally, the City's current technological infrastructure for disaster recovery and business continuity remains centralized. Therefore, it is recommended that the City explore options to expand security training course modules and testing software, as well as de-centralize information system backup hardware and leverage secure government-cloud connections.

FY 2021/22 Objective: Explore options for updating current City backup infrastructure from on premise tapes to cloud-based recovery backup solutions. In addition, implement enhanced cybersecurity training tactics in the form of fake malicious e-mails and set up necessary training to increase Staff awareness.

Key Tasks:

- Budget for software and infrastructure costs in addition to renewals.
- Refine existing Disaster Recovery/ Business Continuity plan.
- Obtain competitive pricing quotes for hardware and installations.
- Install, setup, test network infrastructure hardware.
- Identify and prioritize cybersecurity training modules to key Staff.

Estimated Costs: Staff is currently researching potential costs but early estimates are approximately \$25,000 for hardware/software purchase and implementation.

4. Unified Communications

Summary: The City's current communications infrastructure is in need of unification and continued growth to increase productivity for Staff and accessibility from both Staff and the public. Currently, all City buildings are in the process of obtaining fiber optic connection points, allowing us to put in place necessary unified communication infrastructure. However, the City's current broadcast capability in the Council Chambers is in need of upgrades that will provide increased visibility within the Chambers.

FY 2021/22 Objective: Continue with the deployment of fiber telecommunications to all City buildings and explore options for updating current City Council Chambers Audio/Visual broadcasting system. Additionally, unify Staff telephone system with Office 365 application Teams to increase accessibility for Staff.

Key Tasks:

- Finalize installment of fiber optic connection to remaining buildings.
- Deploy network backbone upgrades to increase connectivity between buildings.
- Reduce telecommunications costs by migrating T1 Primary Rate Interface (PRIs) to Session Initiation Protocol (SIP) trunks.
- Budget for system upgrades with Council Chambers broadcast system.
- Integrate Office 365 application Teams with Staff phone system.
- Implement WiFi at all public facilities.

Estimated Costs: Staff is currently researching potential costs. A phased approach will be brought to Council for consideration.

D. City Initiatives

1. 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 2021/22 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. Now that the City is officially a part of the coalition, Staff will continue to work with the community group to promote the program and assist with events, as necessary.

Key Tasks:

- Continue to promote the coalition.
- Continue to 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.
- Work with newly created City Council Subcommittee to refine the priorities for FY 2021/22 for implementation.

Estimated Cost: Staff time

2. Promote an Unbiased and Inclusive Environment

Summary: In the wake of major social and political changes over the past decades, employers are taking steps to increase diversity, equity, and inclusion at the workplace. Studies have shown diversity and inclusion are much more than a legal or moral requirement; it is also a competitive advantage.

FY 2021/22 Objective:

- Foster and promote an inclusive culture.
- Enhanced employee engagement and retention.
- Communicate goals and measure progress.

Key Tasks:

- Develop evidence-based Ideas to increase diversity, equity, and inclusion in the Workplace.
- Training for all employee levels and any new hires on “Unconscious Bias and Diversity”.

Estimated Cost: Staff time and training costs.

E. 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. Staff is currently analyzing the ability to provide free Wi-Fi zones at Fletcher Cove Park and adjacent beaches as well as at La Colonia Park.
- 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 has made considerable progress on many measures identified in the Climate Action Plan (CAP) which was adopted in July 2017. Staff presented a 2019 Climate Action Plan Update for Council covering the first two years of the CAP's implementation. During that update, it was noted that the establishment of a Community Choice Aggregation (CCA) program, which was the second most impactful measure, has been completed although work to transition to a regional CCA is ongoing (more information in next Priority Item). The City is also making progress on the fifth most impactful measure to divert 90% of waste from the landfill when Council adopted the single-use plastics ordinance and even more waste will be diverted from the landfill when the City implements organics recycling in 2021 to comply with SB 1383.

The three remaining CAP measures identified as among the top 5 most impactful are as follows:

- 1) increasing alternative fuel vehicles (AFV's) in the region.
- 2) increasing the installation of residential rooftop solar photovoltaic (PV) systems.
- 3) increasing the installation of solar hot water heaters at commercial spaces.

Progress on these measures can be made by adopting additional building code standards that establish requirements for electric vehicle infrastructure and PV and solar hot water installations. In Fiscal Year 2019-2020 the City began to explore the process of how this could be accomplished, however an updated CAP might yield newer more up-to-date impactful measures in line with the latest greenhouse gas (GHG) reduction trends and these potential updates should also be considered. In FY 2020-FY 2021, the Climate Action Commission helped coordinate a workshop on Building Electrification to educate the community about another potential means to reduce GHG's that are emitted when residents use natural gas.

Section 5.3 of the CAP states the City will update the Plan every five years beginning in 2022. Thus, the City should begin to evaluate how to effectuate this update.

FY 2021/22 Objective:

Prepare RFP and organize process to complete a Climate Action Plan update. Identify potential funding sources and stakeholder groups. Gather the latest best scientific practices and capitalize on regional knowledge and coalition groups to identify effective CAP target measures. Make progress on the key measures

identified in the summary above and that are called out separately in the sections that follow.

Key Tasks:

- 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 measures identified in the CAP through the website, social media, electronic communications and activities/events throughout the year.
- Continue to negotiate with SDG&E to purchase remaining street lights and retrofit with LED technology.
- Commit to consider the addition of a Social Equity Chapter to the CAP. The next full revision of the CAP is anticipated to take place in calendar year 2022.
- Follow and stay involved with regional efforts for the next CAP revision process.

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. The costs for consultant assistance to update the CAP and to implement building reach codes are still to be determined pending Council consideration of which measures to pursue, but Staff estimates that this will be approximately \$50,000. Other priority items the CAC requested in the prior Work Plan and approved by Council are broken out and listed as separate items below.

2. Continue to Operate Solana Energy Alliance (SEA) and Transition to Clean Energy Alliance (CEA)

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 close to three years and is in the process of transitioning to the Clean Energy Alliance (CEA) with the cities of Carlsbad and Del Mar. SEA will have achieved all of its top priorities including providing a higher renewable portfolio percentage (50% renewable energy, 75% greenhouse gas

(GHG) free product) than San Diego Gas and Electric (SDG&E), maintaining local control and saving its customers close to \$500,000 during the life of the program. The City is extremely proud that it was successful in launching the first CCA in the County and leading the way to the launch of two new CCA JPA's in the region. Much of the focus for FY 2020/21 will be accomplishing the tasks necessary to wind down SEA and to launch CEA.

FY 2021/22 Objective: Continue compliance requirements of the Solana Energy Alliance (SEA) mandated by the CPUC. In addition, work with the CEA Board to accomplish the necessary tasks to ensure a successful launch and implementation of CEA in 2021/22.

Key Tasks:

- Continue working with the selected consultant team (The Energy Authority and Calpine Energy Solutions) to manage the ongoing compliance requirements of SEA that will extend into 2023.
- Continue regulatory filings.
- Continue monitoring legislation for possible action.
- Continue to explore the potential to increase the baseline RPS of CEA to eventually reach the 100% RPS goal by 2035. CEA has incorporated incremental (~2%) annual increases to the RPS in its Integrated Resource Plan (IRP), as well as the pro forma, to achieve 100% by 2035.
- Continue to work with the CEA Board and consultant team to accomplish the necessary tasks to develop and launch CEA in 2021/22.

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 for direct services have been paid.

With the formation of CEA, the City committed \$150,000 along with the cities of Carlsbad and Del Mar (for a total of \$450,000) for initial costs to accomplish the tasks necessary for the successful launch of CEA. It is anticipated that those costs will be repaid to the respective cities as soon as revenues are available after CEA launch, but no later than 36-months after the launch date. The CEA Board will also consider other earlier repayment options such as securing payment from the banking partner once selected.

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. In addition, the City will support the SEJPA and its efforts to develop a potable water reuse program.

FY 2021/22 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.

Support SEJPA and its efforts to develop a potable reuse program.

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

4. Plastic Use Restrictions

Summary: The City adopted a robust single-use plastics ordinance in 2019 and most provisions of the ordinance were slated to go into effect in 2020. However, the COVID-19 pandemic paused efforts to educate businesses and enforce the ordinance as local businesses faced unprecedented economic challenges. Considerable effort to educate businesses and residents is still required to ensure compliance so that plastics and other single-use items are successfully diverted from the environment and/or the waste stream. In addition, internal City policies and procedures need to be monitored to ensure compliance by the City with ordinance requirements. Special effort needs to be made to analyze and identify how the City can support water-bottle-free events on City property by ensuring easy to access water hook-ups for drinking stations at major events and access to water bottle filling stations on City property in general.

FY 2021/22 Objective: Continue education and outreach efforts to the business community through the Chamber of Commerce and other trade associations so that the requirements of the new ordinance are well-understood and successfully implemented. Monitor implementation efforts and identify challenges. Consider options to ensure that for events on City property that there is drinking water availability either through the installation of water stations, providing access to potable water hookups and electricity if vendors wish to supply their own water stations or help event organizers identify other alternatives to bottled water. Also, develop educational materials and/or strategy to educate beachgoers regarding the new Styrofoam restrictions on City beaches.

Key Tasks:

- Review and update City purchasing procedures to ensure compliance.
- Educate City Staff about the new restrictions.
- Continue communication with the business community and residents to ensure compliance.
- Continue to conduct outreach to the community.
- Identify any compliance challenges and assist efforts for businesses to comply through outreach and educational materials.
- Consider and identify or help coordinate drinking water alternatives to bottled water for events occurring on City property.

Estimated Costs: Staff time and potential increased water and electricity costs if City potable water hookups are offered to event organizers or if water stations are provided by the City. The City has identified and prioritized the installation of water filling stations at public facilities and the utilization of annual grants to fund the projects.

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. This item is addressed in Measures T-1, T-5, T-8 and T-10 in the CAP.

FY 2021/22 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.

Key Tasks:

- Research/study electric vehicle policies from other communities.
- Assess thresholds for new and substantial remodels.
- Explore adopting measures to require EV charging stations and EV charger-ready wiring in commercial/multi-family and residential structures (both new construction and substantial remodels).
- Identify eligible parking spots on city-owned lots for conversion to preferred parking for EV and AFVs.
- Develop policies for Council review and consideration.
- Conduct outreach to the community.
- Conduct outreach to the City's businesses and commercial property owners to encourage the conversion of private parking spaces to EV and AFV preferred parking.
- Consider building code updates that would require EV infrastructure as part of a package of other building code updates discussed in the sections that follow.
- Research and apply for EV charging station grants if available.
- Explore streamlining the EV charging station permitting process.
- Strive over time to convert municipal gasoline fueled vehicle fleet to EV's to achieve 50% gasoline reduction.

Estimated Costs: Staff time and potential consultant costs if the City creates building code amendments to address this item, which could require technical expertise.

6. Buildings/Energy Code Enhanced Regulations

Summary: Two of the measures in the CAP with significant GHG emission reduction potential are to increase the installation of residential rooftop solar PV systems (Measure E-2 in the CAP) and to increase the installation of solar hot water heaters at commercial spaces (Measure E-4 in the CAP). Since those measures were adopted in 2017, the City has adopted the new 2019 California Building Code, which requires the installation of PV systems on new single-family residential construction. However, the City may pursue stricter requirements through the reach code process to require installation of PV systems on substantial remodels as well. Staff has also

conducted research that suggests that it might be more beneficial to adopt energy efficiency requirements in conjunction with PV requirements. There has also been work done by other cities that determined there are certain circumstance in which solar hot water heating is not the most cost-effective or efficient choice. The City can research and utilize the work done in other cities and, ideally in consultation with consultants who have technical expertise in the area of energy reach codes, determine what package of reach code ordinances would help the City achieve maximum GHG reductions while considering cost-efficiency parameters.

FY 2021/22 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. Determine the best options and strategy for the City to amend the building codes in order to meet greenhouse gas (GHG) targets outlined in the CAP measures while considering the cost-effectiveness of implementing such measures. The process to amend building codes related to energy requires technical considerations which will likely require support from consultants who specialize in energy building code work.

Key Tasks:

- Assess a variety of building code amendment options and determine the most impactful yet cost-effective ordinance package for Council consideration.
- Building Electrification: Explore the implementation of electrification reach code measures that target space heating, water heating and dryer systems.
- Explore regulations which call for “solar ready” or installed solar PV systems 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 Clean Energy Alliance program to maximize clean energy utilization within the City in the most efficient and economical manner.
- Identify a “package” of reach code ordinances and consider whether to pursue approval for those reach codes through the approval process established by the California Energy Commission which could require a cost/benefit analysis.
- Explore defining the threshold for “substantial remodel” which would trigger the requirement to install solar PV systems.
- Explore the implementation of CAP Measure E-3 to increase rooftop solar PV systems on new or substantially remodeled commercial buildings.
- Conduct outreach to the community.

Estimated Costs: Staff time and potentially additional costs for the services of a specialized consultant to assist with the reach code process of identifying and

recommending the appropriate reach codes for Council consideration. The assistance of a qualified consultant will be solicited through an open RFP process and any costs will be brought to City Council for consideration.

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, the Shorelines newsletter or community events and forums.

FY 2021/22 Objective: Review the City's website for items that 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 opportunities to educate the community about sustainability measures.

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

8. Trees and Vegetation for Climate Resilience and Adaptation

Summary: The right plants planted in an urban community offer many benefits beyond pleasing aesthetics. Plants 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. In addition, while open space in the City is limited, habitat can be created by planting native trees, flowers and shrubs in residential and commercial landscaping in what is not traditionally considered wildlands. Additional habitat will add resilience, support pollinators, provide ecosystem services and promote wildlife movement as directed in the CAP.

In FY 2019/2020, the City entered into an agreement with Lumbercycle, a non-profit, who provided an eco-benefits assessment of the City's trees. As part of the work, they also provided a list of trees the City should consider planting when the City is considering replacement. The list of trees includes ones with maximum eco-benefits such as carbon sequestration. In FY 2021/2022, the City can make this list available to residents and business as well to help provide education about the best species of trees to plant in this area.

FY 2021/22 Objective: Increase the City's tree canopy by planting more trees and plant areas that support local pollinators and other native animal species. Determine whether the City should pursue a more comprehensive plan for planting and maintaining habitat on City property. Determine whether the City should provide educational materials for commercial and residential developers to promote habitat in non-traditional wildlands. Examine alternatives to pesticides and herbicides that harm pollinators. When exploring any comprehensive planting list for public and private reference, the height and width of the vegetation at maturity should be considered.

Key Tasks:

- Make a list of preferred trees to plant in Solana Beach available on the City website.
- Educate residents on the importance of increasing the City's tree canopy (Measure U-1) in the CAP and on the importance of planting the right trees to maximize the eco-benefits of those trees.
- 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 businesses with resources to help them plant and maintain vegetation on private property in a manner that aligns with the City's sustainability goals.
- Work with community leaders to survey City property and determine optimal locations for pollinator habitat and take necessary steps to move forward with new planting.

Estimated Costs: The cost of trees or new plantings will be assessed once planting areas are identified.

9. Senate Bill (SB) 1383 Implementation

Summary: SB 1383 is considered to be the most significant waste reduction mandate to be adopted in California in the last 30 years. SB 1383 establishes new requirements for local governments which state that cities must: 1) provide organic waste collection to all residents and business; 2) establish an edible food recovery

program that recovers edible food from the waste stream; 3) conduct outreach and education to affected parties; 4) evaluate the City's capacity to implement SB 1383; 5) procure recycled organic waste products like compost, mulch, and renewable natural gas (RNG); inspect and enforce compliance with SB 1383; and 6) maintain accurate and timely records of SB 1383. These regulations become enforceable by the State on January 1, 2022. A portion of these requirements may be met as EDCO begins organic collection services. However, the rest of the measures such as implementing an edible food recovery program, enforcement, and record-keeping requirements will require further attention and planning from the City. SB 1383 is the first solid waste law that establishes penalties for local jurisdictions that do not satisfy the requirements, putting further pressure on the City to ensure compliance.

The City has already identified what actions the City will need to take to ensure compliance for most of the bill's provisions and has been coordinating with Regional Solid Waste Association (RSWA) cities to tackle several tasks as a region. However, still more work needs to be done.

FY 2021/22 Objective: Update the City's waste collection ordinance to reflect the newest requirements and begin establishing program elements to comply with SB 1383's edible food program requirements.

Key Tasks:

- Update City's waste management ordinance to comply with SB 1383.
- Identify program gaps that would leave the City out of compliance.
- Identify strategies to fill those gaps either internally or through regional coordination efforts.
- Develop educational campaign and strategy to implement all the various SB 1383 measures.
- Explore expanding organics recycling pick-up beyond commercial and residential to include City facilities including parks and recreation facilities.

Estimated Costs: Staff time and potential program implementation costs not currently known or identified. Staff will return to Council when these potential costs are identified for consideration. Staff has begun to work with RSWA to develop a collective strategy with the goal to reduce costs for local cities by working together. There is optimism that this can be accomplished and a plan is being brought before the RSWA Board for consideration and potential funding.

B. Capital Projects

1. Major Storm Drain System Improvement Projects

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 completed during FY 2019/2020 is the repair to the 84” drainage pipe at the American Assets Shopping Center adjacent to Discount Tire. A project was also completed in FY 2020/21 to line or replace several Corrugated Metal Pipes that were in the worst condition.

FY 2021/22 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 \$ \$300,000 for storm drain improvements in FY 2021/22.

C. Unprioritized Environmental Sustainability Issues

- Implement Measure T-10 of the CAP to increase bicycle lanes in the City to a total 17 miles of bike lanes. Currently, there are approximately 15.3 miles of bike lines in the City.
- Develop and implement a small business energy efficiency and conservation program in cooperation with the Clean Energy Alliance and SDG&E.
- Develop and implement a voluntary “Clean Business Program.”
- Explore energy storage at City facilities.
- Implement policies that support energy storage and microgrids.
- Prioritize doing business with banks that do not support fossil fuel projects.
- Prepare strategy for net zero carbon citywide.
- Summarize and implement lessons learned from the Coronavirus emergency.
- Any actions in the CAP that are labeled as “ongoing” or “short term” in the CAP Implementation Plan.
- Bike Share/Car Share Program – The City, along with the cities of Del Mar and Encinitas, entered into an agreement with Gotcha to implement a regional bike share program. However, due to supply chain issues and the global pandemic, Gotcha had to withdraw from the agreement and the program was placed on hold. Encinitas will implement a smaller, city-only program as a pilot with the potential to expand into Solana Beach in the future. Staff continues to participate in regional meetings held by SANDAG and will monitor the program in Encinitas before deciding how to move forward, if necessary. Staff will also engage the local bike shops for interest in a program when appropriate.
- Monitor the beach report card grades for Seascape Sur to see if additional actions need to be taken at that storm drain outlet.
- Explore possibilities to provide City incentives for Electric Vehicle (EV) charging stations and promoting alternative modes of transportation.
- 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.
- Continue to use the latest available organic and nonchemical pesticides and eliminate any use of rodenticides in City’s Parks, rights of ways and public facilities.
- Research to potential ban on helium and lighter than air balloons.

ENVIRONMENTAL SUSTAINABILITY

Unprioritized Environmental Sustainability Issues

- Research grant funding opportunities for EV charging infrastructure, including SANDAG.

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 Ground Lease between NCTD and the City to facilitate development of the property.

FY 2021/22 Objective: Finalize and execute a Ground Lease 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 Ground Lease with NCTD for future development and financing of a public parking facility.
- Implement terms of the Ground Lease 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 2021/22 Objective: The City has completed a preliminary condition assessment and associated costs for all City facilities. Starting in FY 2014/15 through FY 2020/21, Council has authorized a total of \$1,050,000 for this Master Plan. The FY 2021/22 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 on an annual basis.

Estimated Costs: The costs to fund the facility maintenance and replacement are significant and \$96,600 will be recommended in the FY 2021/22 Budget, pending final budget outlook.

C. CalPERS Future Liability

1. Proactively Pursue Measures to Reduce CalPERS Future Liabilities

Summary: Council established 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 a total of \$2,428,051 for unfunded pension liabilities through FY 2020/2021. Including contributions and investment earnings, the pension liabilities fund had an account balance of \$3,049,750 as of December 31, 2020. 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 2021/22 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 2021/2022.
- Consider the development of a Council Pension Funding Policy to address the City's long-term pension obligations.

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 2020/ 2021 a total of \$963,581 for unfunded OPEB liabilities. Including contributions and investment earnings, the OPEB liabilities funds had an account balance of \$1,179,842 as of December 31, 2020. 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.

Council approved as part of the FY's 2018/19, 2019/20, and 2020/21 adopted budgets an amount for the City's OPEB obligation. These amounts were equal to the actuarially determined contribution (ADC) for the fiscal years as determined by Bartel Associates, LLC. The ADC includes annual pay-as-you go benefit payments for retirees and PEMCHA administrative costs with the balance of the ADC being sent to the PARS Trust Fund for OPEB.

Establishing this funding mechanism in the adopted budgets resulted in a reduction in the City's OPEB net liability by \$1,769,644 from \$4,454,874 in FY 2017/18 to \$2,685,230 in FY 2019/2020.

FY 2021/22 Objective: Continue to fund an on-going budget line item equal to the ADC as determined by the OPEB actuarial valuation to address the City's OPEB liability obligation.

Key Tasks:

- Continue funding the PARS Trust Fund in FY 2021/2022.
- Consider the development of a Council Policy on funding the PARS Trust Fund (funding policy was done a part of the FY's 2018/19, 2019/20, and 2020/21 adopted budgets).

Estimated Costs: \$318,000 has been included in the FY 2021/22 budget.

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 threatened litigation if the City declined 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.

On November 3, 2020, the City conducted its first district Councilmember and separately elected Mayoral election. Districts 1 and 3 and a separately elected Mayor were elected. The City will hold Councilmember elections for Districts 2 and 4 in November 2022.

Key Task:

- Establish Council Policy for Deputy Mayor rotation.
- Conduct re-districting as part of the census.

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 Transient 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

A. Completed in Fiscal Years 2019/20 & 2020/21

- Performed and completed preventative routine elevator maintenance services at City Hall with 24 Hour Elevator
- Performed and completed preventative, routine maintenance and services on City sewer and storm drains, including video inspections of both with Affordable Pipeline
- Amended the Solana Beach Floodplain Overlay Zone Ordinance
- Amended the Transnet Local Street Improvement Program of Projects (SB1)
- Prepared the annual CRT and Streetlight Assessment District reports
- Applied for and obtained Federal Community Development Block Grant (CDBG) funding for ADA Pedestrian Ramp Improvements
- Evaluated locations for construction of ADA Pedestrian Ramps Project
- Performed a condition assessment of Corrugated Metal Pipes (CMP) and identified emergency CMP storm drain failures, and awarded and completed repairs with PAL General Engineering
- Performed and completed city-wide street sweeping services with CleanStreet, LLC
- Performed and completed preventative, routine maintenance and service to city-wide streetlighting with Siemens Mobility
- Assessed conditions, cleaned and maintained city-wide storm drain catch basins
- Established project list for 2020/22 Local Streets and Roads Funding Program using funds from Road Maintenance and Rehabilitation for the 2022/22 Street Maintenance and Repairs Project
- Continued cost-share agreement with the County of San Diego for Stormwater Program costs
- Identified failing 84" storm drain at the Solana Beach Towne Center and completed repairs with Structural & Engineering Design Company, Geopacifica and Crest Equipment
- Evaluated Equivalent Dwelling Units (EDU) Assignment Modifications
- Assessed and replaced Fletcher Cove Community Center Doors Project with Lalley Construction

HIGHLIGHTS OF SIGNIFICANT PROJECTS

Completed in Fiscal Years 2019/20 & 2020/21

- Awarded and completed construction for the Glencrest Drive Vertical Realignment Project with Portillo Concrete
- Prepared and implemented city-wide Speed Cushion Policy and constructed 2 two speed cushions
- Performed and completed janitorial services at City Facilities with California Office Cleaning
- Implemented support services for JURMP Stormwater Program and NPDES Commercial/Industrial Inspections with Mikhail Ogawa Engineering
- Obtained handyman services with Lalley Construction
- Continued work on Phase III design of Lomas Santa Fe Corridor Study
- Completed Phase II of Marine Safety Center preliminary engineering design services
- Awarded and completed construction for the Marvista-Canyon-Glenmont Storm Drain Project with Scott Michael Inc.
- Performed and completed City-wide landscaping services with Nissho of California
- Implemented support services for traffic engineering with STC Traffic and Chen Ryan Associates
- Implemented trash abatement services from Partnerships With Industry
- Performed and completed monthly pest and rodent control treatments at city facilities with Habitat Protection
- Assessed department fleet and obtained new Public Works dump truck vehicle
- Performed and completed restroom unlock/lockup, patrol, alarm monitoring, and as-needed security services with Rancho Santa Fe Security
- Continued agreement with Regional Water Quality Control Board (RWQCB)
- Applied and obtained Safe Route to School Master Plan Grant
- Obtained design service support for the Santa Helena Neighborhood Trail Project with MW Peltz & Associates
- Performed and completed quarterly and as-needed HVAC services at city facilities with Seaside HVAC
- Executed Recycled Pipeline Transfer and Cost Reimbursement Agreement with SEJPA

HIGHLIGHTS OF SIGNIFICANT PROJECTS

Completed in Fiscal Years 2019/20 & 2020/21

- Performed and completed construction of annual Sewer and Storm Drain Rehabilitation Project
- Performed and completed preventative, routine maintenance and service to city-wide traffic signals and safety lights with Siemens Mobility
- Constructed and completed Solana Beach Pump Station Upgrades Project
- Continued agreement with State Water Regional Control Board (SWRCB)
- Performed annual Stevens Creek cleaning
- Performed and completed construction of the annual Pavement Rehabilitation Project
- Performed and completed construction of the Tide Beach Park Slope Removal Project with Wright Construction Engineering
- Performed and completed installation of battery back-up systems at City intersections with Siemens Mobility
- Continued WQIP cost-share agreement with San Dieguito and Carlsbad
- Performed and completed construction of the City Hall and Fire Station Water Damage Repair Project with War Rhino, Inc.
- Implemented Agreement for design services from VDLA for design of new playground at La Colonia Park and design of new playground equipment at Fletcher Cove Park
- Entered into Agreement with Nature Collective and NCTD for maintenance and use of the Railroad Pedestrian Undercrossing
- Implemented design support services and completed the Glencrest Drive Curbs and Sidewalks with Gold Coast Surveying, Inc.
- Implemented Track 1 of the Trash Amendment with installation of full capture system devices on several city catch basins
- Submitted application and obtained grant from California Department of Parks and Recreation for the Per Capita Grant for the new playground at La Colonia
- Installation of speed cushions at various locations
- Implemented design service support for the Safe Routes to School Master Plan from Chen Ryan Associates
- Implemented support services to perform city-wide pavement condition assessment and provide 5-year pavement management plan with Bucknam Infrastructure

HIGHLIGHTS OF SIGNIFICANT PROJECTS

Completed in Fiscal Years 2019/20 & 2020/21

- Continued successful partnership with the Boys and Girls Club to provide free after school programs in the Eden Gardens neighborhood
- Became a Monarch Friendly City
- Transitioned from SEA to CEA
- Updated Climate Adaptation Plan
- Adopted comprehensive Single-Use Plastics Ban
- Declared a Climate Emergency
- Developed and began to implement an organics recycling and edible food recovery plan to comply with SB 1383
- Implemented Permit Tracking Software (TRAKiT)
- Updated City's ADU regulations
- Obtained \$145,000 in grant funding (\$80k SB2 & \$65k LEAP) for Housing and Safety Element Updates
- Implemented COVID procedures to safely provide development review and permit application services
- Implemented COVID TUP application process and implementation to allow temporary expansion for businesses as directed by City Council
- Negotiated contract amendments lowering the cost of several professional service contracts
- Reviewed and approved 1st SCOUP Project (Solana 101)
- Adopted 2021-2029 Housing Element
- Completed a five-year Sewer Cost of Service and Rate Study
- Continued annual funding of the PARS Trust Fund for Pension & OPEB Liabilities
- Developed and implemented a Small Business Grant Program
- Conducted four (4) Free Food Distribution Events for COVID-19 relief
- Developed and implemented a Rental Assistance Program for those affected by the COVID-19 pandemic
- Successfully upheld State and County Public Health Orders on City Beaches and Fletcher Cove Park (Making 52,240 PHO Enforcement Contacts)

HIGHLIGHTS OF SIGNIFICANT PROJECTS

Completed in Fiscal Years 2019/20 & 2020/21

- Collaborated with County and other Municipal and State Agencies in closing and reopening City Beaches.
- Assisted San Diego County with Covid-19 testing and vaccine administration.
- Maintained a clean, healthy and positive work environment in compliance with County PHO requirements, avoiding any Covid-19 outbreaks among staff.
- Participated in the Scripps San Diego County Lifeguard Advisory Committee (SLAC), in developing a School Beach Safety PowerPoint for San Diego County, Drowning Resuscitation Protocols, and the 2020 Lifeguard Educational Conference
- Continued work with CSULB Shark-Lab installing and monitoring shark sensor buoys in our local waters
- Implemented electronic report writing and statistic documentation software, which has been a long term goal of the Marine Safety Department