



COUNCIL WORK PLAN

**FISCAL YEAR
2024-2025**

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CITY MANAGER'S REPORT

Dear Residents of Solana Beach:

The City of Solana Beach Fiscal Year 2024/25 Work Plan is a critical operational document developed based on public feedback, direction from the Mayor and Council members, and regulatory changes. Rooted in the core values of transparency, collaboration, and innovation, this plan provides a roadmap for our efforts in key areas such as community character, infrastructure development, environmental sustainability, economic growth, and community services. Each section details specific projects and initiatives, along with the resources required for their successful implementation.



Over the years, this annual programming and budgeting process has resulted in the investment of City resources and grant funding to improve our streets, parks, and beaches, and to maintain the overall quality of life in our neighborhoods. Significant components of our work plan include policy and program development to improve customer service, capital investments in our roadways and City facilities, and the prioritization of our City employees to grow and retain quality Staff. These priorities are pivotal to enhancing our infrastructure, boosting economic activity, and sustaining our neighborhoods.

As the City Manager of Solana Beach, I am pleased to present this Work Plan as a comprehensive guide outlining our strategic objectives and operational initiatives for the upcoming year. By setting clear priorities and measurable goals, we aim to ensure that our City remains a place where people can live, work, and play. This plan is a testament to our commitment to fostering a vibrant, sustainable, and inclusive community. It is designed to address the evolving needs of our residents, businesses, and visitors while preserving the unique charm and character of our beautiful coastal city.

I am confident that this work plan will serve as a valuable tool for guiding our actions and measuring our progress. It is through collective effort and shared vision that we will continue to build a resilient and thriving Solana Beach. I look forward to working together with the City Council, our dedicated Staff, and the entire community to achieve the goals set forth in this plan.

A handwritten signature in blue ink, appearing to read 'Alyssa Muto', written over a light blue horizontal line.

Alyssa Muto
City Manager, Solana Beach

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 for all service expectations for the city that inform both the City two-year Work Plan and budgeting.

- **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

Land Use & Planning

1. General Plan Updates

Summary: The City's first General Plan was originally adopted in 1988. Individual elements of the General Plan, including Land Use, Circulation, Noise, and Housing have been reviewed and revised over time. The Circulation and Land Use Elements were updated and adopted by the City Council on November 19, 2014, and the Environmental Impact Report was certified at that same meeting. The Housing Element was last updated in 2021, and covers the time period of April 15, 2021, to April 14, 2029. Annual reporting is conducted for the City's Housing Element implementation. The next component of the General Plan is a required update to the Safety Element to ensure consistency with the recent San Diego County Hazard Mitigation Plan update, State legislation, and the SANDAG's Regional Plan.

FY 2024/25 Actions:

- A. Update Density Bonus Ordinance
- B. Issue RFP for 1st City Housing site (see Priority 2 below)
- C. Develop permit ready ADU program and plans
- D. Upon the release of the local Very High Fire Hazard Severity Zones VHFHS maps by the State, the City will bring forward Fire Hazard Severity Zone Maps for adoption.
- E. Conduct public meeting to review Highway 101 Specific Plan for any regulatory, policy or program updates.

Summary of Budgetary Projections for FY 2024/25: The implementation of the policies and programs contained in the City's Housing Element is a multi-year project. The costs are predominantly Staff time to draft and implement policies and programs. Where possible Staff will seek additional grant funding to assist with the implementation of this project. With respect to the ADU Permit Ready Program, the City projects an approximate cost of \$100,000 for the purchase of plan sets for use by residents for standard studio and one-bedroom ADU designs. No additional funding is expected to be needed for FY 2024/25.

2. South Sierra Mixed Use Affordable Housing Project

Summary: 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 as adopted includes commercial space and parking, ten (10) affordable housing units and associated 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, where the City prevailed at both the lower court and 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 providing notice to the City in November 2020, that the project was no longer going forward for construction.

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). This project would provide needed affordable housing adjacent to neighborhood services, including transit and commercial uses, and would further implement the goals of the Solana Beach Housing Element and the General Plan. Additionally, this project if built, could also satisfy obligations from a settlement agreement from the 1990s related to provision of deed-restricted affordable housing units in the City.

FY 2024/25 Actions:

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

Summary of Budgetary Projections for FY 2024/25: Development of RFP and solicitation can be completed with City Staff time. Additional costs may be incurred through the bid review process; any additional budget allocations will be brought before the Council for authorization.

3. Customer Assistance Program Improvements

Summary: A number of City technology and process improvements have been geared toward greater customer service, flexibility for commercial uses, and permit streamlining. Among those recent improvements the Community Development Department has budgeted a full-time planner position to develop and support an Applicant Assistance Program (AAP). This program and assigned Staff is focused on assisting the community in navigating the sometimes-complex process for permit applications, plan transmittals, code compliance complaints, etc. The program will be expanded to include the creation of DRP Guidelines and Toolkit that will include a development checklist and cost estimate worksheet to help property owners navigate the development review process based on the type of project that is being proposed.

In an effort to help streamline the permit process and online payments for a variety of services including business certificates, building permits, parking citations, and allow for online payments and tracking, Staff researched various online permit tracking systems. In June of 2017, the City Council authorized the purchase of TRAKiT software and Staff has been working with a contractor to customize the tracking program for the City. The City went live with the TRAKiT program in July 2019. Subsequently, in response to the COVID-19 pandemic, the City has implemented digital submittals and TRAKiT went live for improved intake and routing while navigating remote work and social distancing. The City has implemented online credit card payments for Summer Day Camp and Junior Guard registration, and are working on expanding this service to TOT payments and business licenses. The next phase of TRAKiT will be expanding the permit tracking system to be outward facing to integrate the electronic filing and processing of permits and plans for further customer service and permit streamlining.

As part of the TRAKiT program, the City also purchased “My Community”, 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. Since going live in November 2018, this program has resulted in a more efficient and effective way to report issues to the correct city departments.

FY 2024/25 Actions:

- A. Develop a citizen Guidelines and Toolkit to assist applicants in navigating City permitting process.
- B. Implement an on-line application and payment process for business certificates and permits.
- C. Prepare an annual report to Council on the My Community app including such things as usage, response time and highest reported issues.

Summary of Budgetary Projections for FY 2024/25: A new planner position has been allocated and assigned to implementing the AAP and developing the DRP Guidelines and Toolkit can be completed with City Staff time. Initial cost of software purchase was approximately \$196,000 with annual maintenance costs of \$38,000-\$40,000.

4. Outdoor Dining Regulations

Summary: Due to the COVID-19 pandemic, certain restrictions were modified to assist the business community during the difficult economic times, and to allow residents and visitors to continue to safely utilize certain services such as restaurants, bars, beauty salons, and exercise/wellness businesses outdoors and with appropriate social distancing. These specific businesses were allowed to temporarily expand into outdoor areas including sidewalks and parking lots (public and private) to provide additional space, especially during the times when indoor operations were not allowed. Due to the popularity of certain businesses, mainly restaurants, the City Council has directed the City Manager to prepare draft requirements and regulations to permanently allow these outdoor operations, including ways to mitigate potential issues to parking, noise, safety, aesthetics and other foreseeable areas.

FY 2024/25 Actions:

- A. Bring forward draft regulations to City Council for consideration.

Summary of Budgetary Projections for FY 2024/25: Development of draft regulations can be completed with City Staff time. Additional consultant services for parking counts, noise monitoring or other potential areas of impacts listed above could require additional budget allocations.

5. Local Coastal Program/Land Use Plan Adoption and Preparation of the Local Implementation Plan

Summary: The City prepared a Local Coastal Program (LCP) Land Use Plan (LUP) which was certified by the California Coastal Commission (CCC) on March 7, 2012, and subsequently adopted by the City Council in February 2013. At the time of adoption, 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 City then prepared at the direction of the CCC, a update to the 2010 Draft Mitigation Fee Study

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 was submitted to the CCC on April 29, 2016, and approved by the CCC with modifications. The City Council adopted the modification on November 13, 2018; CCC Executive Director concurrence was received on December 13, 2018. City Staff continues to work on the draft LIP that would geographically segment the bluff top properties from the rest of the City and Title 19 has been reserved for the "Coastal Zone" provisions associated with the LCP/LIP.

FY 2024/25 Actions:

- A. Conduct engagement and prepare a draft LIP and Land Use Plan Amendment (LUPA) to correct zoning information within the approved LUP.

Summary of Budgetary Projections for FY 2024/25: The estimated budget proposed for FY 2024/25 to continue the LCP Local Implementation Plan efforts is approximately \$90,000 programmed for consultant services for adjunct planning services and document assistance.

6. 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 La Colonia de Eden Gardens 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 that can be used to identify and prepare a comprehensive guiding plan for the Eden Gardens community.

FY 2024/25 Actions:

- A. Initiate a planning process to explore a comprehensive guiding plan for the community that can provide further design and setback regulations to maintain the historic and cultural history of the neighborhood.

Summary of Budgetary Projections for FY 2024/25: Public engagement and development of planning overlay regulations can be completed with City Staff time.

7. Short-Term Vacation Rental Permit Ordinance Update

Summary: The City's current Short-Term Vacation Rental (STVR) Permit regulations allow for the rental of any residentially zoned dwelling unit, other than Accessory Dwelling Units (ADUs), including detached single-family residences, condominiums, duplexes, twinplexes, townhomes and multi-family dwellings. Since adoption of the City's STVR regulations, the soaring popularity of vacation rental hosting websites has resulted in a proliferation of STVRs throughout the San Diego region. On an annual basis, Staff handles a variety of complaints regarding STVRs and their impacts to local neighborhoods including noise, parking and unruly guests. In order to maintain an appropriate balance of housing stock dedicated to residents and also to visitor accommodations, the City will evaluate the City's Short Term Vacation Rental Permit regulations for potential amendments. A key focus should be on maintaining long-term rental stock in the community.

FY 2024/25 Actions:

A. Evaluate existing STVR Permit regulations for modifications.

Summary of Budgetary Projections for FY 2024/25: Development of draft regulations can be completed with City Staff time.

8. Electric Bicycle (E-Bike) Safety and Education Program

Summary: The proliferation of E-Bikes in the city has resulted in both positive and negative impacts on the community. E-Bikes reduce daily miles traveled in vehicles, promote a healthy lifestyle and provide a convenient and clean mode of transportation around the community. E-Bikes can help riders of all ages, skills and physical abilities live more active lives. However, there are significant safety concerns that have arisen as the popularity of E-Bikes has exploded. The City would like to continue to promote the use of E-Bikes in the community but also create a safe environment for pedestrian and vehicular traffic. The continued education of both E-Bike riders and the public is paramount to a harmonious community that can both foster clean alternative modes of transportation while protecting the health and safety of the residents.

FY 2024/25 Actions:

A. Continue the partnership with the San Diego County Bike Coalition and BikeWalkSolana to provide E-Bike safety educational workshops and practical exercises throughout the community.

B. Collaborate with the local schools to provide educational opportunities and potentially a permit program for E-Bike riders.

C. Partner with the local bicycle shops on educational opportunities when E-Bikes are purchased.

Summary of Budgetary Projections for FY 2024/25: There are costs associated with partnering with the San Diego County Bike Coalition for the education and training programs. These costs are estimated at approximately \$10,000 per year.

9. Charter City Analysis

Summary: The City is a General Law City under California Constitution and state statutes. When incorporated as a City in 1986, the governance was constructed as a General Law, relying on the State legislative structures, and when delegated, the City developed regulations and policies, such as with land use and other municipal code regulations. While reliant on the state constitutional framework, since becoming a city, there have been an increasingly legislative trend at the State level to address systemic, and statewide issues from everything such as public health, commercial operations, land use, housing, and homelessness. While there are many benefits, some of these legislative actions can conflict with the needs or priorities of local municipalities. The City Council has directed the City Manager to further review the opportunities, limitations, benefits and timelines for consideration of initiating a ballot measure for a vote of the public to consider changing the City from a General Law City to a Charter City.

FY 2024/25 Actions:

- A. Analyze and report to the Council on the opportunities, limitations, benefits and timelines for consideration of becoming a Charter City.

Summary of Budgetary Projections for FY 2024/25: Analysis of the process and potential outcomes can be completed with City Staff time.

10. Synthetic Drug Substance Prohibition

Summary: Synthetic substances, commonly referred to as Bath Salts or Spice, are documented that when consumed to cause hallucinations, agitation, psychosis, aggression, suicidal tendencies, among other things. While newly created drugs often go unregulated in California due to testing and other regulatory requirements, many of these substances are given emergency scheduling under the U.S. Food and Drug Administration. The City Council has directed the City Manager to develop appropriate regulatory language to be considered by the Council to prohibit the manufacturing, sale, distribution and/or possession of Federal Schedule I drugs, including novel synthetic drugs.

FY 2024/25 Actions:

- A. Develop proposed regulatory language to be considered for adoption by the Council.

Summary of Budgetary Projections for FY 2024/25: Development of draft regulations can be completed with City Staff time.

11. Legislative Platform and Lobbying

Summary: Legislative priorities for the City are generally reflected throughout this Work Plan. The following is a list of actions that should be conducted on an annual basis and with regular review to ensure new and pending legislation is being responded to in a manner consistent with the City's priorities and regulations.

FY 2024/25 Actions:

- A. Update Legislative Priority List for Council Consideration.
- B. Develop policy on priority topic areas to support/advocate.
- C. Continue to work with lobbyists to promote City agenda.
- D. Engage representatives and submit letters to further City and regional priorities.
- E. Adopt City ordinances and policies to respond to and remain compliant with changes in law.

Summary of Budgetary Projections for FY 2024/25: The City's lobbyist is engaged at an amount not to exceed \$ 35,421.44 for Fiscal Year 2024-2025 and an amount not to exceed 36,089.87 for Fiscal Year 2025-2026.

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 needs of our lifeguards with respect to storage, operations, and technology, as well as facilities for persons of different genders/identities and ADA compliant improvements. A needs assessment study was completed in June 2017, which determined 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, to develop a preliminary site and building design for a new Marine Safety Center. Following a community meeting in February 2019, to kick off the project, the City consultant prepared three design options that were presented to the Council during a public hearing in November 2019. During this meeting, the Council directed Staff to pursue an above-ground design option. In October 2020, the City Manager returned to Council to present a revised conceptual above-ground design incorporating feedback and input received at the previous City Council meeting. This design was further refined to include a lifeguard observation tower at the bottom of the ramp per the direction of the Council.

In April 2022, the City worked with the consultant to have story poles installed for the three-dimensional footprint of the proposed building. During this period, City Staff met with impacted residents to assess potential view impairments. Photo simulations were also prepared and presented to the City Council February 2023. After receiving testimony from the public, City Council provided further direction to the City Manager to modify the proposed design to minimize view impacts without jeopardizing the operational needs for the Lifeguard Station. Several iterations of the proposed design have been presented to the City Council, including in November 2023 and January 2024. During each public hearing, comments were received from the Council, general public, including the nearby property owners, to further refine the design in order to minimize the potential view impacts. Council directed Staff in January 2024 to erect story poles based on the most recent design presented to Council. The City intends to install the story poles following the peak summer season to minimize impact to both summer Lifeguard operations and park activities. During the interim, the City will begin the work to obtain necessary City Development Review Permit (DRP)/Structure Development Permit (SDP), and will initiate discussions with the Coastal Commission for a Coastal Development Permit.

Upon receipt of the necessary permits and environmental compliance, the City will prepare final engineering and construction design documents to be released for bid for construction. While allocation of funding for construction of the Marine Safety Facility is still pending, throughout the next phases, the City will be exploring the availability of grant funding and/or alternative approaches for this significant public capital investment to ensure construction of this project can start at the earliest possible time given the remaining regulatory and financial requirements for this important City facility project.

There are several actions for future years that are unscheduled at this time. Once construction funding is identified, a Coastal Development Permit (CDP) can be submitted to the California Coastal Commission. Since the CDP is only valid for three years (a two-year initial term and a one year extension), Staff doesn't want to obtain the CDP until there is some certainty that construction can start before the CDP expires. Environmental studies and clearance will be performed during the final design stage. Throughout all phases of the project, Staff will continue to look for grant funding for construction of the new Marine Safety Center.

FY 2024/25 Actions:

- A. Install new story poles based on updated design from January 2024.
- B. Provide revised photo simulations of potential view claims for Council's consideration.
- C. Initiate coordination with the Coastal Commission Staff on the proposed project design.
- D. Prepare environmental documentation and any additional technical studies.
- E. Obtain City Development Review Permit (DRP)/Structure Development Permit (SDP).

Summary of Budgetary Projections for FY 2024/25: As part of the update in January 2024, the City Council authorized an increase to the PSA with the Consultant (domusstudio) in the amount of \$500,000. This budget allocation will carry forward into FY 2024/25 to allow the project to progress through the entitlement and permitting process, including receipt of an engineering cost estimate for a construction bid solicitation. It is anticipated that additional funding will be necessary in future fiscal years to complete the state permitting and go out to a competitive bid for construction.

2. Highland Drive Median Project

Summary: This project will provide drought-tolerant landscape improvements to the medians on Highland Drive, south of Lomas Santa Fe in front of the Country Club, that were constructed in 2023.

FY 2024/25 Actions:

- A. Develop landscaping plans using a palette of drought-tolerant plants with a cost estimate.
- B. Conduct bid and implement landscaping and associated irrigation.

Summary of Budgetary Projections for FY 2024/25: Preliminary tasks will be performed by in-house Staff; construction costs are estimated at \$80,000.

3. La Colonia Park Improvements

Summary: In 2006, a community-based La Colonia Park Needs Assessment Advisory Committee developed recommendations for improvements throughout La Colonia Park, which included among other improvements, ADA-compliant ramps and access through the park and facilities. The City completed the conceptual design for the park improvements in December 2009 and preliminary design of the park in September 2010.

Over the last year, the City has worked on a complete renovation of the Tot Lot at La Colonia Park. On May 22, 2024, the City had the grand re-opening of the newly renovated playground. The playground was designed to be inclusive and accessible, ensuring children of all abilities can enjoy all of the play features. Wheelchair-accessible equipment, ground-level activities, and inclusive play elements were integrated into this diverse and inclusive City facility.

With the City's purchase of the property immediately north of the skate park, there was a need to re-evaluate the property and existing park, and the needs and priorities. The Council approved a PSA for updating the La Colonia Master Plan in February 2022, and a public workshop was held in February 2023 to gather community input on priorities and needs for design, operations, and facilities onsite. An update was provided to the City Council in March 2024, at which Council authorized an additional \$70,000 for architectural services to refine the conceptual design alternatives based on the public and Council feedback and to receive additional input from key stakeholders.

While ongoing maintenance and smaller facility and park improvements are programmed, the City continues to seek additional funding for expansion, park improvements, including ADA-compliant renovations in compliance with the City's ADA Transition Plan.

FY 2024/25 Actions:

- A. Explore potential opportunities and conceptual design to integrate the City-owned vacant property to the north of the park.
- B. Update the La Colonia Park Master Plan to incorporate the additional property and to reflect any adjustments to the adopted plan.
- C. Conduct routine maintenance and improvements to existing buildings (recreation center, offices, Heritage Museum) and grounds (skate park, basketball court, tot lot) as needed.

Summary of Budgetary Projections for FY 2024/25: The incorporation of the vacant property north of La Colonia Park into the overall Master Plan has been allocated, in the amount of approximately \$125,000 to date. The additional \$70,000 authorized by Council in March 2024, is expected to be sufficient for the continued outreach and engagement, as well as conceptual design plans. The La Colonia Park Master Plan update can be completed with City Staff time. With respect to the existing park maintenance and improvements, the replacement of the A/C for the Community Center is estimated to cost \$15,000; this funding is already identified in the adopted Fiscal Year 2024/25 Budget.

4. Traffic Calming Projects

Summary: A number of locations for traffic calming improvements, including signage, speed reduction installations (humps, pillows, tables, etc.), have been identified throughout the City. These projects include the monitoring and analysis of publicly-initiated traffic calming requests and proposal of measures and installations that can be implemented to within the public rights-of-way to enhance the user's experience for all modes of transportation.

FY 2024/25 Actions:

- A. Monitor and assess traffic calming requests at North Granados between Cliff Street and Lynwood Dr, as well as a request for second speed cushion on Highland drive between San Lucas Dr. and San Andres Dr.
- B. Prior to occupancy of the Solana Highlands project, implement the traffic calming measures included in the conditions.

Summary of Budgetary Projections for FY 2024/25: No budgetary requests are proposed at this time; Staff will bring forward project-specific requests as needed.

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

Summary: The CATS study approved by Council in 2015, identifies approximately 20 bicycle and pedestrian projects along various City streets that improve the bikeability and walkability of streets and neighborhoods in the City in alignment with the Climate Action Plan (CAP) and Vision Zero principles. There are a variety of CATS projects along key corridors within the City: Cedros Avenue, Sierra Avenue, Cliff Street, the Academy/Ida/Genevieve/Valley Corridor, Nardo Avenue, and key corridors surrounding the City's schools under the Safe Routes to Schools Program. The Lomas Santa Fe Drive Corridor project and the Santa Helena Neighborhood Trail have been included into separate Work Plan Priority Items due to the scope and/or funding.

A next step for the CATS is to create a 5-year implementation plan, with proposed projects organized based on specific criteria of need, effectiveness, and preliminary cost. Also included should be key grant opportunities and preliminary review of grant competitiveness and scope.

To build off of the City's CATS, and upon completion of the SANDAG Vision Zero toolbox, the City should move forward with the preparation of a Vision Zero strategy. First implemented in Sweden in the 1990s, Vision Zero is a policy adopted by municipalities to work toward the elimination of all traffic fatalities and severe injuries. The City already is greatly aligned with Vision Zero through our roadway design, active transportation prioritization, Safe Routes to Schools initiatives, and traffic calming projects. These planning efforts and capital project implementation prioritize more safe and efficient mobility options in our neighborhoods and for our residents. A Vision Zero strategy addresses the five E's: Engineering, Education, Encouragement, Evaluation and Enforcement. The City is actively participating in the regional "Vision Zero" task force developed that is being led by SANDAG.

FY 2024/25 Actions:

- A. Create a five-year implementation plan for the projects listed in the CATS study, focusing on the initiation of one or two projects annually.
- B. Initiate a Vision Zero Strategy for the City building off the SANDAG toolbox and template.

Summary of Budgetary Projections for FY 2024/25: Development of draft 5-year implementation plan and initiation of a Vision Zero Strategy can be completed with City Staff time. Additional budget allocations for technical consultant support may be necessary for preliminary cost estimates and other grant assistance. Any future requests will be brought before the Council for authorization.

6. Lomas Santa Fe Corridor Project

Summary: The Lomas Santa Fe Corridor project is a top priority of the CATS project 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 Work Plan Priority Item. The project study area for the Lomas Santa Fe (LSF) Drive Corridor Project extends from Cedros Avenue on the East 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 construct physical improvements to improve the community character, safety, walkability, bikeability and circulation along this key east-west arterial through the City of Solana Beach.

Some of the elements included in Phase III (final design) are 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. The final design for the project was approved by the City Council on May 26, 2021. Partial funding for construction of the easterly segment of the project (from Santa Helena to Highland Drive) was secured from Congressman Levin's office. Staff is working with Caltrans to obligate the \$7,000,000 in federal funding. Since the project initially started using non-federal funds, NEPA clearance (the federal version of CEQA) was not performed. Staff is currently working on NEPA clearance with the help of the Caltrans Local assistance team. Additionally, further engineering work has been completed to adjust alignment to comply with federal funding obligations, and avoid impact to private property. Staff is currently working through the federal procurement process that is required before the east side corridor improvements can be advertised for construction bids. Based on the current project schedule, it is anticipated that a construction contract can be awarded in late Fall of 2024, construction can begin at the beginning of calendar year 2025.

Under the present design, construction of the west side corridor improvements, from the west side of Interstate 5 to Cedros Avenue, are projected at approximately \$8 Million. Presently the City has received approximately \$850,000 for the west side construction project, and the City Staff is working to secure additional funding through budgetary earmarks and grant funding.

FY 2024/25 Actions:

- A. Develop Construction Manager Request For Proposal (RFP) and select the most qualified consultants for the City Council's consideration during construction award process.
- B. Evaluate and apply for potential construction grant funding for the west section of the project.
- C. Execute amendment to the PSA with City's consultant to Prepare Construction Plans, Specifications, Estimate for the west side for competitive bidding purposes.

Summary of Budgetary Projections for FY 2024/25: A grant from SANDAG, in the amount of approximately \$616,000, was obtained for Phase III design. With a 10% match committed by the City, the total amount of funding secured for Phase III design was approximately \$684,000. Construction of the entire length of the corridor is estimated to cost approximately \$15 million. The project was separated into two segments for construction purposes. The first phase consisting of the easterly segment of the project (from Santa Helena to Highland Drive) was estimated at \$7 Million, which has been secured from Congressman Levin's office. The second phase is the west side (from I-5 to Cedros Avenue) is projected to cost approximately \$8 Million. To date, the City has received \$850,000 from Congressman Levin's office. The City is expecting to budget and expend the funding received for the east side in FY 2024/25 and FY 2025/26; the \$850,000 of funding expected to be received for the west side is still being programmed and further funding is being sought to complete this important corridor project. No additional funding is requested for FY 2024/25 at this time.

7. Santa Helena Neighborhood Trail

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 linear park. The proposed project 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 to discuss the proposed project design and receive feedback. The Conceptual Design was presented to City Council in March 2020, and a consultant contract was awarded in July 2021. In October 2021, Staff conducted a community meeting to present the design and seek additional community input.

To expedite traffic calming at the Santa Helena/Santa Victoria intersection (east of Solana Vista School) and implement Safe Routes to School recommendations sooner the project implementation was broken in phases. The first phase of construction will exclude all landscaping, irrigation and work north of Santa Victoria, and implement the recommendations contained in the CATS and Safe Routes to School studies. The second phase which will be started in FY 2024/25, will include continued outreach to adjacent neighborhoods and completion of the construction level plans and pursuit of additional funding opportunities.

FY 2024/25 Actions:

- A. Conduct Community Engagement.
- B. Perform final engineering for Phase 1 improvements.
- C. Perform Environmental Clearance.

Summary of Budgetary Projections for FY 2024/25: The Phase 1 construction is estimated at \$450,000 for FY 2024/25 which would reduce the roadway width of Santa Helena, from Sun Valley Road to Santa Victoria (east) by the placement of concrete curb and gutter approximately 40 feet east of the existing westerly curb. Other improvements include the creation of an asphalt path on the east side by utilizing the existing asphalt pavement and curb/gutter and curb popouts and crosswalks at the Santa Helena/Santa Victoria (east) intersection.

8. City Hall Deferred Maintenance

Summary: During FY 2023/24, significant improvements were made to City Council Chambers and the City Hall was repaired and repainted. During this work it was determined that further weather sealant work was necessary to address leaking that had been ongoing during significant rain events. This project was completed in May 2024. The projects identified for FY 2024/25 would include replacement of the floor drains in all restrooms, repairs to the parking lot, replacement of two (2) A/C units and associated duct work, and mechanical upgrades to elevator equipment.

FY 2024/25 Actions:

- A. Replace the floor drains/floor tiles for the men's and women's public restroom near Council Chambers and the women's employee restroom near the back door.
- B. Upgrades to the elevator mechanical room.
- C. Parking lot repairs.
- D. Replace two A/C units and corresponding duct work.

Summary of Budgetary Projections for FY 2024/25: The \$100,000 allocated in FY 2023/24 for the upgrades to the elevator were not utilized and need to be reallocated to FY 2024/25. An additional \$100,000 is required for FY 2024/25 for the restroom improvements (\$35,000), the parking lot repairs (\$30,000), and the A/C and duct work replacement (\$35,000).

9. Fletcher Cove Improvements

Summary: The proposed Fletcher Cove Improvements consist of the replacement of the beach access ramp, the dissipator grate at the bottom of the ramp, and improvements to the shower area, including the drainage and expansion of number of shower heads. The ramp replacement includes replacing the concrete ramp, the asphalt concrete walkway immediately south of the ramp, the concrete curb and the metal handrailing. As part of that project, the dissipator grate would be also replaced. The existing dissipator grate was installed in approximately 1998, as part of the NCTD train station project and associated drainage work. Due to the ocean weather and salt water, the dissipator grate is corroding and needs to be replaced. A Coastal Development Permit waiver from the California Coastal Commission was obtained in November 2023 for replacement of the dissipator grate and associated beach access ramp improvements. Council has also directed the City Manager to work with the City Engineer to install additional shower heads if possible (as part of the shower drainage system repairs) to address the back-up of users that often occurs from rinsing off at the top of the ramp.

FY 2024/25 Actions:

- A. Engage the Public and Public Arts Commission (PAC) to solicit design ideas for the replacement dissipator grate.
- B. Identify costs for grate replacement for incorporation into the construction project of the beach access ramp.

- C. Evaluate replacing outdoor shower and plumbing associated with shower.
- D. Construct the comprehensive Fletcher Cove Improvement Project to include the above components as determined to be appropriate and feasible.

Summary of Budgetary Projections for FY 2024/25: The repairs to the access ramp and replacement of the dissipator and additional shower improvements are estimated to cost \$250,000. There is \$190,000 available which was included in FY 2023/24 CIP budget.

10. Replacement of Emergency Generator at Fire Station

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 2024/25 Actions:

- A. Obtain permits from Air Pollution Control District (APCD).
- B. Research public safety grant opportunities and evaluate funding options for purchase of emergency generator.
- C. Advertise and construct project.

Summary of Budgetary Projections for FY 2024/25: The cost to complete the design of the generator replacement is approximately \$40,000. The purchase and installation of a new generator is estimated to cost approximately \$250,000. The actual cost for this project will be determined after the project is advertised for bids. There is \$250,000 available which was included in FY 2023/24 CIP budget.

11. Highway 101 Pedestrian Crossing (San Elijo Lagoon Trail Connection)

Summary: With the installation of the pedestrian tunnel underneath the railroad track near the north end of the City, Staff has been investigating the installation of a pedestrian crossing across Highway 101 in the vicinity of the pedestrian tunnel and Cardiff/Seaside State Beach. Since a tunnel under Highway 101 or a bridge over Highway 101 were determined to be economically infeasible, Staff continues to work with a traffic engineering firm and Staff at the City of Encinitas to develop an at grade crossing option. A conceptual design was presented to the City Council in March 2024, and Staff was directed to continue to work on the design to integrate input received.

This project will likely require several actions to obtain funding and implement construction that may not all be completed within this fiscal year due to the complexity and multi-jurisdictional nature of the project. This includes environmental and engineering studies, municipal permits, and a Coastal Development Permit (CDP).

FY 2024/25 Actions:

- A. Continue to work with Encinitas on traffic calming measures and good transitions leading into and exiting City limits.
- B. Develop design and construction plans, specifications and estimate (PS&E) for project applications and grant funding opportunities.
- C. Pursue cost-sharing agreement with City of Encinitas.
- D. Obtain CEQA clearance.
- E. Obtain Coastal Development Permit/Exemption from the Coastal Commission.

Summary of Budgetary Projections for FY 2024/25: Construction costs are unknown and would be determined once an at-grade crossing option is selected. The cost for preparation of Plans, Specifications and Estimate (PS&E) for the at grade crossing is estimated at \$45,000.

12. Glenmont Pocket Park

Summary: The City has been working with Santa Fe Irrigation District (SFID) to explore the possibility of the development of a park along Glenmont Avenue adjacent to the SFID reservoir. The City has initiated discussions with SFID to create an agreement and a timeline for the development of a future park at this location. The site is presently used by SFID as a construction staging and laydown yard for the recently completed water pipeline upgrade project. The City has been informed that it will also be needed for a near-term project to repair and/or replace the existing tank roof, and conduct other seismic and system retrofits. The SFID is currently conducting a study of the scope and timeline for that reservoir repair work, which is anticipated to be completed early 2025. At that time, the City will be able to create a timeline for design, funding, bid, and construction. In the meantime, the City has already begun doing some conceptual design work to create a harmonious, functional, and aesthetic park environment that integrates into the surrounding community character and fosters community engagement. Future fiscal year work will include city and CCC permitting, construction RFP and bid process, and construction.

FY 2024/25 Actions:

- A. Work with the community to receive project feedback on design and prepare a preliminary project timeline and conceptual design.
- B. Enter into an agreement with Santa Fe Irrigation District.

Summary of Budgetary Projections for FY 2024/25: It is estimated that the conceptual design and public outreach would cost approximately \$10,000, and the estimated cost for preparation of construction plans including landscaping and irrigation plans is \$65,000. Additional funding will be required for future fiscal years for construction; a construction cost estimate will be provided after the project is designed. There is \$350,000 available which was included in FY 2023/24 CIP budget.

13. Traffic Signal Upgrades

Summary: The City has 16 signalized intersections, that are maintained by Yunex. The City's traffic engineering consultant, STC Traffic, performed a citywide traffic signal assessment and made recommendations to maintain and improve the efficient and effective operation of the traffic signal systems. The first phase of improvements is to replace obsolete, damaged, and worn equipment, with a future phase to comprehensively upgrade and modernize the City's system and equipment. The final component in the Phase I improvements is to replace a traffic signal controller cabinet at the Lomas Santa Fe/Solana Hills intersection. Additional smaller improvements and enhancements, including lead pedestrian intervals and bike signals, are completed based on public input, traffic enforcement, and other relevant safety data. The Phase II comprehensive system improvement will require significant costs and a master plan based on priority components and upgrades.

FY 2024/25 Actions:

- A. Replace the signal control cabinet at Lomas Santa Fe/Solana Hills intersection.
- B. Research installation of leading walk signals on all traffic signals along Steven's Avenue.
- C. Prepare a master plan for comprehensive system improvements as recommended in the citywide assessment.

Summary of Budgetary Projections for FY 2024/25: The completion of the Phase I and additional ancillary signal improvements as needed to improve circulation FY 2023/2024 appropriated \$114,000. Most of phase one improvements have been completed. Approximately \$45,000 is left in the budget which should be enough to complete phase one during FY 2024/25. Phase II, it is much more comprehensive, and Staff will be evaluating various elements of improvements and will provide priority projects and corresponding cost estimates consistent with the City's traffic signal master plan.

14. Fletcher Cove Community Park and El Viento Pocket Park Trail Upgrade.

Summary: The existing trail system in both locations are subject to significant erosion during storm events. This project would convert the existing D.G trail pathways into a more stable semi-pervious surfacing that can withstand high-precipitation storm events, and is ADA compliant.

FY 2024/25 Actions:

- A. Develop a set of design plans, specifications, and cost estimate (PS&E) for both sites.
- B. Conduct bid process and complete construction.

Summary of Budgetary Projections for FY 2024/25: The preliminary cost for both sites is estimated at \$200,000, which was included in the FY 2023/24 CIP Budget.

15. South Sierra/South Acacia Parkway Improvements

Summary: This project will enhance the existing parkway along South Sierra/South Acacia adjacent to the Distillery Parking Lot by widening the sidewalk and installing street trees and grates.

FY 2024/25 Actions:

- A. Complete design and develop a set of design plans, specifications, and cost estimate (PS&E).
- B. Conduct bid process and complete construction and installation.

Summary of Budgetary Projections for FY 2024/25: The project is estimated to cost \$80,000.

16. Highway 101 Tree Grate Replacement

Summary: The decorative tree grates were installed as part of the Highway 101 Westside Improvement Project back in 2011. Because of normal wear and tear, the tree grates are starting to deteriorate. This project will replace the existing, deteriorating tree grates along the west side of Highway 101.

FY 2024/25 Actions:

- A. Replace 5 tree grates a year.
- B. The number of tree grates to be replaced in future years will be determined based on the success of the initial project.

Summary of Budgetary Projections for FY 2024/25: Project is estimated to cost \$25,000 for the replacement of the initial 5 grates.

17. Glencrest Sidewalk Improvements

Summary: This project will construct concrete curbs, gutters and sidewalks along both sides of Glencrest Drive from Lomas Santa Fe to Dell Street. This project is identified as a high priority project in both the Safe Routes to School and CATS programs.

The City will develop concept plans that minimize impacts to the private improvements that are encroaching into the public right of way. The intent of this project is to provide safe pedestrian facilities while respecting private improvements and residential parking to the extent feasible without acquiring additional right of way.

FY 2024/25 Actions:

- A. Develop concept plans based on feedback received at the May 22, 2024 City Council meeting.
- B. Update City Council.

- C. Conduct community outreach.
- D. Develop PS&E package.
- E. Advertise for bids.
- F. Complete construction

Summary of Budgetary Projections for FY 2024/25: Preliminary tasks will be performed by in-house Staff. Construction costs will be developed during the final design phase. There is \$75,000 available which was included in the FY 2023/24 CIP Budget.

18. 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 priority ranking, design and construction of city-wide storm drain system improvements based on available funding. A project was completed in FY 2023/24 to line and replace several Corrugated Metal Pipes that were in the worst condition.

FY 2024/25 Actions:

- A. Identify priority projects to continue to improve storm drain infrastructure throughout the City.
- B. Complete design and conduct public bidding process for major projects.
- C. Construct improvements.

Summary of Budgetary Projections for FY 2024/25: Estimated total cost of \$450,000 for storm drain improvements in Fiscal Year 2024/25, which is identified in the Adopted Budget.

19. Cliff Street Comprehensive Improvements

Summary: Cliff Street runs generally east to west, with a steep grade trending up, starting at N. Cedros Avenue. Presently, Cliff Street is paved with asphalt/concrete (a/c), and has no sidewalk, intermittent a/c berms, and a variety of materials along the shoulder used primarily for parking. There is presently no underground drainage system, and precipitation and other runoff occurs from east to west, carrying sedimentation during storm events. City Council has requested that the City Engineer look into possible designs for improved pedestrian access along Cliff Street. As part of this review, it is a good Engineering practice to review possible drainage improvements to address runoff and erosion along this street. City Staff will evaluate the limitations and challenges with respect to existing private improvements encroaching into the right of way, co-alignment for drainage improvement, and possible design solutions for consideration by the City Council.

FY 2024/25 Actions:

- A. Develop an opportunities and constraints analysis for Cliff Street for both pedestrian access, such as a walkway, and drainage.

B. Conduct engagement with residents and nearby businesses and schools on use and possible design ideas.

Summary of Budgetary Projections for FY 2024/25: Preliminary tasks will be performed by in-house Staff. A field survey and development of an opportunities and constraints memo will be performed by the City's on-call consultants for approximately \$15,000.

ORGANIZATIONAL EFFECTIVENESS

A. STAFFING AND OPERATIONAL

1. Staff Engagement and Effectiveness

Summary: The Staff in the City of Solana Beach are the backbone of operations and essential for delivering vital services to our residents. Recognizing their expertise, individualism and role fosters a strong, Staff-focused workplace. The cornerstone to the success of our city lies in prioritizing their well-being, growth, and recognition as key drivers of community success. Creating a highly supportive municipal work environment should include Staff engagement aimed at empowering employees, supporting professional growth, and maximizing skills that contribute to organizational success.

FY 2024/25 Actions:

- A. Foster an open-door policy where employees feel comfortable sharing their ideas, concerns, and suggestions for improvement.
- B. Ensure the City's practice and approach to fair and consistent hiring practices consider trust, inclusiveness, transparency and succession planning.
- C. Encourage Staff to pursue certifications, attend workshops, and participate ongoing training and development opportunities to enhance employees' skills and knowledge.
- D. Conduct mandatory training for all (100%) permanent City employees focused on promoting accountability, transparency, and ethical standards.
- E. Conduct regular performance reviews and feedback sessions to provide employees with opportunities for growth and improvement.

Summary of Budgetary Projections for FY 2024/25: These actions can be completed with City Staff time.

2. Promote a Diverse and Inclusive Work Environment

Summary: Recognizing the evolving social and political landscape, organizations are actively working towards fostering diversity, equity, and inclusion within their ranks. Research indicates that beyond legal and moral imperatives, diversity and inclusion offer substantial competitive advantages. The City is committed to nurturing an inclusive workplace culture, emphasizing employee engagement to bolster professional advancement, development, and retention. These objectives are communicated transparently to Staff and the Council, with progress assessed through key performance indicators that track trends within the City and across the broader region. By incorporating these actions, the City can actively promote and cultivate a more diverse, equitable, and inclusive workplace environment.

FY 2024/25 Actions:

- A. Implement regular diversity training sessions and workshops for all Staff members to raise awareness and promote understanding of diverse perspectives, cultures, and identities.
- B. Review and update City policies and procedures to ensure they are inclusive and supportive of all employees, regardless of their background or identity.
- C. Collaborate with local community organizations and advocacy groups to foster partnerships and initiatives that promote diversity and inclusion both within the City workforce and the broader community.

Summary of Budgetary Projections for FY 2024/25: These actions can be completed with City Staff time; additional funding may be necessary to bring in outside speakers or forms of DEI workshops for City Staff.

3. Implement Performance Measurement Program

Summary: Implementing a performance measurement program involves establishing a systematic approach to evaluate and track the effectiveness and efficiency of the City. By measuring the current activities areas for improvement can be identified. The City can work with the employees to make adjustments in programs, policies and practices that can result in a better workplace environment, with improved organizational productivity and with optimal customer service.

FY 2024/25 Actions:

- A. Complete analysis of FY 2023/2024 performance measures and report results and action plan to City Council in the FY 2024/2025 Budget.
- B. Identify relevant Key Performance Indicators (KPIs) that align with City Council goals and ensure both customer service and a positive workplace experience are maintained.
- C. Identify appropriate community survey tool(s) to evaluate customer satisfaction that match with the performance measurement goals.
- D. Recognize/Evaluate existing Committees/Commissions and un-official Committees/Commissions and develop performance measures and/or guidelines for these designees.

Summary of Budgetary Projections for FY 2024/25: These actions can be completed with City Staff time.

4. Social Media

Summary: The City continues to successfully utilize social media to engage the community by sending information regarding City activities, news and events through Instagram, Facebook and other platforms. There will be a concentrated effort to increase social media presence of City programs, events and initiatives, specifically with the City of Kindness Initiative. Social media accounts are used to better focus on new and special events, and important information that the community should be aware of such as specific programs like the Junior Lifeguard Program, Summer Day Camp Program, and various Special Events hosted by the City. By incorporating the following actions the City can effectively leverage social media as a tool for engaging the community and promoting City programs, events, and initiatives.

FY 2024/25 Actions:

- A. Continue to increase community engagement by growing the City's social media accounts and providing useful and community focused information and posts.
- B. Provide training for City Staff to ensure social media accounts are managed responsibly and content is appropriate and reflective of the City.
- C. Regularly monitor social media channels for comments, messages, and mentions to ensure information is consistent with City-driven information.
- D. Create partnerships with local businesses and organizations to amplify the reach of City messages and events on social media.
- E. If possible, track key metrics such as reach and engagement to measure the effectiveness of social media efforts and to inform future communication to residents and businesses.
- F. Evaluate the effectiveness of current social media strategies and make adjustments as necessary to better align with community interests and engagement goals.

Summary of Budgetary Projections for FY 2024/25: Most of the social media tasks are completed by City Staff. The City does pay approximately \$80 a month for the Constant Contact notification system.

5. 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. With the deployment of new technologies in place, it is recommended the City continue ongoing tasks related to information security awareness, along with continued reinforcement of information systems processes and procedures. Staff will continue to implement enhanced cybersecurity training tactics in the form of fake malicious e-mails and set up necessary training to increase Staff awareness.

FY 2024/25 Actions:

- A. Budget for software and infrastructure costs for cybersecurity operations system.

B. Continually refine Disaster Recovery/Business Continuity plan as systems develop.

Summary of Budgetary Projections for FY 2024/25: Direct cost related to Cybersecurity is estimated at \$25,000. These costs are included within the budget of other asset acquisitions in the IT budget: Security Operations Center deployment, Firewall hardware and licensing, local and cloud data system backups, Staff training software, Network Operations Center monitoring and reporting for servers, intrusion detection software for servers, and server network hardware upgrades.

6. 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.

FY 2024/25 Actions:

- A. Migrate the phone lines to an internet system.
- B. Integrate Office 365 application Teams with Staff phone system to increase accessibility for Staff.
- C. Continue to deploy public Wi-Fi expansion at City facilities, parks and beaches.

Summary of Budgetary Projections for FY 2024/25: Staff are currently researching potential costs dependent on which upgrade path is chosen for the Council Chambers. A phased approach will be brought to Council for consideration and funding.

B. City Initiatives

1. City of Kindness Coalition

Summary: The City of Kindness is a coalition of organizations dedicated to inspiring and promoting kindness worldwide. This initiative aims to effect meaningful change among schools, professionals, young people, elected officials, and companies. It is a project of the Social Impact Fund, a non-profit public charity that supports efforts to advance social good and make a positive difference globally.

Mayors across the country have united to encourage the nation to adopt a culture of kindness in our cities, businesses, and schools through acts of kindness. Solana Beach is officially a part of this coalition, and our Staff will continue to collaborate with the community group to promote the program and assist with events regularly. We will integrate these activities into City events and programming to foster a kinder and more inclusive community. By working together, we can create an environment where kindness thrives, benefiting everyone in our city.

FY 2024/25 Actions:

- A. Conduct an RFP for banners with themes to implement the City of Kindness programs.
- B. Encourage acts of kindness throughout the community and submittal of observed acts of kindness to the Kindness Counter link on the City's website.
- C. Host monthly outreach events for residents of all ages to come together and create and decorate rocks with positive messages of kindness and encouragement.

Summary of Budgetary Projections for FY 2024/25: These actions can be completed with City Staff time.

2. Age Friendly Communities Action Plan

Summary: The City acknowledges the importance of addressing the needs of its aging population, which is one of the oldest in San Diego County. In partnership with the San Diego Foundation, the American Association of Retired Persons (AARP), and San Diego State University, the City has embraced the Age-Friendly Communities Program. This initiative seeks to create more livable environments for residents of all ages and abilities by promoting programs and system-level changes.

The Age-Friendly Solana Beach Action Plan, adopted by the City Council on March 22, 2023, outlines strategies to address various needs of older adults, including transportation, housing, outdoor spaces and buildings, community support and health services, respect and social inclusion, communication and information, social participation, and civic participation and enjoyment.

Moving forward, City Staff will continue to implement programs and policies outlined in the adopted Age-Friendly Action Plan. Solana Beach remains committed to fostering an inclusive and supportive community where residents of all ages can thrive.

FY 2024/25 Actions:

- A. Implement circulator or shuttle services specifically tailored to meet the transportation needs of seniors, providing convenient access to essential services and amenities.
- B. Continue to coordinate with other local service providers, including Solana Beach Community Connections, Solana Beach Presbyterian Church, the County Library, etc. to maximize programs and services for the senior community.
- C. Increase community-based senior health and wellness programs and activities, including exercise classes, health screenings, and support groups tailored to the needs of older adults.
- D. Within capital projects or facility improvement, include designs that promote accessibility and walkability for persons of all abilities.
- E. Identify funding for homeowners to retrofit their properties with age-friendly features such as grab bars, wheelchair ramps, and non-slip flooring.

Summary of Budgetary Projections for FY 2024/25: Costs for implementing a circulator service will be developed through further engagement and funding opportunities, and will be brought before the Council for consideration mid-year. City Staff will explore partnerships to maximize senior programs and services including utilizing City facilities. However, increased programs and services may require more investment from the City, which will be brought to Council for consideration before implementation.

3. The Mayors' Monarch Pledge

Summary: The monarch butterfly, an iconic species, has seen a dramatic decline in its populations, with eastern populations decreasing by 90% and western populations by 99% in recent years. To combat this decline, the City of Solana Beach has joined the National Wildlife Federation's (NWF) Mayors' Monarch Pledge. This initiative encourages U.S. cities, municipalities, and communities to create habitats for the monarch butterfly and other pollinators, and to educate residents on how they can contribute to these efforts at home and within their communities.

By taking the Mayors' Monarch Pledge, mayors must commit to implementing at least three of the 30 action items listed on the NWF website (nwf.org/MayorsMonarchPledge) each year they participate. At least one of these actions must come from the "Program & Demonstration Gardens" section. Mayors who complete eight or more actions are recognized as part of the National Wildlife Federation's Mayors' Monarch Pledge Leadership Circle, and those who complete 24 or more actions are honored as Monarch Champions.

The City of Solana Beach first committed to the pledge for the 2021 program year and has renewed its pledge for the 2022, 2023, and 2024 program years. The City is actively involved in this initiative by implementing various action items, such as establishing demonstration gardens, hosting educational events, and planting milkweed and pollinator-friendly native nectar plants. Furthermore, the City reports its progress annually, detailing the engagement activities, the number of participants, and the specifics of the planted areas to track and promote the success of these conservation efforts.

FY 2024/25 Actions:

- A. Continue to engage with the SeaWeeders and other partners to support monarch butterfly conservation and plant native milkweeds and nectar-producing plants in locations like the Coastal Rail Trail, at the La Colonia Community Center, and other City-owned properties.
- B. Add or maintain native milkweed and nectar producing plants in community gardens and at the El Jardin de los Ninos at the La Colonia Community Center.
- C. Add native milkweed and nectar producing plans at new City projects, including the future Glenmont Park.
- D. Prepare annual report about progress on the above three actions including statistics on numbers of plants purchased or planted per the Mayors' Monarch Pledge guidelines.

Summary of Budgetary Projections for FY 2024/25: Staff time, maintenance cost for plants, and any costs for new plants purchased by the City (around \$1,000/annually).

4. San Diego Regional Climate Collaborative

Summary: The San Diego Regional Climate Collaborative is a network of public agencies, nonprofits, businesses, and academia working together to advance climate change solutions and promote sustainability across the San Diego region. By fostering collaboration and information sharing, the Collaborative aims to enhance regional efforts in climate protection, resilience, and sustainability.

The City of Solana Beach has been an active participant in the San Diego Regional Climate Collaborative, engaging in various initiatives to advance sustainability and climate resilience. Over the years, the City has collaborated with other member jurisdictions to share best practices, develop and implement climate action plans, and participate in regional projects focused on reducing greenhouse gas emissions and enhancing climate resilience. Notable achievements include the successful implementation of waste minimization programs, efforts to protect and restore healthy ecosystems, and initiatives to improve water quality and efficiency. Through its ongoing participation, the City continues to demonstrate leadership in promoting sustainability and addressing climate change at the regional level.

FY 2024/25 Actions:

- A. Renew the City membership and attend the San Diego Regional Climate Collaborative meetings and sponsored events.

Summary of Budgetary Projections for FY 2024/25: Participation in SDRCC meetings and events will be limited to Staff time. If sponsorship or other opportunities are presented, additional budget authorizations will be consistent with City policy.

ENVIRONMENTAL SUSTAINABILITY

A. Policy Development

1. Climate Action Plan Update

Summary: The City has made considerable progress on many measures identified in the Climate Action Plan (CAP) which was adopted in July 2017. Major highlights include the establishment of a regional Community Choice Aggregation (CCA) program; the adoption of a reach code ordinance to increase Electric Vehicle (EV) infrastructure; and implementation of Senate Bill 1383 which will curtail methane emissions from landfills. According to the latest GHG Inventory completed for 2018 by the San Diego Association of Governments (SANDAG) in conjunction with the Energy Policy Initiatives Center (EPIC), emissions in the City have dropped approximately 40% below the levels first measured in 2010.

In 2022, the City began a CAP Update process, which is anticipated to be adopted by Council by Fall 2024. The CAP Update will build on the 2017 adopted CAP and incorporate new technologies and trends that have come on the market since 2017, gather the latest best scientific practices, and capitalize on regional knowledge and coalition groups to implement the CAP Update (once adopted, anticipated Fall 2024).

Implementation of the policies, strategies, and actions within the Climate Action Plan Update should be prioritized for continued reductions in greenhouse gas emissions and resiliency projects to address and/or mitigate the effects of climate change. Please refer to the Climate Action Plan for more details on specific policies and key implementation actions.

FY 2024/25 Actions:

- A. Bring forward an update to the Climate Action Plan for consideration by the City Council.
- B. Upon adoption of the CAP Update, implement priority actions as outlined in the CAP Update Implementation Matrix.

Summary of Budgetary Projections for FY 2024/25: The contract with EPIC/Ascent is for \$100,000 to complete the CAP update. This funding is currently allocated in the FY 2023/24 Adopted Budget. Additional cost analysis will be conducted on the CAP Update for implementation of the CAP Update in FY 2024/25. Currently \$56,000 is budgeted for actions adopted in the previous CAP. Additional funding will be considered by the City Council along with the adoption of the CAP Update in FY 2024/25.

2. Continued Participation in Clean Energy Alliance (CEA)

Summary: The City of Solana Beach has been at the forefront of promoting and establishing a local Community Choice Aggregation (CCA) program. In February 2018, the City Council gave final approval to launch Solana Energy Alliance (SEA), and SEA officially began operations in June 2018, becoming the first CCA in San Diego County. SEA transitioned to the Clean Energy Alliance (CEA) in collaboration with the cities of Carlsbad and Del Mar. CEA currently includes the cities of Carlsbad, Del Mar, Solana Beach, Escondido, San Marcos, Oceanside, and Vista.

For the fiscal year 2024/25, the focus will be on continuing the necessary tasks to wind down SEA and ensure a smooth complete transition to CEA. This includes meeting compliance requirements mandated by the California Public Utilities Commission (CPUC) and working closely with the CEA Board to support the ongoing implementation and success of CEA.

The City of Solana Beach remains proud of its leadership role in launching the first CCA in San Diego County and looks forward to continuing its efforts in promoting sustainable energy solutions through the Clean Energy Alliance.

FY 2024/25 Actions:

- A. 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 2024.
- B. Advocate the potential to increase the baseline RPS of CEA to eventually reach the 100% RPS goal as soon as possible but no later than 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.
- C. Continue to work with the CEA Board and consultant team to accomplish the necessary tasks to implement and expand CEA in 2024/25.

Summary of Budgetary Projections for FY 2024/25: Participation in CEA meetings and events will be limited to Staff time.

3. City Facility Energy Efficiency and Decarbonization Upgrades

Summary: There is an opportunity for City facilities to lower energy usage through the installation of more energy efficient lighting, HVAC systems, new windows and potentially installing photovoltaics and/or battery storage systems. There are also potentially some funding mechanisms available to fund these sorts of projects.

In consultation with Energy Efficiency consultants, Staff will evaluate energy efficiency upgrade options for City facilities and their initial costs and potential future cost savings. Research funding options for any cost-efficient and energy saving projects. Based on the results of this work, energy efficiency measures could be identified and included in the CAP update.

FY 2024/25 Actions:

- A. Draft and issue an RFP for an Energy Efficiency Consultant to evaluate potential energy projects for City facilities.

- B. Select an Energy Efficiency Consultant to develop a plan for projects at City facilities.
- C. Research the potential installation of operable windows at City Hall.

Summary of Budgetary Projections for FY 2024/25: Total costs unknown and would be determined after identifying the scope of the project.

FISCAL SUSTAINABILITY

A. Economic Development

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

Summary: The North County Transit District (NCTD) is the landowner for the property that includes the Solana Beach Train Station. This property has been explored for development over the last couple decades with a number of initiated solicitations for proposal. In December 2014, NCTD issued a Request for Proposals (RFP) 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.

The City continues to meet with NCTD on the planning and public agency use and/or development of the NCTD site and related public parking. The City has presented interest to develop all or a portion of the property to NCTD.

FY 2024/25 Actions:

- A. Continue to work with NCTD to explore future development of the property for public agency use and/or development, including land and development cost appraisals.

Summary of Budgetary Projections for FY 2024/25: Future costs for planning and development are unknown at this time.

B. Facility Asset Management

1. Facilities/Asset Replacement Master Plan

Summary: The purpose of the facilities/asset replacement master plan was to identify costs and funding for the replacement and/or renovation of City facilities and assets, including buildings, beach stairs, and the Lomas Santa Fe bridge, and other things such as vehicles and equipment.

The City completed a condition assessment and associated costs for all City facilities. Starting in FY 2014/15 through FY 2024/25, Council has authorized a total of \$2,371,000 for this Master Plan. The FY 2024/25 objective is to keep funding this Master Plan and completing necessary maintenance projects at City facilities.

FY 2024/25 Actions:

- A. Update City facility/asset inventory list on an annual basis.
- B. Prioritize maintenance and replacement costs.
- C. Continue funding this item on an annual basis. Funding will be based on a formula applied to the Internal Service Fund Charge equal to 50% of the annual depreciation value of vehicles & equipment and building & improvement assets for the prior fiscal year end.
- D. Begin funding a Facility/Asset Reserve within the Sanitation Enterprise Fund using the same methodology of a transfer into the reserve equal to 50% of the annual depreciation value of vehicles & equipment and building & infrastructure assets for the prior fiscal year end.

Summary of Budgetary Projections for FY 2024/25: The costs to fund facility and asset replacement are significant. For the Asset Replacement Fund the allocation for FY2024/25 is \$298,550 and for the Facilities Replacement Fund it is \$100,600. For the Sanitation Enterprise Fund Facility/Asset Replacement reserve, the allocation for FY 2024/25 is \$650,000.

C. CalPERS Future Liability

1. Proactively Pursue Measures to Reduce CalPERS Future Liabilities

Summary: Council established a PARS Pension Trust Fund in FY 2015/16 to fund Pension liabilities and has appropriated a total of \$4,430,559 for unfunded pension liabilities through FY 2023/24. Including contributions and investment earnings, the pension liabilities fund had an account balance of \$5,318,450.38 as of December 31, 2023. 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 2024/25 Actions:

- A. Continue funding the PARS Trust Fund in FY 2024/25.
- B. Consider the development of a Council Pension Funding Policy to address the City's long-term pension obligations.

Summary of Budgetary Projections for FY 2024/25: Staff will request 35% of the fiscal year end surplus be deposited into the PARS Pension Trust Fund.

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 and has appropriated a total of \$1,358,681 for unfunded OPEB liabilities through FY 2023/24. Including contributions and investment earnings, the OPEB liabilities funds had an account balance of \$1,510,123.17 as of December 31, 2023. 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 through 2024/25 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 \$2,214,197 from \$4,454,874 in FY 2017/18, to \$2,240,677 on June 30th, 2023. Staff will 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.

FY 2024/25 Actions:

A. Continue funding the PARS Trust Fund in future Fiscal Years pursuant to Council direction.

Summary of Budgetary Projections for FY 2024/25: \$115,000 is included in the FY 2024/25 budget.

ONGOING PRIORITIES

The City has completed a number of integral capital projects and programs over the last fiscal year that are of priority to the City and require monitoring and/or reporting on a regular basis. Additionally, there are a number of areas that as funding arises, or new programs, policies, or legislation are proposed, the City Council has identified a need to prioritize action and responsiveness. The following is a list of ongoing priorities for the City:

Housing and Homelessness:

- A. Identify/pursue outside funding opportunities for development of lower and moderate income housing.
- B. Evaluate potential to convert existing buildings to affordable housing.
- C. Allow Affordable Housing Ordinance to coordinate, when feasible, fees to unlock new affordable units.
- D. Support regional efforts and outreach to address opioid crisis, drug overdose (including prescription drugs) and homelessness problems.

Coastal and Environmental:

- A. Coordinate with the City of Encinitas, USACE, and State Parks on Sand Replenishment Post-Construction Monitoring and Reporting.
- B. Coordinate with SANDAG on regional shoreline monitoring, other coastal projects and Regional Beach Sand Project III.
- C. 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 local sea level rise/climate change adaptation strategy.
- D. Continue to identify and implement other SCOUNP compatible projects in the City.
- E. Monitor parking and access for Annie's Canyon trail and update social media and other information sources to direct users to the Manchester Avenue Park and Ride.
- F. Continue to reach out and educate all food generators who must comply with the requirements of SB 1383.
- G. 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.
- H. Budget for ongoing infrastructure costs after project completion for such things as the replacement of sprinkler heads and other assorted needs.
- I. Support and promote SEJPA and its efforts to develop a potable reuse program.

Circulation and Parking:

- A. Monitor traffic and parking issues in neighborhoods related to beach and trail usage, and fairgrounds activities, as needed.
- B. Explore the implementation of a circulator or alternative solution to expand mobility options for residents and visitors to move throughout the City, thereby reducing congestion and promoting sustainable solutions.
- C. Prepare an annual Pavement Repair program to address City roadways requiring maintenance and repair.
- D. Explore increased funding for maintenance of the Coastal Rail Trail.
- E. Evaluate the development of a sidewalk installation policy.

Land Use and Planning:

- A. Monitor the regional circulation and land use plans, and any specific rail projects that could impact the City residents and businesses either directly or indirectly.
- B. Monitor the development proposal for the North Bluff property on Border Avenue in Del Mar.
- C. Monitor Fairgrounds plans and projects.
- D. Research ADU and affordable ADU incentive programs.
- E. Explore First Story restaurant/retail Ordinance in certain areas of the City.
- F. Conduct Short Term Vacation Rental (STVR) Monitoring and Compliance Review.
- G. Continue to seek out opportunities for a community dog park.

City Organizational Effectiveness

- A. Conduct a Transient Occupancy Tax (TOT) local hotel audit.
- B. Review the Fire Benefit Fee.
- C. 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.
- D. Development of City Donation, Dedication and Memorial Policies.
- E. Identify and prioritize Cybersecurity training modules and implement phishing campaigns with Staff to test and correct, if needed, response to cyber threats.